APPENDIX F

Character Checklist

When you hire or promote

Candidate _____ Date _____

A Practical Tool for Seeing Character, Not Just Competence

You can read résumés, measure test results, and talk about experience. But character only shows when someone dares to show up as a human being.

The checklist won't help you find the right answers. It helps you ask the right questions. Use it as a mirror during the interview. Listen to both content and tone, and base your assessment on specific examples.

And use it the same way every time: the same questions for every candidate, and write the examples down. That's what makes your judgment fair.

Signs You Can Listen For

☐ Does the candidate bring up their own mistakes unprompted, and what they learned from them?	Example or note
☐ Do they speak with respect about former colleagues, including the ones they disagreed with?	
☐ Can they give a specific example of a time they took responsibility without having to?	
☐ Do they ask questions that show curiosity, not just ambition?	
☐ Do they show interest in anything beyond their own role and career?	
☐ Can they explain their choices without assigning blame?	
☐ Does what they say line up with how they behave in the interview?	
☐ Do they seem comfortable not knowing everything?	
☐ Do they take time to think before answering something hard?	
☐ Do their references match the person you've met?	

You're not looking for perfection. You're looking for self-awareness, thoughtfulness, and honesty.

Questions for Yourself When the Interview Is Over

Would I trust this person in a crisis?	Your notes
Has this person actually learned something from their mistakes, or just survived them?	
Will this person make my team stronger, or mainly build themselves up?	
Which specific example backs up my answer?	

The answer isn't in the test results. It's in your own judgment. Character can't be measured on a scale, but you can hear it if you listen for it, and check it against what the person has actually done.

Questions That Can't Be Answered Correctly, Only Honestly

"What would your former colleagues say they could count on from you, even on the bad days?"	Your notes
"What have you done that you were nervous might go wrong, and why did you do it anyway?"	
"Tell me about a time you had to repair trust yourself. What did you do, and what did you learn?"	