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Interview Framework Guide

The key to an efficient
and effective hiring strategy.



Introduction

When making hiring, the interviews are the most critical part of delivering a successful search.

Therefore, to meet your hiring KPIs, you must ensure this process is optimised.

Implementing an interview framework into your hiring strategy helps you:

- Maximise search engagement rate
- Learn the correct information about each candidate so you are confident about making the right hire.
- Increase candidate experience.

Sound useful? Let's continue.



What is an Interview Framework?

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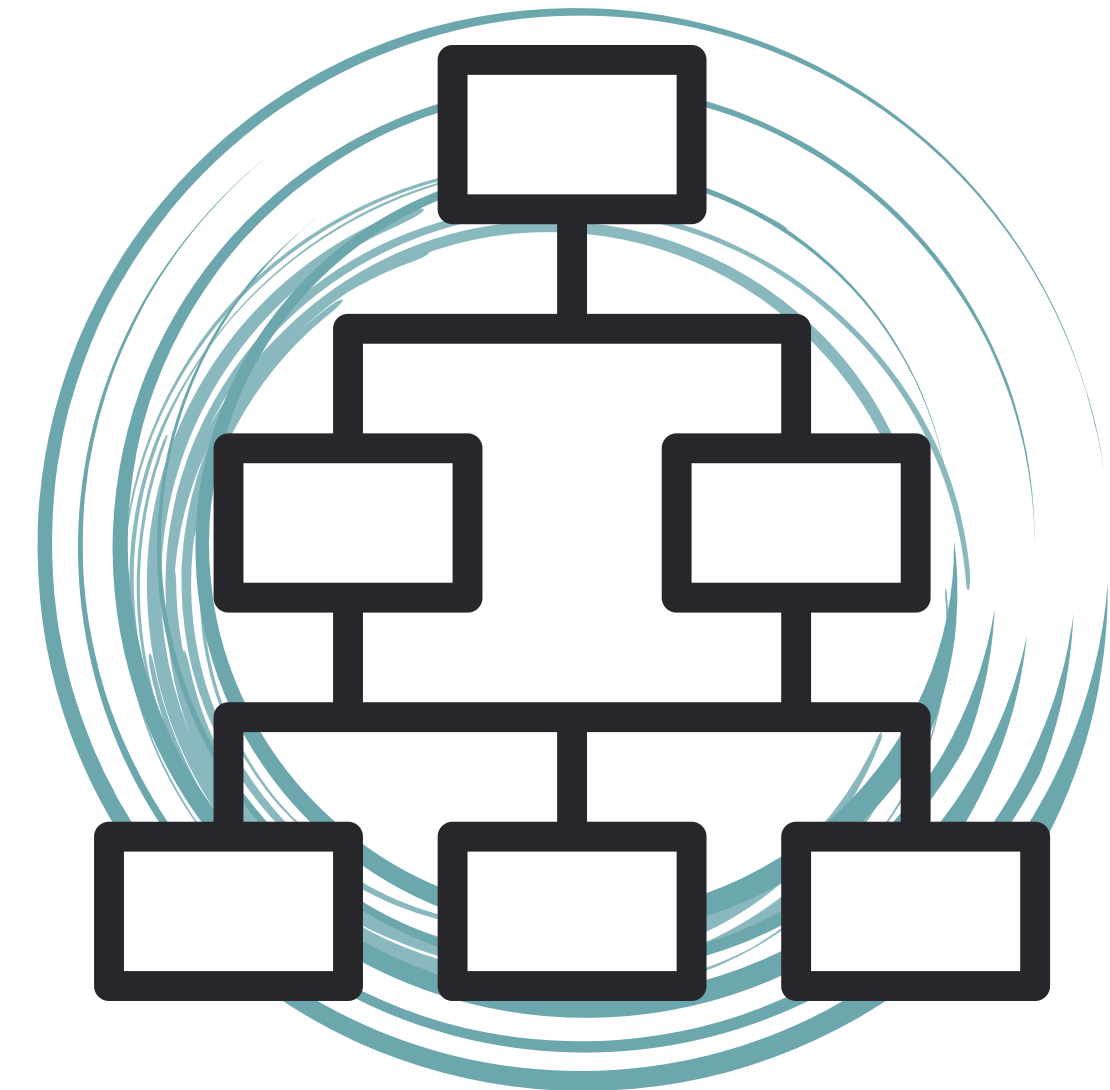
An interview framework is a critical part to play in achieving a successful but also sustainable leadership hire.

