



Head Coach Interview Guide

THE PLAY: Use this guide to prepare for and conduct a consistent, compliant, and effective interview.

CANDIDATE INFORMATION	
Name:	
Position:	
Date/Time:	

RATING SCALE		
+	Strong Evidence	Consistently demonstrates the competency.
+/-	Mixed Evidence	Demonstrates some aspects but may require coaching.
-	Limited Evidence	Limited evidence of the competency.

BEHAVIORAL QUESTION Tell me about a time you significantly improved the talent or culture of a store team.	
Primary Competency: Building High Performance Teams	Secondary Competency: Communicates Effectively

DEEP DIVE PROMPTS	WHAT TO LISTEN FOR		
- What challenges existed? - How did you evaluate your team? - What difficult decisions did you make? - How did performance improve?	BUILDING HIGH PERFORMANCE TEAMS ☐ Raises talent standards ☐ Builds accountability ☐ Develops future leaders	COMMUNICATES EFFECTIVELY ☐ Coaches consistently ☐ Makes difficult talent decisions	
Notes:	OVERALL RATING <i>(circle one)</i>		
	+	Strong	Consistently demonstrates the competency.
	+/-	Mixed	Demonstrates some aspects but may require coaching.
	-	Limited	Limited evidence of the competency.

BEHAVIORAL QUESTION Tell me about a time you had to deliver difficult feedback to high-performing employee.	
Primary Competency: Communicates Effectively	Secondary Competency: Builds High Performance Teams

DEEP DIVE PROMPTS	WHAT TO LISTEN FOR		
- How did you prepare? - How did they respond? - What happened afterward?	COMMUNICATES EFFECTIVELY ☐ Honest communication ☐ Courageous conversations ☐ Clear expectations	BUILDS HIGH PERFORMANCE TEAMS ☐ Maintains relationships	
Notes:	OVERALL RATING <i>(circle one)</i>		
	+	Strong	Consistently demonstrates the competency.
	+/-	Mixed	Demonstrates some aspects but may require coaching.
	-	Limited	Limited evidence of the competency.



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BEHAVIORAL QUESTION Tell me about a significant operational problem that affected your store. How did you solve it?

Primary Competency:
Problem Solving

Secondary Competency:
Decision Quality

DEEP DIVE PROMPTS

- How did you identify the issue?
- What options did you consider?
- Who did you involve?
- What was the outcome?

WHAT TO LISTEN FOR

PROBLEM SOLVING

- ☐ Diagnoses root causes
- ☐ Uses data
- ☐ Implements lasting solutions

DECISION QUALITY

- ☐ Involves others appropriately

Notes:

OVERALL RATING (circle one)

+

Strong

Consistently demonstrates the competency.

+/-

Mixed

Demonstrates some aspects but may require coaching.

-

Limited

Limited evidence of the competency.

BEHAVIORAL QUESTION Describe a time you improved sales by changing execution, merchandising, or operational standards.

Primary Competency:
Drives for Results

Secondary Competency:
Problem Solving

DEEP DIVE PROMPTS

- What opportunity did you identify?
- How did you prioritize?
- How did you gain team commitment?
- What measurable results followed?

WHAT TO LISTEN FOR

DRIVES FOR RESULTS

- ☐ Connects execution to business results
- ☐ Creates accountability

PROBLEM SOLVING

- ☐ Maintains high standards

Notes:

OVERALL RATING (circle one)

+

Strong

Consistently demonstrates the competency.

+/-

Mixed

Demonstrates some aspects but may require coaching.

-

Limited

Limited evidence of the competency.

BEHAVIORAL QUESTION Tell me about a time you changed your team's behaviors to improve the guest experience.

Primary Competency:
Guest Centric

Secondary Competency:
Communicates Effectively

DEEP DIVE PROMPTS

- What wasn't working?
- How did you coach your team?
- How did you reinforce expectations?
- What changed?

WHAT TO LISTEN FOR

GUEST CENTRIC

- ☐ Passion for service
- ☐ Creates memorable experiences
- ☐ Builds service culture

COMMUNICATES EFFECTIVELY

- ☐ Coaches in the moment

Notes:

OVERALL RATING (circle one)

+

Strong

Consistently demonstrates the competency.

