

# BEST Interview Guide 1



Candidate: \_\_\_\_\_ Position: \_\_\_\_\_

Interviewer: \_\_\_\_\_ Date: \_\_\_\_\_

Proficiency at this level will:

**1-2** Inhibit **3** Enable **4-5** Enhance Performance

**Background & Values:** Demonstrates McD's values & has the experience to be successful in the role 

1	2	3	4	5
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- Tell me about a project or achievement from your past that brought you the most energy? Why was this so motivating? Now tell me what project was least motivating? How did you approach that project?
- How has your background and experience prepared you to be effective in an environment that holds inclusion as core to our values?
- Describe a time when you needed to work cooperatively with someone that did not share the same ideas as you. Describe the situation, the actions you took, and the outcome.

**Building Blocks:** Is curious and resilient; can think with agility and connect with others 

1	2	3	4	5
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- *Resilience:* McDonald's is a company built on hard work. Tell me the hardest you've had to work at something? Now tell me about a time you almost quit, but you persevered.
- *Curiosity:* Provide 2 specific examples of how you ensure you are continuously learning and growing professionally. How has this impacted your work?

**Execution Proficiency:** Will deliver on what matters most to the organisation 

1	2	3	4	5
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- Tell me about a time that you had more than one project you needed to deliver on. How did you prioritise what to work on?

**Strategic Proficiency:** Will chart a course that creates competitive advantage 

1	2	3	4	5
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- Tell me about a time when your approach to a project/initiative proved to be ineffective. How did you know? What would you have done differently?
- **Alternate for Director+:** How do you make sure you know what your customers are really looking for? What would you do to better understand our customer if you joined the McDonald's team?

**Talent Proficiency:** Will build up the team and uplift growth 

1	2	3	4	5
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- **If Individual Contributor:** In general, how would your peers describe you? Can you tell me about a time when you taught a peer a new and valuable skill?
- **If Manager:** If we conducted a focus group of your most recent direct reports, how would they describe working for you? What would they say that would make you proud? What might they say you need to work on?

**Recommendation:** Would you recommend this candidate?

Yes	No
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**Comments:**

# BEST Interview Guide 2



Candidate: \_\_\_\_\_ Position: \_\_\_\_\_

Proficiency at this level will:

Interviewer: \_\_\_\_\_ Date: \_\_\_\_\_

**1-2** Inhibit **3** Enable **4-5** Enhance Performance

**Background & Values:** Demonstrates McD's values & has the experience to be successful in the role 

1	2	3	4	5
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- Quickly walk me through the key points / decisions you made in your career. Why did you make the changes you made?
- Our customers represent diverse backgrounds, cultures, perspectives and needs. How have you demonstrated an inclusive mindset when thinking about your audience or customers in the past?
- Describe the climate for inclusivity at your present (or a past) position. What impact have you had on that climate?

**Building Blocks:** Is curious and resilient; can think with agility and connect with others 

1	2	3	4	5
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- *Resilience:* What was the most challenging project or initiative you've tackled? Why was it so difficult? What did you do to make sure it was delivered?
- *Thinking Agility:* What is your super-strength? What have you found you can do better than most people? How can we best deploy this on our team?

**Execution Proficiency:** Will deliver on what matters most to the organisation 

1	2	3	4	5
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- Tell me about a time when you significantly improved the way a team you were on did their work? What did you see that was a problem and how did you impact the result?

**Strategic Proficiency:** Will chart a course that creates competitive advantage 

1	2	3	4	5
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- How do you utilise data and insights to help improve initiatives/projects you are working on? Can you provide an example?
- **Alternate for Director+:** Our industry is changing rapidly. Where do you see it going over the next 5 years? Where do you need to develop professionally to keep pace with where the industry is going?

**Talent Proficiency:** Will build up the team and uplift growth 

1	2	3	4	5
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- Describe an idea or proposal that required significant support from others. How did you go about gaining that support? How did it turn out? Is there anything you would have done differently?

