

Role	Question Category	Question	Evaluation	Notes	Interview type	Question type
Intern- Wilder Card	Motivation - Character	You applied for the Wilder Card role – what do you think we mean by that, and what does that mean to you?	<ul style="list-style-type: none"> • Understanding of our business model and where this role fits in (I described this at our first interview) • A clear articulation of what skills and characteristics they will bring to the role to make OC better in a meaningful way 		F2F	Main
Intern- Wilder Card	Values - Character	Everyone in the team is hugely passionate about scaling conservation, what specific environmental issues do you feel most passionate about?	<ul style="list-style-type: none"> • Genuine passion and enthusiasm 		F2F	Main
Intern- Wilder Card	Values - Character	Who are your environmental conservation heroes, and why?	<ul style="list-style-type: none"> • Genuine passion and enthusiasm 		F2F	Main
Intern- Wilder Card	Technical Knowledge - Credential	Language is so important in conservation, and we are often referred to as 'Rewilders'. What are your thoughts on this term?	<ul style="list-style-type: none"> • Genuine passion and enthusiasm 		F2F	Main
Intern- Wilder Card	Environmental Knowledge - Credential	What do you perceive to be some of the biggest risks to the natural environment?	<ul style="list-style-type: none"> • Detail around the risks e.g. intensive agriculture / soil erosion 		F2F	Follow up/Optional
Intern- Wilder Card	Technical Knowledge - Credential	Where do you sit in the 'build it and they will come' debate? Are you pro intervention now, or would you rather see sustained natural adjustment?	<ul style="list-style-type: none"> • Recognition that our mission isn't straight forward and that we are subject to challenge • Appreciation that one size doesn't fit all in conservation 		F2F	Main
Intern- Wilder Card	Environmental Knowledge - Credential	What do you think has to change within the conservation sector for our collective efforts to have a meaningful impact, quicker?			F2F	Follow up/Optional
Intern- Wilder Card	Environmental Knowledge - Credential	Can you provide examples of strategies or tools you would use to measure and increase the impact of our conservation initiatives? How would you measure the uplift in land.	<ul style="list-style-type: none"> • Drawing on previous experience(s) • Appreciation of a conservation 'ground zero' and how you demonstrate improvement beyond that point 		F2F	Main
Intern- Wilder Card	Impact - Credential	How do you see your role contributing to the long-term sustainability of our environmental conservation initiatives?			F2F	Follow up/Optional
Multiple	Values - Character	Please tell us about your relationship with the natural world and what living sustainability means to you?	Authenticity Passion. Adventure. Impact.		Initial	Main
Multiple	Impact - Credential	What skills can you bring to help us scale conservation?	How will they make us better in a meaningful way?		Initial	Main
Multiple	Feedback - Character	Can you tell me about a time you got tough feedback from a manager or colleague? Prompt if needed: How did you approach it, navigate the messy middle, and what did you learn from the experience?	Their definition of tough feedback, response, learning, emotion and then acceptance.	Closing comments: You will get constant, meaningful feedback here. That's great for some, really uncomfortable for others. It's ok if that's not right for you.	Initial	Main
Multiple	Motivation - Character	What gives you a sense of pride or satisfaction in your work?	Intrinsic motivation. Autonomy. Competence. Mastery. Teamwork. Delivery for self vs. others.		Initial	Main

Multiple	Work Ethic - Character	Explain the work pattern of the role. Does that align with how you want to work?			Initial	Main
Multiple	Total Reward Package	Please explain your current reward package. Salary, bonus, and benefits.			Initial	Main
Multiple	Total Reward Package	What are your salary expectations for this role?			Initial	Main
Multiple	Teamwork & Culture - Character	What elements of a work culture that you would particularly like or dislike?			Initial	Main
Multiple	Impact - Credential	Thinking about your skills and experience, how would you help us Scale Conservation?	How will they make us better in a meaningful way?		Initial	Main
Multiple	Resilience - Character	Can you describe a time when you faced a significant challenge or setback? How did you approach it, navigate the messy middle, and what did you learn from the experience?	Honesty, failure, reframing, empathy, EI, resilience, learning, applying lessons learned.		Initial	Main
Multiple	Work Ethic - Character	What does your ideal working week look like?	Flexibility, willingness to travel, knowledge of what makes them happy.		Initial	Main
Multiple	Leadership - Credential	Can you give me an example of a time you've inspired a team to achieve more than they thought possible?	Leadership. Compelling vision. Clear goals. Confidence. Celebrating others. Not about the candidate!		Initial	Main
Multiple	Work Ethic - Character	What does working flexibly mean to you (days, time and travel)?			Initial	Main
Multiple	Personal Development - Character	Thinking about everything that could impact your experience in a job, what elements are important to you? (E.g. development, freedom, autonomy, relatedness, variety, salary, benefits, bonus).			Initial	Main
Multiple	Motivation - Character	Why do you want to be part of Oxygen Conservation?	<ul style="list-style-type: none"> •A passion for environment, impact, and adventure •Believes in the mission and our ability to deliver that mission 		F2F	Main
Multiple	Teamwork & Culture - Character	We've seen your CV and your career background, but we'd like to get to know you the person. Can you tell us something about yourself that isn't on your CV?	<ul style="list-style-type: none"> •This is part of "Car" test. Are they interesting and do you want to spend time with them. •We don't really score this question. It's a subjective view of culture fit. 		F2F	Main
Multiple	Values - Character	Steve Jobs once said he was looking for "Someone who really wants to get in a little over their head and make a little dent in the universe". What's dent do you want to leave in the universe?	<ul style="list-style-type: none"> •Impact. •Big impact, passion for scaling, and massive ambition is obviously great. •For this role, having a big impact on a few people is also great. 		F2F	Main

