



CEO Selection Process Interview Guide

August 2009

ATMA CEO Selection Process Interview Guide

Table of Contents

Proposed Schedule/Process	2
ATMA CEO Qualifications/Criteria	3
Interview #1 Questions & Criteria	4
Interview #1 Guide.....	5
Candidate Rating Sheet Interview #1	9
Interim Assignments & Criteria Finalist Candidates	11
Interview #2 Questions & Criteria	12
Interview #2 Guide.....	13
Candidate Rating Sheet Interview #2 and Interim Assignment.....	16

Proposed Schedule/Process

Interview Team:

- Atma Resource Manager
- Atma Advisor
- Atma Advisor
- Atma Consultant

Timing	Activity
20 - 21 August	First Interviews (see interview schedule below) by Interview Team <ul style="list-style-type: none"> • Each interview 1 hour followed by ½ hour discussion period • After interviews panel members are asked to complete a rating sheet on each candidate (enclosed).
22 August (morning)	Interview Team meets to narrow down to 2-3 final candidates
22 August	Candidates called. Final candidates informed of next steps
22 August (evening)	Final candidates receive Written Assignment and have maximum 24 hours to return via email.
24 - 25 August	Final Interviews, followed by decision discussion by Interview Team.
26 August	Final Decision

Schedule for First Interviews:

Date/Time	Candidate
20 August, 3:00 pm	
20 August, 4:30 pm	
20 August, 6:00 pm	
21 August, 3:00 pm	
21 August, 4:30 pm	
21 August, 6:00 pm	

ATMA CEO Qualifications/Criteria

Goal of Hiring Process: To find a CEO who grasps and embodies the spirit of Atma – who is passionate about improving children's education through organizational development, and who understands and highly values the capacity building approach to working with organizations and communities. The following criteria will be used to evaluate candidates:

Primary Criteria

Demonstrates ability to articulate a compelling **vision** and take it through to practical implementation.

Demonstrates excellent **inter--personal skills** and ability to work respectfully and professionally with people and organizations of all levels and demographics.

Demonstrates commitment to pushing the organization to hold and achieve **high standards** (work ethic, driven, demands excellence)

Demonstrates experience in **organizational management**, including hands---on experience and/or knowledge of strategic planning, financial management, program management, etc.

Demonstrates **leadership** skills, experience, qualities and a willingness to work collaboratively with trustees, staff, and partners.

Demonstrates exposure/experience with **professional working styles** and settings; functions well in a **cross---cultural organizational** context.

Secondary Criteria

Demonstrates ability to **multi---task** – to manage a fast---paced and demanding work day and/ is willing to handle any task of the organization required under any circumstances.

Demonstrates experience with **networking**: Knows how to build strong relationships with internal and external constituents

Demonstrates strong **oral and written communication skills** .

Demonstrates ability to work creatively and diligently to develop and **manage the resources** of the organization.

Interview #1

Questions & Criteria

Question	Criteria/Purpose
Intro from ME Tell us what you know about Atma.	Get to Know
Tell us about a time when you've been energized about an organization's vision, and how you were involved with taking that vision to implementation or reality.	Vision
Follow up: What is your response to Atma's Vision and Mission Statement?	Vision
As CEO of Atma, you will be interacting with people living and working in the slums and people from the highest echelons of Mumbai society - sometimes all in the same day. Tell us about similar experiences you've had.	Interpersonal Skills
How do you define organizational excellence? Follow---ups: Tell us about an experience where you have had to work with someone who doesn't have the same high standards as you. How did you approach this?	High Standards/ Interpersonal Skills
Tell us about your administrative and management skills. <ul style="list-style-type: none"> • Have you prepared a budget? How much money? How many staff? • Have you hired people? What do you look for in people you hire? • Have you fired someone? Can you explain the circumstances without breaching confidentiality • How many staff have you managed? Describe your approach to managing staff using some examples from your past experience. 	Organizational Management/ Leadership
Tell us about your experience with strategic planning.	Organizational Management/ Leadership
What has been the best learning experience for you at your current organization.	Organizational Management/ Leadership
What is the most stressful work experience you've encountered. How did you handle it?	Organizational Management/ Leadership
Explain a time when you've had to work with a difficult personality. How did you deal with that?	Organizational Management/ Leadership/ Interpersonal Skills
Tell us about a time when you've had to work closely with people from another culture. What was interesting/ what was challenging about this experience? How did you handle cross---cultural misunderstandings?	Cross---Cultural/ Interpersonal Skills
How do you feel about working as part of a team of three in a small office which would include 2 foreigners and you? What challenges do you foresee? What is interesting to you about this?	Cross---Cultural/ Interpersonal Skills
Do you have any questions for us?	Get to know/Closing

