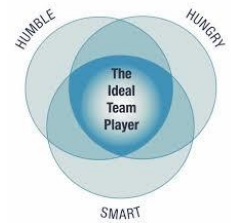


PAYBACK'S Recruitment Questionnaire



In line with the **Ideal Team Player** methodology – An ideal team player embodies three virtues: humility, hunger and people smarts.

HUMBLE

This trait is characteristic of people who **do not place undue importance on their own position**, do not attribute qualities to themselves that they do not have, but also **do not belittle themselves**. The ideal team player does not have an inflated ego that tells him to seek praise for his merits. At the same time, he is able to **appreciate the work of others** and treats success as a **collective achievement**.

A person without humility is arrogant, seeks his or her own attention, looks at the world from his or her perspective and pursues particular interests. On the other hand, he or she may be a person with low self-esteem who speaks dismissively about his or her abilities, role and responsibilities in the company.

HUNGRY

People who are hungry for knowledge and continuous development want to **take on more and more responsibility and continuously improve their skills**. They are **highly self-motivated** and **conscientious about their tasks**. They are eager to **share knowledge** with other team members, inspire and encourage self-development.

SMART

Smart people are able to **understand the behavior** of team members and **adapt** to situations. They respect others by **listening** carefully to them and by asking clarifying questions. The ideal team player is **energized, works with passion** and supports the team in every way possible. They communicate in such a way that others feel valued, understood and noticed.

What makes this model so powerful and unique is the required combination of all three attributes together. If even one attribute is missing in a team member, teamwork becomes significantly more difficult and sometimes even impossible.

Examples of interview questions

HUMBLE

1. What are the most important accomplishments of your career?

(Look for more mentions of we than I. Of course, it isn't about being so simplistic as to count the responses. If someone refers to himself or herself individually more than as a member of a team, probe for whether he or she was working alone or with others.)

2. Please tell us about the most difficult situation in your career.

(Pay attention if the candidate did not complain, but talked about the experience with a sense of gratitude for the situation he/she experienced and what lessons he/she learned from it; If necessary, ask: How did you deal with the situation? What lessons did you learn from the situation?)

3. Please tell us about the most embarrassing moment in your career or your biggest failure?

(A humble person has no problem talking about his/her failures because he/she doesn't mind being imperfect; listen carefully to whether the candidate has a sense of responsibility, draws conclusions and consider whether he/she actually applies them afterwards.)

4. What is your greatest weakness? How do you work on it?

(Pay attention to whether the candidate tries to present his/her weaknesses as strengths - "I take on too much"; In this question we check whether the candidate can really admit his/her weaknesses.)

5. Please tell me about the person who inspires you. Why?

(Look for the candidate to demonstrate a genuine appreciation- Ego driven people often are not.)

6. Please, describe your current team.

(Encourage the candidate to describe specific interactions with colleagues and experiences working on a team. Note whether the candidate appreciates the team effort, is willing to do what is necessary for the good of the team.)

7. Please describe your team management style. How do you motivate your team?

(Note to what extent the candidate underlines the role of teamwork, appreciates the efforts of the team, to what extent he/she treats his/her success as a joint achievement; you can ask additional questions: What do you value in it? What would you change? How do you influence the work and development of the team?)

HUNGRY

1. What is the hardest you've ever worked on something in your life?

(We are looking for real commitments that the candidate has made; pay attention to whether he or she has not complained, and talked about it in the experience with a sense of gratitude; people who are hungry when necessary take on tasks that are arduous and difficult.)

- 2. Do you manage to handle tasks outside your area of responsibility?**
(Pay attention to whether the candidate is willing to engage in tasks beyond his/her scope of responsibility - how hungry he/she is for new knowledge.)
- 3. How do you manage your working time? Do you often work beyond your working hours? How do you feel about this?**
(Pay attention to whether the candidate puts too much emphasis on fixed working hours. If too much weight is put on the balance he/she may lack the hunger, such a person will have a hard time finding the reality of teamwork.)
- 4. What do you like to do in your free time?**
(A too long list of tasks may check the candidate's unwillingness to put the needs of the team before their personal agenda.)
- 5. Please tell us about a project, a task introduced on your initiative?**
(Hungry people are eager to take initiative and undertake new tasks affecting their own and the team's effectiveness.)
- 6. How do you share the knowledge you have gained with other team members? How do you influence the development of others?**
(Pay attention to whether the candidate is a person willing to share knowledge, whether the question asked comes naturally to him or feels surprised by it - the Ideal Team Player not only aims for self-development, but is also willing to share the knowledge gained with others)
- 7. How do you develop your competences?**
(Pay attention to the extent to which the candidate proactively seeks opportunities for their own development - they don't just expect action from the company. Hungry people take the initiative themselves, so point to specific examples that demonstrate this.)

SMART

- 1. Have you ever worked with a difficult colleague or boss? How did you handle the situation?**
(Alternatively, ask: How did you handle this? By asking this question you will check to what extent the candidate is able to understand the behaviour of others and can handle challenges in dealing with other people.)
- 2. What kind of people annoy you the most, and how do you deal with them?**
(We pay attention to self-awareness and self-control - smart people have awareness of how and know how to deal with such people in a productive and constructive way.)
- 3. How would you describe your personality?**
(Verify how accurately a person describes what we can observe ourselves; a person with this trait knows himself and others well and is willing to talk about his strengths as well as his weaknesses. If someone is surprised or embarrassed by this question, it may be that this person does not deal well with people.)

4. How would your team-mates describe you?

(Pay attention to the awareness of how the candidate is perceived.)

5. Would your former colleagues describe you as an empathic person? -OR- Can you give an example of how you've demonstrated empathy to a teammate?

(We check if the candidate understands the role of empathy and is aware of his/her own competence in this area.)

When researching Smart, answer the questions:

6. Can the candidate adapt their style and behavior to the nature of the interview?

(Smart people are able to adapt their behavior, communication to the interviewer as well as the nature of the interview.)

7. Would you like to work with this person on a daily basis?

(If the candidate demonstrates wisdom, he/she will give the impression of being a pleasant person to spend time with.)