It involves the planning of the entire interview process. It's essential to outline the interview framework and then stick to it.

The ideal time to design your interview brief is after establishing your Candidate Brief but before your search firm begins identifying Candidates.

This information should be listed on a spreadsheet or word document.

An interview framework should be signed off by each party initially involved in the search process.



The Interview Framework Should include:

- ✓ Number of interview rounds.
- ✓ Members of your organisation you will involve in the interview process.
- ✓ Structure of each interview.
- ✓ Core information you need to retrieve from the interview.
- ✓ Questions for each round.

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Why are Interview Frameworks Important?

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Creating an interview framework increases the efficiency of your Leadership team hires. How? By the following:

- ✓ Allowing you to begin the process with knowledge of what information is vital to understand about the Candidates to know if they are the right fit. Increasing confidence in your decision.
- ✓ Giving time to employees in the organisation to prepare themselves to meet Candidates and what questions to ask them. Increasing the quality of information retrieved regarding the Candidate.
- ✓ Offer transparency to the Candidate regarding the timeframe and the number of interview rounds. An activity that's been proven to increase engagement levels in your search.

Why are Interview Frameworks Important?

Most organisations that don't plan out their interview frameworks want to add another round of interviews at the end of the process... just to be sure.

Whilst it's essential to be sure in your decision, this puts you at high risk of losing leading talent to another organisation hiring for the same role. It also prolongs the process of starting and onboarding your Leader, delaying the impact you can make.



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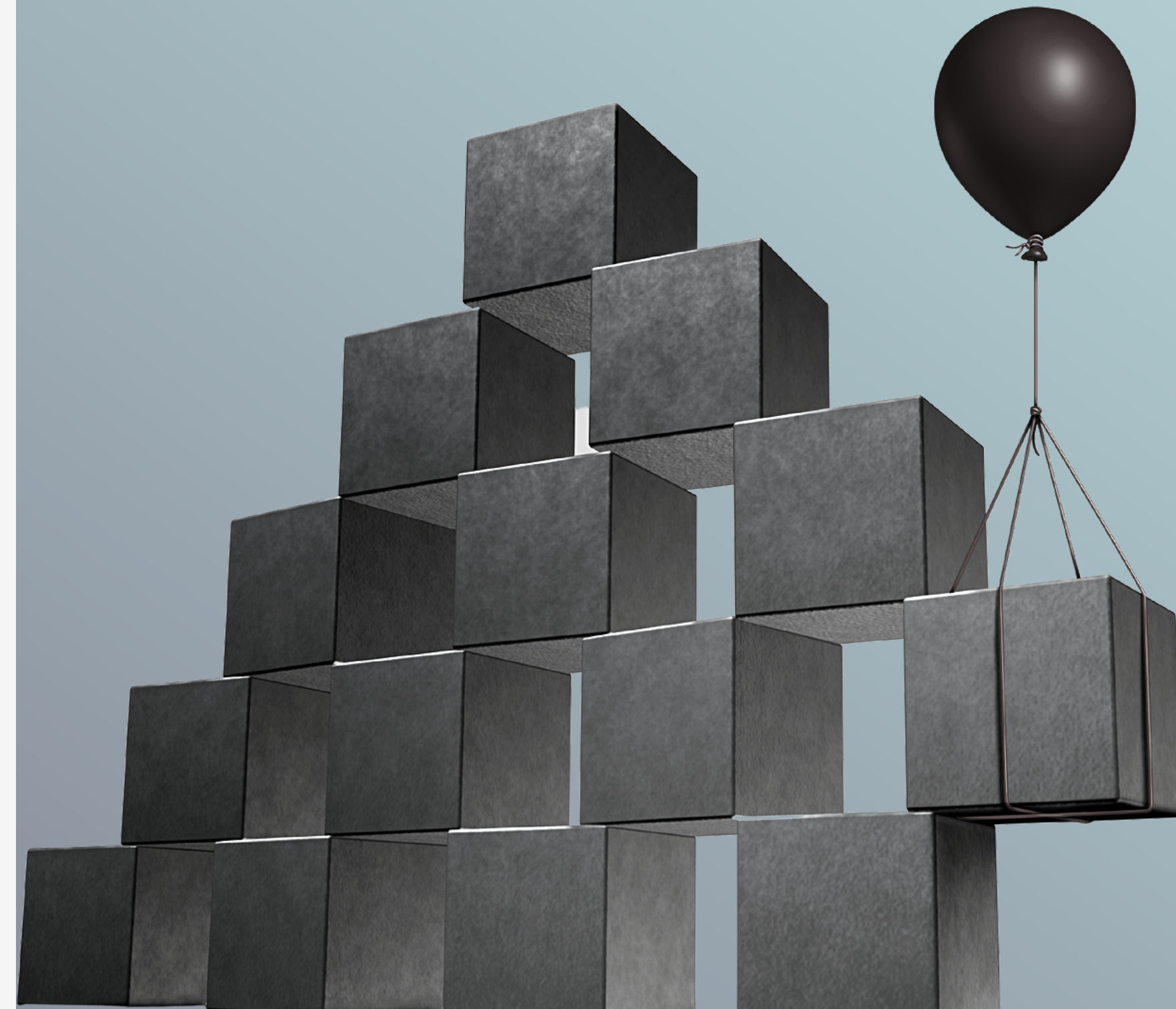
Building the Framework.