Interview #1 Guide

Interview #1 Guide

Interviewee: _____

Date: _____

Interviewer: _____

Mary Ellen shares about the process Atma is in, as well as about the interview process and introduces interview panel.

Question		Criteria/Purpose	Questioner
1.	Tell us what you know about Atma.	Get to Know	
Notes:			
2.	Tell us about a time when you've been energized about an organization's vision, and how you were involved with taking that vision to implementation or reality. Follow up: What is your response to Atma's Vision and Mission Statement?	Vision	
Notes:			
3.	As CEO of Atma, you will be interacting with people living and working in slums as well as people from the highest echelons of Mumbai society - sometimes all in the same day. Tell us about similar experiences you've had.	Interpersonal Skills	Amit
Notes:			

Interview #1 Guide

Question	Criteria/Purpose	Questioner
<p>4. How do you define organizational excellence?</p> <p>Follow--ups: Tell us about an experience where you have had to work with someone who doesn't have the same high standards as you. How did you approach this?</p>	<p>High Standards/ Interpersonal Skills</p>	<p>Chris</p>
<p>Notes:</p>		
<p>5. Tell us about your administrative and management skills.</p> <p>Probe for information on</p> <ul style="list-style-type: none"> • Experience with preparing budgets, amount, # of staff funded. • Experience with hiring and firing. What do you look for in people you hire? • Experience managing a staff. Describe your approach to managing staff using some examples from your past experience. 	<p>Organizational Management/ Leadership</p>	<p>Naresh</p>
<p>Notes:</p>		
<p>6. Tell us about your experience with strategic planning.</p>	<p>Organizational Management/ Leadership</p>	<p>Naresh</p>
<p>Notes:</p>		

Interview #1 Guide

Question		Criteria/Purpose	Questioner
7.	What has been the best learning experience for you at your current organization?	Organizational Management/ Leadership	Naresh
Notes:			
8.	What is the most stressful work experience you've encountered. How did you handle it?	Organizational Management/ Leadership	Amit
Notes:			
9.	Explain a time when you've had to work with a difficult personality. How did you deal with that?	Organizational Management/ Leadership	Amit
Notes:			

Interview #1 Guide

Question	Criteria/Purpose	Questioner
10. Tell us about a time when you've had to work closely with people from another culture. What was interesting/ what was challenging about this experience? How did you handle cross-cultural misunderstandings?	Cross--Cultural/ Interpersonal Skills	Chris
Notes:		
11. How do you feel about working as part of a team of three in a small office that would include 2 foreigners and you? What challenges do you foresee? What is interesting to you about this?	Cross--Cultural/ Interpersonal Skills	Mary Ellen
Notes:		
12. Do you have any questions for us?	Get to know/Closing	Mary Ellen
Notes:		