+/-

Mixed

Demonstrates some aspects but may require coaching.

-

Limited

Limited evidence of the competency.



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BEHAVIORAL QUESTION Describe the most challenging performance turnaround you have led.

Primary Competency:
Drive for Results

Secondary Competency:
Decision Quality

DEEP DIVE PROMPTS

- What were the expectations?
- What actions did you take first?
- How did you hold people accountable?
- What were the measurable results?

WHAT TO LISTEN FOR

DRIVE FOR RESULTS

- ☐ Ownership
- ☐ Accountability
- ☐ Sustainable performance improvement

DECISION QUALITY

- ☐ Prioritization

Notes:

OVERALL RATING (circle one)

+

Strong

Consistently demonstrates the competency.

+/-

Mixed

Demonstrates some aspects but may require coaching.

-

Limited

Limited evidence of the competency.

BEHAVIORAL QUESTION Tell me about a difficult decision you made that was unpopular with your team but ultimately benefited the business.

Primary Competency:
Decision Quality

Secondary Competency:
Problem Solving

DEEP DIVE PROMPTS

- What alternatives did you consider?
- How did you communicate the decision?
- What resistance did you encounter?
- Would you make the same decision?

WHAT TO LISTEN FOR

DECISION QUALITY

- ☐ Makes timely decisions
- ☐ Uses sound judgement
- ☐ Balances people and business needs

PROBLEM SOLVING

- ☐ Accepts accountability

Notes:

OVERALL RATING (circle one)

+

Strong

Consistently demonstrates the competency.

+/-

Mixed

Demonstrates some aspects but may require coaching.

-

Limited

Limited evidence of the competency.

BEHAVIORAL QUESTION Tell me about a time you had to shift teams' priorities while still delivering strong results.

Primary Competency:
Drives for Results

Secondary Competency:
Communicates Effectively

DEEP DIVE PROMPTS

- What changed?
- How did you reprioritize the work?
- How did you communicate expectations?
- What was the outcome?

WHAT TO LISTEN FOR

DRIVES FOR RESULTS

- ☐ Adaptability
- ☐ Leadership under pressure
- ☐ Focus on execution

COMMUNICATES EFFECTIVELY

- ☐ Effective communication

Notes:

OVERALL RATING (circle one)

+

Strong

Consistently demonstrates the competency.

+/-

Mixed

Demonstrates some aspects but may require coaching.

-

Limited

Limited evidence of the competency.



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CLOSING QUESTIONS

AVAILABILITY This role requires flexibility, including evenings, weekends, and holidays. Can you describe your availability and let me know if you have any scheduling limitations?	Notes:
CAREER MOTIVATION What interested you most about leading a Rally House store, and where do you hope your career goes over the next few years?	Notes:
COMPENSATION EXPECTATIONS To ensure we're aligned, what are your compensation expectations for this opportunity?	Notes:
CANDIDATE QUESTIONS What questions do you have about Rally House, this role, or what success looks like?	Notes:

OVERALL EVALUATION

Use the ratings and notes from each behavioral question to determine the overall rating for each competency.

COMPETENCY	RATING <i>(Circle One)</i>		
Drive for Results	+ <i>(Strong)</i>	+/- <i>(Mixed)</i>	- <i>(Limited)</i>
Guest Centric	+ <i>(Strong)</i>	+/- <i>(Mixed)</i>	- <i>(Limited)</i>
Building High-Performance Teams	+ <i>(Strong)</i>	+/- <i>(Mixed)</i>	- <i>(Limited)</i>
Problem Solving	+ <i>(Strong)</i>	+/- <i>(Mixed)</i>	- <i>(Limited)</i>
Decision Quality	+ <i>(Strong)</i>	+/- <i>(Mixed)</i>	- <i>(Limited)</i>
Communicates Effectively	+ <i>(Strong)</i>	+/- <i>(Mixed)</i>	- <i>(Limited)</i>
OVERALL RECOMMENDATION	OVERALL COMMENTS		
☐ STRONG HIRE ☐ HIRE ☐ HOLD/ADDITIONAL ASSESSMENT ☐ DO NOT HIRE	Notes:		
STRENGTHS		DEVELOPMENT OPPORTUNITIES	
Notes:		Notes:	