At Innovex we recommend having four separate interview rounds.

We have broken down each interview step, outlining the following:

- ✓ The recommended time frame for each round.
- ✓ The ideal goals of each round.
- ✓ Key areas of exploration.
Recommendation on who conducts the interview.

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Round 1: Introduction

Innovex Suggested Time: 15 mins-30 mins

Undertaken by an HR rep or researcher at your Executive Search Firm, over the phone or via zoom.

There are two goals for this round:

Goal 1: Get candidates to engage with your company.

Achieved by: Providing a brief overview of the company and its industry.

Goal 2: Identify candidates with experience and skills that meet the candidate brief.

Achieved by: Ask insightful questions that discuss their previous experience and current role.



Round 1 continued: Key Areas of Exploration

Introduction to the Company: Establish the organisation's location, size and operational industry.

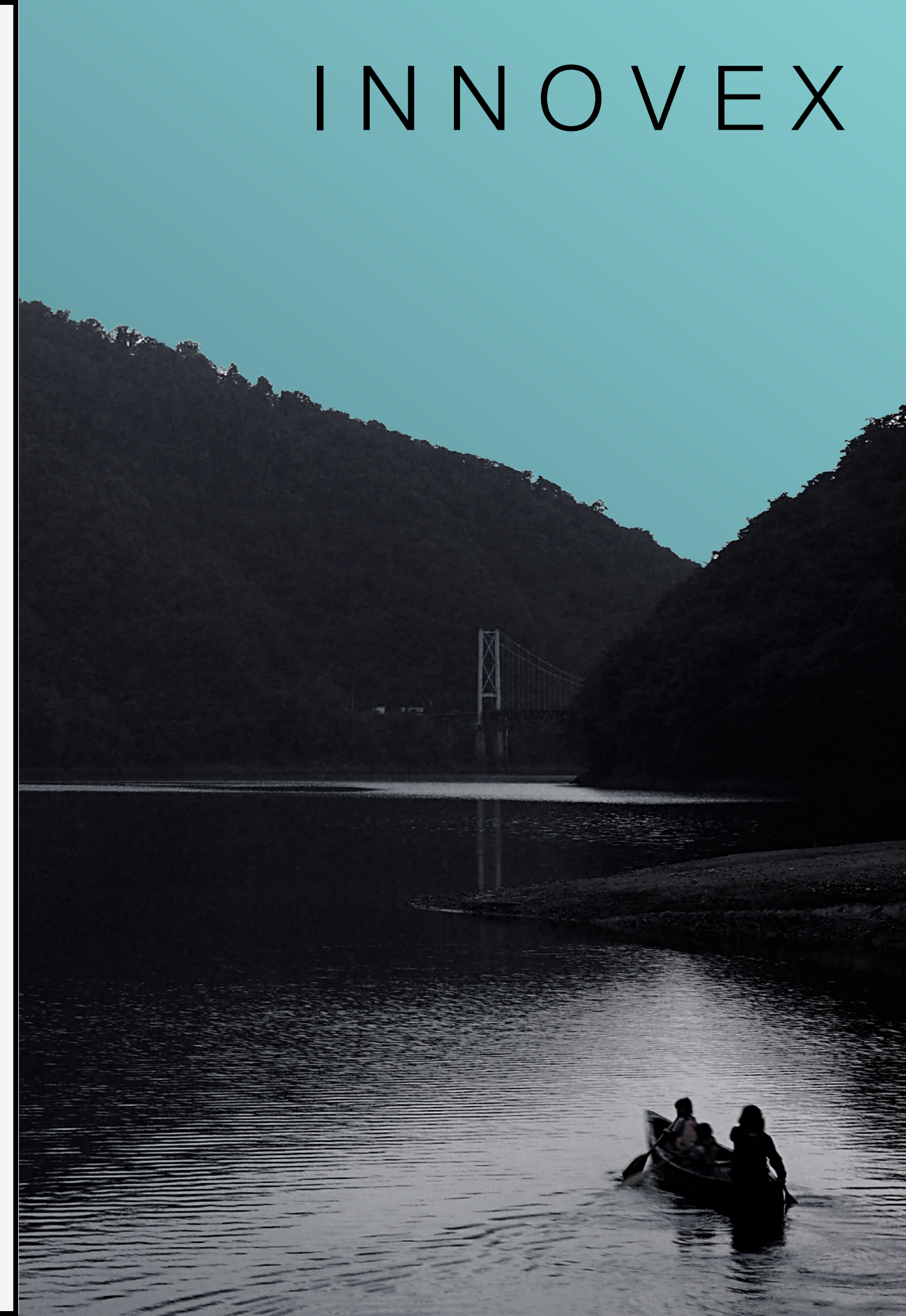
Introduce the Role: Explain the title of the role and critical responsibility.