Candidate Rating Sheet Interview #1

Candidate Name:	Interviewer:				
Primary Criteria	1 = does not demonstrate				
	5 = demonstrates with excellence				
Demonstrates ability to articulate a compelling vision and take it through to practical implementation.	1	2	3	4	5
<i>Comments:</i>					
Demonstrates excellent inter---personal skills and ability to work respectfully and professionally with people and organizations of all levels and demographics.	1	2	3	4	5
<i>Comments:</i>					
Demonstrates commitment to pushing the organization to hold and achieve high standards (work ethic, driven, demands excellence)	1	2	3	4	5
<i>Comments:</i>					
Demonstrates commitment to pushing the organization to hold and achieve high standards (work ethic, driven, demands excellence)	1	2	3	4	5
<i>Comments:</i>					
Demonstrates experience in organizational management , including hands--on experience and/or knowledge of strategic planning , financial management, program management, etc.	1	2	3	4	5
<i>Comments:</i>					
Demonstrates leadership skills , experience, qualities and a willingness to work collaboratively with trustees, staff, and partners	1	2	3	4	5
<i>Comments:</i>					
Demonstrates exposure/experience with professional working styles and settings; functions well in a cross--- cultural organizational context.	1	2	3	4	5
<i>Comments:</i>					

Secondary Criteria	1 = does not demonstrate				
	5 = demonstrates with excellence				
Demonstrates ability to multi--task – to manage a fast--paced and demanding work day and/ is willing to handle any task of the organization required under any circumstances.	1	2	3	4	5
<i>Comments:</i>					
Demonstrates experience with networking : Knows how to build strong relationships with internal and external constituents	1	2	3	4	5
<i>Comments:</i>					
Demonstrates strong oral and written communication skills .	1	2	3	4	5
<i>Comments:</i>					
Demonstrates ability to work creatively and diligently to develop and manage the resources of the organization.	1	2	3	4	5
<i>Comments:</i>					

Interim Assignments & Criteria Finalist Candidates

Question	Criteria/Purpose
Tasks between interviews for finalists (to be completed between first and second interview)	
<p>You arrive at the Atma office at 10 a.m. on Monday morning. Below is a list of things that need to be addressed before your 12:00 meeting. First: Prioritize the activities and issues as you would address them.</p> <ol style="list-style-type: none"> 1. The office is a mess and the cleaners have not come. 2. One volunteer has arrived and needs to work from the office. 3. Mary Ellen is checking a volunteer into the hospital. 4. The trustees need to sign the petty cash cheques. 5. There are 15 mails in your inbox. 6. You have meetings with partners on Wednesday, Thursday, and Friday. You need to confirm these meetings and talk with the Atma team members who are coming with you for each meeting. 7. You need to prepare activities for your 12:00 meeting. 8. A partner is throwing a fundraiser this evening and is very poorly prepared. 9. There are five outstanding thank you letters and receipts to be issued 10. An important consultant has called for your thoughts on the plan they have written. <p>Then, please justify your response in a narrative of no more than 200 words.</p>	Multi-tasking
Draw from resume, interview, multitasking assignment	Oral/Written Communication Skills

Interview #2

Questions & Criteria

Question	Criteria/Purpose
Have you ever created a program from scratch? If yes, tell us about that experience - what was the program, what was your role, how did you carry it out?	Organizational Management/ Leadership
With you as CEO, where do you see ATMA in 2 years?	Organizational Management/ Leadership
Please share an example of a difficult business decision you were faced with making. How did you approach the decision? What sort of analysis did you perform? What was the outcome, and the impact of your decision in terms of business, organization, and people?	Organizational Management/ Leadership
Talk about an experience you've had working with a team. What role did you play? Tell about leadership you've taken, tell about when you've been a follower?	Organizational Management/ Leadership
You are coming to meet me at the Taj Hotel and I am going to introduce you to several of my contacts who may be interested in donating money to Atma. They know very little about Atma's approach. How do you convince them to donate to Atma's capacity building program and not to the latest "sponsor a child" project?	Interpersonal Skills/ Resources Management
It is two days before the annual charity ball which raises 40% of Atma's annual budget. The sponsor that was going to provide the wine and beer for the event has just pulled out. What do you do?	Resources Management
How have you seen the Mumbai development sector change over the last 5 years? Tell us about of your personal or professional contacts that you think will be an asset when you come to Atma.	Networking
Do you have any questions for us?	Get to know/Closing

Interview #2 Guide

Interview #2 Guide

Interviewee: _____

Date: _____

Interviewer: _____

Open with introduction from Mary Ellen about the purpose of the second interview and the process ahead.