**Recommendation:** Would you recommend this candidate?

Yes	No
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**Comments:**

# BEST Interview Guide 3



Candidate: \_\_\_\_\_ Position: \_\_\_\_\_

Interviewer: \_\_\_\_\_ Date: \_\_\_\_\_

Proficiency at this level will:

**1-2** Inhibit **3** Enable **4-5** Enhance Performance

**Background & Values:** Demonstrates McD's values & has the experience to be successful in the role 

1	2	3	4	5
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- Can you talk me through a few of the most significant changes or transitions in your career to date? What caused you to make any significant company or position changes in the past?
- Tell me about a time when you faced a difficult situation that tested your integrity. What steps did you take and what was the outcome?
- Describe how your career has been enhanced by exposure to diverse people, places, or experiences. Please provide a specific example.

**Building Blocks:** Is curious and resilient; can think with agility and connect with others 

1	2	3	4	5
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- *Resilience:* We all make mistakes. Tell me about a project you were responsible for that you would do differently if you had another chance. What happened initially and what would you do differently?
- *Thinking Agility:* Give me an example of a time when you came up with a new approach to solving a problem. How was it an improvement over the old approach?

**Execution Proficiency:** Will deliver on what matters most to the organisation 

1	2	3	4	5
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- Tell me about a time you achieved a project under strict time constraints. How did you go about prioritising the tasks? What was the outcome?

**Strategic Proficiency:** Will chart a course that creates competitive advantage 

1	2	3	4	5
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- Give me an example of how new customer data or feedback caused you to modify a direction, approach or process?
- **Alternate for Director+:** Tell me about some of the trends in your current field and how they have impacted one or more of your projects or initiatives.

**Talent Proficiency:** Will build up the team and uplift growth 

1	2	3	4	5
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- **If Individual Contributor:** Give me an example of a time when you helped the team you were on reach an important project milestone. What steps did you take to motivate your peers?
- **If Manager:** Describe a time when you had to assess and change the talent of your team. What was your approach? What were the results?

**Recommendation:** Would you recommend this candidate?

Yes	No
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**Comments:**

# BEST Interview Guide 4



Candidate: \_\_\_\_\_ Position: \_\_\_\_\_

Interviewer: \_\_\_\_\_ Date: \_\_\_\_\_

Proficiency at this level will:

**1-2** Inhibit **3** Enable **4-5** Enhance Performance

**Background & Values:** Demonstrates McD's values & has the experience to be successful in the role 

1	2	3	4	5
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- What career goals did you set for yourself at your last company? How did you measure your success against those goals?
- Tell me about a time when you changed your style to work more effectively with a person who thought differently than you or had a different background than you.
- Tell me about a time you joined a new team – how did you go about earning their trust & confidence?

**Building Blocks:** Is curious and resilient; can think with agility and connect with others 

1	2	3	4	5
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- *Curiosity:* Give me an example of when you had to learn a new skill in order to complete a task/project. What steps did you take to gain the knowledge to complete it effectively?
- *Thinking Agility:* Tell me about a time you identified an issue no one else could see. What did you see that others didn't?

**Execution Proficiency:** Will deliver on what matters most to the organisation 

1	2	3	4	5
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- Tell me about the most successful initiative that you led or were involved in. Why did you know to go after it? What was the result?

**Strategic Proficiency:** Will chart a course that creates competitive advantage 

1	2	3	4	5
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- Give me an example of an initiative you undertook in response to customer or internal stakeholder feedback. How did you decide on that action? What were the results?
- **Alternate for Director+:** Tell me about the most difficult external business environment you navigated. What did you need to do to adapt?

**Talent Proficiency:** Will build up the team and uplift growth 

1	2	3	4	5
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- Tell me about a time you had to influence stakeholders or partners to get a project completed? What was your approach to achieve buy-in?

**Recommendation:** Would you recommend this candidate? 

Yes	No
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**Comments:**



**Values:** Demonstrates McD's values

- Tell us about one or two specific things that you have done to promote diversity, equity and/or inclusion in your current (or last) job?
- What have you done to further your knowledge/understanding about diversity? How have you demonstrated your learning?
- How do the values of diversity and inclusion affect how you approach your work and your teammates?
- Tell me about a business decision you had to make where your integrity was a consideration. Describe the situation and your thought process.
- What is the most unpopular stand you have taken in your career so far?