Reporting Line: Describe who reports to the candidate role and their Line Manager.

Core Requirements: Identify if their skills, industry and experience align with the Candidate brief.

Project Sizes and Cycles: Determine the Candidate's project/sales size and the front-to-back processes of their current role.

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Round 2: Interview

Innovex Suggested Time: 45 mins

This should be between the candidate and their future Line Managers or Delivery team.

Face to face or via video conference.

Goal 1: Give more context about your Company and the department of the role.

Goal 2: Understand if their experience or capability qualifies them for the position.

Innovex Recommendation:

15 mins: Talking about the company, its vision, goals and how this role fits the above.

15 mins: Asking interview questions to the candidate to find out more about them

15 mins: Time for the candidate to ask questions about you and the organisation they may have.

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Round 2 Continued: Key Areas of Exploration.

Profile Background - Identify the candidate's career history, role responsibilities, and qualifications.

Industry Expertise - Learn the candidates operational and geographic industries where their previous experience is in.

Ability - Understand the specific capabilities and skills they have that are relevant to the role.

Size and Scale - Establish their experience in leading teams, the size and scales of these and the organisations.

Leadership & Management - Determine their leadership style and if this compliments a culture.

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Round 2 Continued: Key Areas of Exploration.

Growth - Ask for example where they have driven growth in a leadership position.

Company Size - Gain insight to the size organisation have they experienced working within.

Self Perception - Analyse how they see themselves as a leader?

Propensity to leave - What is making them think of new opportunities.

Round 3: Presentation

Innovex Suggested Time: 45-60 mins

This should be between the Candidate, Line Manager and another C-Suite Executive or Board Member relevant to the department of the candidate's position.

If possible, it should be in person.

Goal 1: Understand if the candidate can take the role and take the organisation to the next level.

Goal 2: Identify the final candidates that stand out from the talent pool.

Innovex Recommendation:

30 mins: allow the candidates to spend 30 mins presenting a case study which provides an understanding of their experiences and the output they have implemented into their last position.

15 mins: Time for the Candidate to answer any questions you may have regarding the case study.

Round 3 Continued: Key Areas of Exploration

Profile Background - What was their responsibility in their previous organisation?

Problem-Solving- Do they have a unique approach that can add value to your organisation?

Challenges - Can you identify what key challenges they have come across?

Results - What growth data and positive impact have they shown, do they show potential to achieve this in your role?

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Round 4: Clear up meeting

Innovex Suggested Time: 30 mins

This should be the final round.

Include critical members of the organisation, and if possible, it should be face to face.

Goal 1: Understand what candidates show a cultural fit.

Goal 2: Both iron out any concerns the client or candidate have.

Innovex Recommendation:

Keep this casual. Make it a friendly chat between the team and the candidate.

Don't overwhelm the candidate; only set up meetings with core members of the team.

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Round 4 Continued: Key Areas of Exploration

Profile Background - Identify more about the Candidate, their interests, motivation and goals.

Team Experience - Identify the Candidate's experience working within a similar size team.

Culture - What is their ideal culture, and how does that compare to yours? Do they compliment one another?

Leadership & Management - Determine their leadership style and if this will gain results.