Question		Criteria/Purpose	Questioner
1.	Open with any follow-up questions from first interview to provide segue.		
Notes:			
2.	Talk about an experience you've had working with a team. What role did you play? Tell about leadership you've taken, tell about when you've been a follower?	Organizational Management/ Leadership	
Notes:			
3.	Have you ever created a program from scratch? If yes, tell us about that experience - what was the program, what was your role, how did you carry it out?	Organizational Management/ Leadership	
Notes:			

Interview #2 Guide

Question		Criteria/Purpose	Questioner
4.	Please share an example of a difficult business decision you were faced with making. How did you approach the decision? What sort of analysis did you perform? What was the outcome, and the impact of your decision in terms of business, organization, and people?	Organizational Management/ Leadership	
Notes:			
5.	You are coming to meet me at the Taj Hotel and I am going to introduce you to several of my contacts who may be interested in donating money to Atma. They know very little about Atma's approach. How do you convince them to donate to Atma's capacity building program and not to the latest "sponsor a child" project?	Interpersonal Skills/ Resources Management	
Notes:			
6.	It is two days before the annual charity ball which raises 40% of Atma's annual budget. The sponsor that was going to provide the wine and beer for the event has just pulled out. What do you do?	Resources Management	
Notes:			

Interview #2 Guide

Question	Criteria/Purpose	Questioner
7. How have you seen the Mumbai development sector change over the last 5 years? Tell us about of your personal or professional contacts that you think will be an asset when you come to Atma.	Networking	
Notes: 		
8. With you as CEO, where do you see ATMA in 2 years?	Organizational Management/ Leadership	
Notes: 		
9. Do you have any questions for us?	Get to know/Closing	
Notes: 		

Candidate Rating Sheet

Interview #2 and Interim Assignment

Candidate Name:	Interviewer:				
Primary Criteria	1 = does not demonstrate				
	5 = demonstrates with excellence				
Demonstrates ability to articulate a compelling vision and take it through to practical implementation.	1	2	3	4	5
<i>Comments:</i>					
Demonstrates excellent inter---personal skills and ability to work respectfully and professionally with people and organizations of all levels and demographics.	1	2	3	4	5
<i>Comments:</i>					
Demonstrates commitment to pushing the organization to hold and achieve high standards (work ethic, driven, demands excellence)	1	2	3	4	5
<i>Comments:</i>					
Demonstrates commitment to pushing the organization to hold and achieve high standards (work ethic, driven, demands excellence)	1	2	3	4	5
<i>Comments:</i>					
Demonstrates experience in organizational management , including hands---on experience and/or knowledge of strategic planning , financial management, program management, etc.	1	2	3	4	5
<i>Comments:</i>					
Demonstrates leadership skills , experience, qualities and a willingness to work collaboratively with trustees, staff, and partners	1	2	3	4	5
<i>Comments:</i>					
Demonstrates exposure/experience with professional working styles and settings; functions well in a cross--- cultural organizational context.	1	2	3	4	5
<i>Comments:</i>					

Secondary Criteria	1 = does not demonstrate				
	5 = demonstrates with excellence				
Demonstrates ability to multi--task – to manage a fast--paced and demanding work day and/ is willing to handle any task of the organization required under any circumstances.	1	2	3	4	5
<i>Comments:</i>					
Demonstrates experience with networking : Knows how to build strong relationships with internal and external constituents	1	2	3	4	5
<i>Comments:</i>					
Demonstrates strong oral and written communication skills .	1	2	3	4	5
<i>Comments:</i>					
Demonstrates ability to work creatively and diligently to develop and manage the resources of the organization.	1	2	3	4	5
<i>Comments:</i>					