**Building Blocks:** Is curious and resilient; can think with agility and connect with others

**Resilience:**

- Tell me about a time you felt discouraged at work. How did others know you were frustrated? How did you maintain your energy and motivation?
- Give me an example of when you failed at something. How did you react?
- Tell me about a time you encountered an obstacle on a project you were leading. What would other people say about working with you during this time?

**Thinking Agility**

- Tell me about two significant business improvements you have made in your career. How did you know change was needed? What was the result?
- Tell me about a time when you had to make a decision between two options. Which did you choose and how did you decide?
- Every day we receive a great amount of information. Can you tell me about a time when you were about to start a project/task and you found yourself with conflicting input? What was the project about? How did you prioritise the information? What was the result?

**Curiosity**

- How do you stay up to date with new trends in your industry/profession? What resources do you use?
- Tell me about how you voice your opinions and perspectives? How would we go about ensuring we optimise your voice?
- Can you tell me about the last time you decided to learn something for yourself (can be work related or otherwise)? What did you want to learn? How did you find the information? What was the result?

**Execution Proficiency:** Will deliver on what matters most to the organisation

- Tell me about a time when you made significant impact on business results after assuming a leadership role in a new department. What were your priorities? What were the results? How did you ensure you would be successful?
- Can you tell me about a time when you took full ownership about something? How did you manage? What results did you achieve? How did you feel about your accomplishment?
- Tell me about a time when you were told to change the way you were doing something. How did you feel at the beginning and the end? What results did you achieve?

**Strategic Proficiency:** Will chart a course that creates competitive advantage

- In this ever-changing business world, what do you do to try and anticipate the customer's needs? Please provide an example.
- What were some of the key business needs of your customers in a previous role? What have you done to address these needs? Please provide an example
- **Recommended for Director+:** Describe how you go about allocating resources to accomplish a long-range goal.
- **Recommended for Director+:** What do you think are the key strategic issues in the restaurant industry today?
- **Recommended for Director+:** Who do you consider to be best in class in anticipating customer needs within {your area of expertise}? What can McDonald's learn from them?

**Talent Proficiency:** Will build up the team and uplift growth

- Tell me about a person or team who was struggling the most during a change you were leading. How did you get them over it and what was the result?
- What do you think most often gets in the way of change? How do you overcome these challenges?
- Tell me about the last time you inspired your team to complete a task/project and got them committed to the task ahead. How did you manage to inspire your team? What was the result?

# BEST Rating Scale



After completing the interview, please use the following value set as a reference point when reflecting on the candidate's responses.

