

SUPPLEMENTARY MATERIAL 3

SUGGESTED QUESTIONS FOR REFERENCE CHECKING

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- ▶ How do you know this person? How long have you known him?
- ▶ What are your general impressions of him?
- ▶ How would you rank him against others in similar positions?
- ▶ What contributions has he made to the organization?
- ▶ How do others in the organization view him?
- ▶ What are his specific skills? What is he best/worst at?
- ▶ What are his communication and management styles?
- ▶ In what areas does he need improvement?
- ▶ Is he capable of functioning effectively in a small organization?
- ▶ How would you comment on his work ethic?
- ▶ Would you hire/work for/work with him again?
- ▶ Should I speak with anyone else about him?