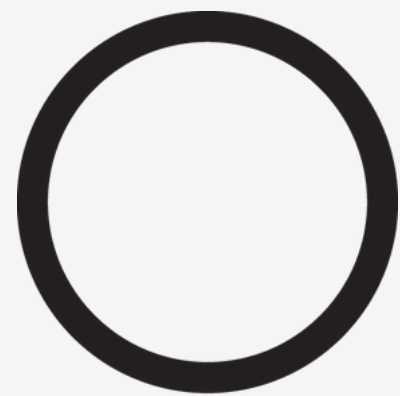
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Case Study & Interview Example:

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ohpen

Innovex x Ohpen CTO Role: Case study: overview

Ohpen is a Dutch-based Company that is the definition of innovation.

Their Organisation was the first to bring banking fully to the cloud. After making a significant impact in the Fintech market, it was time for Ohpen to drive growth again. To do this, they needed a CTO.

Our CEO and Founder, Jake Parish, proved Innovex were the CTO Search Firm for the job by presenting a data-backed strategy, promising a shortlist within four weeks of beginning the venture. A promise that was successfully delivered.

HOW DID INNOVEX COMPLETE THE OHPEN CTO EXECUTIVE SEARCH?

Below is the front-to-back process led by Jake Parish, which led to Ohpen's new CTO, Marcin.

- 1.) A detailed brief was organised with the CEO of Ohpen and Jake Parish to ensure both parties were aligned on the search.
- 2.) A Research map was designed to clarify the industry sector and geographical location in which to source potential candidates.
- 3.) The Innovex Team researched and approached 150 CTO Candidates.
- 4.) Three interview rounds took place by Innovex's Delivery Team.
- 5.) A shortlist was presented to Ohpen, ready for the final interview stage.
- 6.) Jake Parish then provided Feedback to all CTO Candidates on the shortlist.
- 7.) Jake helped Ohpen CEO secure chosen candidates.



Innovex x Ohpen CTO Role: Interview Frame Work

ROUND 1: INTRODUCTION

Time allocation: 15 minutes.

Interviewer: An Innovex Researcher.

Goal of interview: give more context regarding the role.

ROUND 2: INTERVIEW

Time allocation: 45 minutes.

Interviewer: Jake Parish, Founder and CEO.

Goal of interview: clarity of skills and experience of candidates.

ROUND 3: CLIENT INTERVIEW

Time allocation: 60 minutes.

Interview: Matthijs Aler, CEO of Ohpen

Goal of interview: Identify candidates' capabilities.

ROUND 4: Clear up meeting

Time allocation: 30 mins.

Interviewers: The Ohpen team

Goal of interview: to outline any concerns and to ensure there is a right cultural fit.

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Innovex x Ophen: Interview Questions

Can you briefly take me through your career history detailing role responsibilities?

What industries have you worked in?

What cloud providers have you worked with previously? What code and environments have your teams specialised in?

How comfortable are you conversing technically with developers?

Can you describe the size and scale of the teams you have led, what functions does this encompass, has it included product?

How would you describe your leadership style?

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Innovex x Ophen CTO

Role: Interview Questions

Can you give me an example of where you have worked in a hyper-growth environment, detailing how you have scaled technical teams successfully?

What exposure have you had on or reporting into either a Board or Leadership team?

In your role today and role previously held, what percentage of time are you internally focused versus working with Clients on technical elements of deals/onboarding?

Where are you most effective?

What is your base salary, bonus, shares/LTIPs?

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Keep reading for two useful
pieces of advice to encourage a
positive interview process.

[Click Here to download.](#)



Give Company Context

Spending all your interview time finding everything you need to know about the Candidate damages the delivery of a hire.

Whilst this is how you can be confident they are the right fit, ultimately, they will leave the interview knowing nothing about your company and leaving the interview uninspired.

Split your interview framework up 50/50, so you have enough time to learn about the Candidate but also to let them know about you.

To context about your company, discuss the following:

- ✓ The Company story.
- ✓ Its vision.
- ✓ Long-term goals.
- ✓ Core team members & their journey.
- ✓ The culture.
- ✓ Progression opportunities.

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"Let the Candidate leave the interview inspired and wanting too for you. Not the other way around"



Making Your Decision.

It's difficult to choose what Candidate to hire when the talent pool is of a high quality.

We advise our Clients to decide based on the following factors:

- ✓ Experience in a similar role and environment.
- ✓ Fits well within the culture.
- ✓ Understands and are driven by the Company's vision.
- ✓ Show resilience, loyalty and ambition.
- ✓ Meet 70%+ of Candidate brief whilst showing the capability to achieve the other 30 in the first 12 months of the role.

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and Nurture Your Leadership Team.

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