**Candidate's proficiency at this level will...**

	Inhibit Performance 1-2	Enable Performance 3	Enhance Performance 4-5
<b>Curiosity</b>	<ul style="list-style-type: none"> <li>Focused on knowledge/expertise he/she brings to the role rather than learning from others</li> <li>Cannot identify past mistakes or associates past mistakes with uncontrollable factors</li> </ul>	<ul style="list-style-type: none"> <li>Understands importance of continuous learning, but learning resources identified may not be diverse</li> <li>Can identify mistakes and steps to correct, but analysis may not be thorough</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates enthusiasm and commitment to continuous learning; has diverse resources for learning</li> <li>Thoughtfully analyses mistakes and makes changes to avoid making similar mistakes</li> </ul>
<b>Thinking Agility</b>	<ul style="list-style-type: none"> <li>Does not demonstrate capability for detailed analysis or identify more than one option to solve problem</li> <li>Cannot provide coherent rationale for choices</li> <li>Unable to identify assumptions or critically challenge the status quo</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates modest capability for analysis of issue, but may fail to identify multiple options to solve problem</li> <li>Provides moderately detailed rationale for choices</li> <li>Does not sufficiently identify or put measures in place to check assumptions; thinks outside status quo</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates thorough analysis of issues; identifies multiple options to solve problems and can recommend best option</li> <li>Provides thorough, detailed rationale for choices</li> <li>Articulates thinking outside status quo; checks assumptions that might go against the norm</li> </ul>
<b>Resilience</b>	<ul style="list-style-type: none"> <li>Has difficulty maintaining composure in the face of stress</li> <li>Has let challenges derail projects</li> <li>May blame challenges on external factors</li> </ul>	<ul style="list-style-type: none"> <li>Shows some stress during difficult times</li> <li>May be temporarily dissuaded by setbacks, but can recover</li> <li>Allows challenges to slow results or project delivery</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates energy and optimism in the face of challenges</li> <li>Remains calm and composed under pressure; recovers quickly from setbacks</li> <li>Creates clarity and focus during times of uncertainty</li> </ul>
<b>Execution Proficiency</b>	<ul style="list-style-type: none"> <li>Struggles to effectively prioritise; focuses on low business-impact item</li> <li>Focuses more on individual achievements than value for business</li> <li>Lacks strong focus on improving business processes; satisfied with status quo</li> <li>Struggles to identify key metrics for success</li> </ul>	<ul style="list-style-type: none"> <li>Does not consistently maintain disciplined focus on prioritisation; may be prone to tackling too much at once</li> <li>Demonstrates commitment to high standards and holds others accountable</li> <li>Identifies and assesses business against key metrics</li> <li>Articulates processes that he/she put in place to ensure efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates ability to effectively prioritise work; appropriately weighting business impact</li> <li>Gives multiple examples of exceeding expectations and delivering measurable results</li> <li>Develops clear picture of business performance through metrics and data</li> <li>Emphasises working efficiently; examines and adjusts processes</li> </ul>
<b>Strategic Proficiency</b>	<ul style="list-style-type: none"> <li>Decisions are led by what is easiest to deliver, not what customer needs</li> <li>Fails to question or verify customer data; does not seek data from diverse sources</li> <li>Demonstrates passion for the business, but not necessarily meeting customer needs</li> <li>Cautious about taking risks; may wait too long or avoid</li> </ul>	<ul style="list-style-type: none"> <li>Clearly articulates how customer needs have driven strategic decisions</li> <li>Seeks customer data from diverse sources</li> <li>Demonstrates passion for achieving strong customer satisfaction</li> <li>Demonstrates willingness to take appropriate risks</li> </ul>	<ul style="list-style-type: none"> <li>Strategic and business decisions are consistently customer-led</li> <li>Seeks customer data from diverse sources to answer, "how do we know what our customers want?"</li> <li>Passionate about achieving exceptional customer satisfaction</li> <li>Has a track record of taking appropriate risks</li> </ul>
<b>Talent Proficiency</b>	<ul style="list-style-type: none"> <li>Struggles to articulate clear approach to feedback, coaching and career development, does not have clear approach to developing talent and growing careers</li> <li>Lacks leadership presence and/or compelling verbal communication</li> <li>Relies on a few close relationships as opposed to a broad, diverse network</li> <li>Articulates incomplete approach to influence: may miss key stakeholders</li> <li>Does not provide clear example of motivating, assisting and/or sharing information with colleagues</li> <li>Cannot articulate effective approach to getting work done through others; direct reports have at times gone astray because of inappropriate levels of oversight</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates some understanding of importance of feedback, coaching and career development; has some examples of growing employees careers; may have had some team members who have stalled</li> <li>Understands importance of robust talent pipeline; does not articulate importance of moving talent through the organisation</li> <li>Effective at getting work done through others including collaboration and change; may provide too little or too much oversight at times</li> <li>Provides some examples of motivating, or sharing information with colleagues, may demonstrate tendencies to think or work in silos</li> </ul>	<ul style="list-style-type: none"> <li>Has a clearly articulated approach to feedback, coaching, and career development; has consistent track record of growing team-members careers</li> <li>Emphasises robust talent pipeline; critically considers how to move talent effectively through the organisation</li> <li>Provides lateral or informal leadership in group settings</li> <li>Strong track record of getting work done through others including effective collaboration and leading through change</li> <li>Provides strong examples of motivating, assisting and/or sharing information with colleagues, and is enthusiastic about supporting teammates</li> </ul>
<b>Connection</b> Will assess indirectly	<ul style="list-style-type: none"> <li>Does not emphasise personal connections to get things done</li> <li>Cannot or does not attempt to read others emotions and react accordingly</li> </ul>	<ul style="list-style-type: none"> <li>Builds trust and rapport through building business relationships</li> <li>Can read others' emotions, but may question conclusions or assessments</li> </ul>	<ul style="list-style-type: none"> <li>Builds trust and rapport through interactions</li> <li>Demonstrates unique insight into others' emotions</li> </ul>