



MANAGEMENT INTERVIEW GUIDE

The objective of an interview is to qualify whether or not an applicant is the right person for this role at Cinemark. The right person for this role can and will make an impact on our brand and leave positive footprints with our team here at Cinemark.

HOW TO INTERVIEW

EDUCATE APPLICANT	<ul style="list-style-type: none"> - What are our expectations of any candidate (our brand profile)? <ul style="list-style-type: none"> • What are the expectations for this particular role?
INTRODUCE TEAM	<ul style="list-style-type: none"> - Educate who their primary supervisors would be <ul style="list-style-type: none"> • Educate them on their supervisors workstyles
LISTEN AND LEARN	<ul style="list-style-type: none"> - Allow the applicant to introduce themselves and explain their educational/work experience <ul style="list-style-type: none"> • Allow the applicant to opt out if they do not feel we are a good fit for them
PROVOKE CONVERSATION	<ul style="list-style-type: none"> • Allowing the applicant to contribute at least 70% of the conversation • Remember your priority is to first qualify the applicant – are they a good fit for Cinemark? • Second, allow the applicant to qualify us as a fit for them
SITUATIONAL QUESTIONS (OPEN-ENDED)	<ul style="list-style-type: none"> • Evaluate how they might interact in this role’s environment with the team in place. • Pull from prior work experiences • Put the candidate in hypothetical situations they may encounter in this role • Ensure questions have relevancy to the role and the brand; competency-based

COMPETENCY-BASED INTERVIEW QUESTIONS

(Rate each competency: 1=Off Brand, 2=Meets Expectations, 3=Exceeds Brand Expectations)

COMPETENCY	INTERVIEW QUESTIONS	NOTES AND RATING
<ul style="list-style-type: none"> ● Guest Focused - Anticipating guests’ needs and designing, promoting, or supporting the delivery of products and services that create guest loyalty 	1. In your experience, how have you influenced employees to exceed guest expectations?	1
	2. Describe to me how you lead a guest focused mentality in your teams?	2
		3
<ul style="list-style-type: none"> ● Brand Stewardship - Recognizing the core equities of the brand and continually making sound decisions to protect the brand 	1. What drew you to Cinemark? What impact will you make as a leader for our brand?	1
	2. What does “having FUN” mean to you and how do you promote a fun and positive work environment for your teams?	2
		3

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COMPETENCY	INTERVIEW QUESTIONS	NOTES AND RATING
Interpersonal Communication - Communicating clearly & effectively with people inside and outside of the organization; effectively listens & develops rapport with others	1. How do you manage and lead different generations of employees? Describe how you communicate with your teams?	_____
	2. Tell me about a time you had a conflict with an employee; describe how you handled it.	_____

Delivering Results – Maintaining a high level of commitment to personally getting things done; assuming personal responsibility for achieving outcomes	1. What is your greatest opportunity and how do you plan to develop this into a strength?	_____
	2. Tell me how you effectively manage food and labor costs.	_____

Functional Acumen – Having the skills, knowledge and abilities necessary to be effective in the specific functional content of a job	1. Describe your background in meeting financial goals of department you oversaw.	_____
	2. Tell me what knowledge or skillsets you bring to this role—how do they set you apart from other leaders/managers?	_____

Quality Focus – Promoting and maintaining high standards for quality of work	1. What do you typically look for when you do a department walk through?	_____
	2. How have you driven the standards with your teams?	_____

Planning & Organizing – Effectively organizing and planning work according to organizational needs by defining objectives and anticipating needs and priorities	1. In your experience, what kinds of actions and support help make a team successful?	_____
	2. Given an opportunity, how would you “run your building like you own it” and how would you influence this mentality in your team?	_____

Decisive Judgement – Making good, sound decisions in a timely and confident manner	1. Describe a time when the standard operating procedure wasn’t executable and your integrity was on the line.	_____
	2. Why are you wanting to leave your current position? Where do you see yourself in three years?	_____

Continuous Improvement – Seeking opportunities to improve current processes, systems and methods to promote reliability, quality, and efficiency of output	1. Describe how you coach, train, and develop your employees?	_____
	2. What makes you a good leader and what sets you apart from other leaders or managers?	_____

Teamwork & Collaboration – Effectively working and collaborating with others toward a common goal	1. How have you embraced teamwork in your experience across locations? Why is it important to collaborate with other leaders?	_____
	2. If I interviewed your previous teams, how would they describe your strengths and weaknesses?	_____

BRAND PROFILE CHART – WORLD CLASS T.A.L.E.N.T.

Our competencies and core values make up Cinemark’s brand profile, which we use to determine if potential candidates would be a good fit for the brand. Use the following chart to qualify the applicant. All of the behaviors must be exhibited. Select Yes or No for each value the applicant does or does not exhibit.

T.	A.	L.	E.	N.	T.
Trustworthy and Dependable	Acts with Honesty and Integrity	Lead by Example	Exceeds Expectations Daily	Nourishes Teamwork	Thrives to do the Right Thing
Yes or No	Yes or No	Yes or No	Yes or No	Yes or No	Yes or No

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MISSION

We are dedicated to making the movie experience memorable, one Guest at a time.

CINEMARK
THEATRE • CLASSICS • REALITY