

Leadership Interview Scorecard

Designed for senior / executive hiring in for-purpose organisations

Candidate Name:

Role:

Interview Stage:

1. Capability Assessment (60%)

Criteria	What “Strong” Looks Like	Score (1–5) Notes
Strategic Thinking	Can translate vision into clear, actionable plans	
Leadership Impact	Has led teams through complexity/change	
Decision-Making	Makes sound, timely decisions with incomplete info	
Stakeholder Management	Navigates boards, execs, and diverse stakeholders effectively	
Delivery Track Record	Evidence of measurable outcomes (not just activity)	

2. Cultural & Values Alignment (40%)

Criteria	What to Look For	Score (1–5)	Notes
Values Alignment	Genuine alignment with mission (not rehearsed)		
Motivation for Role	Clear, credible “why this role / this organisation”		
Working Style Fit	Aligns with pace, ambiguity, and team dynamics		
Integrity & Judgement	Demonstrates sound judgement in complex situations		
Collaboration	Works effectively across teams, not just top-down		

3. Behavioural Indicators (Evidence-Based)

Capture *specific examples*, not impressions:

- Example of leading through challenge:
- Example of influencing stakeholders:
- Example of delivering measurable impact:
- Example of values in action:

👉 *If there are no clear examples, score should not exceed 3*

4. Red Flags (Do Not Ignore)

Tick any observed:

- Overly polished but vague answers
- Blames others / lacks accountability
- Misalignment with organisational values
- Inconsistent career narrative
- Struggles with ambiguity or scale
- Low self-awareness

Notes:

5. Overall Weighting & Score

- Capability Score (avg × 60%) =
- Cultural Fit Score (avg × 40%) =

Total Score: _____ / 5

6. Hiring Recommendation

- Strong Yes
 - Yes
 - Borderline
 - No
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7. Key Risks to Consider

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8. Final Comments (Decision-Level Insight)

- What would success look like for this candidate in 12 months?
- What concerns remain unresolved?
- Would we regret *not* hiring this person?