

USE THIS BEFORE AND DURING AN INTERVIEW — CHAPTER 11

The Potential Test

DECISION Worksheet v1.0

Skills can be taught. Potential is much harder to create. These four questions help you see past the CV.

⚠ Before you start: Follow your organisation's structured interview process. This worksheet sits alongside it, not instead of it. A strong CV tells you what someone has done. Watch out for the halo effect — when a familiar background feels like a guarantee. This helps you look past it.

CANDIDATE NAME

ROLE / DATE

👉 Tap or click to type

1 = Little evidence · 2 = Some evidence · 3 = Strong evidence — mark one per row

Q1 Can they learn? **GROWTH** ☐ 1 ☐ 2 ☐ 3

Listen for: How they talk about feedback they've received. Mistakes they've made. What they changed because of them.

Q2 Will they listen? **LISTENING** ☐ 1 ☐ 2 ☐ 3

Listen for: Do they answer the question asked, or the question they wanted? Do they pause before responding?

Q3 Do they care? **CURIOSITY** ☐ 1 ☐ 2 ☐ 3

Listen for: Specific questions about the role, the team, the customer. Genuine curiosity — not prepared questions ticked off a list.

Q4 Do they create genuine connection? **CONNECTION** ☐ 1 ☐ 2 ☐ 3

Notice: Can they make you feel like the only person in the room? Eye contact, presence, whether the conversation feels like a transaction or a connection. Technique can be taught. Genuine curiosity is much harder to sustain.

YOUR SCORE / 12**10–12****Invest**

Strong signal across all four — weigh it alongside the rest of your process.

7–9**Worth exploring**

Which question scored low — and does it matter for this role?

Below 7**Proceed with caution**

Skills can be trained. These four things are harder to develop.

REMEMBER

Hire for potential. Train for skill. But stay honest about whether the person in front of you is willing to be trained.