Multiple	Personal Development - Character	<p>We are absolutely committed to scaling conservation and working harder every day to make that possible. We are improving at a massive rate and only want to get better and faster.</p> <p>Talk to us about your approach to personal development and improvement?</p>	<p>Personal development</p> <ul style="list-style-type: none"> • Relentless or insatiable desire to improve. Genuine desire. • Various different methods mentioned: YouTube, documentaries, book, journals, podcasts, talking with people. 		F2F	Main
Multiple	Personal Development - Character	<p>What do you need from us to be awesome in this role?</p>	<p>How to be awesome</p> <ul style="list-style-type: none"> • Are they honest? We don't expect them to know everything – we want them to learn and be open about what they have to learn. • Has the candidate thought about themselves in this role and what support they will need, e.g. learning and development, flexibility, autonomy. 		F2F	Main
Multiple	Work Ethic - Character	<p>Clarify</p> <p>1 – You're happy with extensive travel often at short notices!</p> <p>2 – You are prepared to work flexible hours including weekends.</p> <p>3 – When do you want to start?/When can you start?</p>			F2F	Main
Multiple	Success & Quality - Credential	<p>Please tell me about a goal that you've achieved; something that made you feel happy and proud. What were the key drivers of success and what sacrifices did you make?</p>	<ul style="list-style-type: none"> • Intrinsic motivation (autonomy, mastery, purpose). • Pride in their work. • Drivers: effort, intensity, perseverance. • Teamwork. Passion. Adventure. Comfort with ambiguity. 		F2F	Main
Multiple	Environmental Knowledge - Credential	<p>We are very fortunate to be the custodians of 30,000 acres across England, Scotland & Wales. We often say that people are our biggest challenge when it comes to delivering conservation at scale. Do you think this is too cynical a view?</p>			F2F	Main
Multiple	Values - Character	<p>We believe in a life of constant adventure. How do you pursue a sense of adventure?</p>			F2F	Main
Multiple	Technical Knowledge - Credential	<p>We use Microsoft excel and other programs to collect, analyse and report data to help us improve customer experience and occupancy rates, what experience do you have at collecting, analysing and reporting data?</p>	<p>Examples of previous use of excel</p> <p>Examples of how this have helped in the past improve customer experience.</p>		F2F	Main
Multiple	Teamwork & Culture - Character	<p>We believe that every new hire has a huge impact on a team's culture. What do you hope your input will be in this role?</p>	<p>Great team player</p> <p>Help support other roles when needed</p> <p>Help improve not only what they are applying for but other teams/aspects of estate work.</p>		F2F	Follow up/Optional

Multiple	Success & Quality - Credential	What will make an Oxygen Conservation Estate special and unique?			F2F	Follow up/Optional
Multiple	Environmental Knowledge - Credential	What do you foresee as the main challenges to extensive (broadleaf) woodland planting at [Estate]?			F2F	Follow up/Optional
Multiple	Values - Character	What is your view of wind turbines at [Estate]?			F2F	Follow up/Optional
Multiple	Technical Knowledge - Credential	What other opportunities do you see at [Estate]?			F2F	Follow up/Optional
Multiple	Technical Knowledge - Credential	We are delivering significant change in precious and much loved rural landscapes. This includes stopping burning, removal of grouse shoots, and immediate organic conversion. Please talk to us about your experience of delivering change working with local communities, stakeholders and partners.			F2F	Main
Multiple	Teamwork & Culture - Character	How will you enthuse and engage the wider Oxygen Conservation team?			F2F	Follow up/Optional
Multiple	Work Ethic - Character	How hard are you prepared to work to make sure Oxygen Conservation succeeds? Illustrate this in terms of ways of working and what you're prepared to sacrifice personally and professionally.			F2F	Main
Multiple	Project Management - Credential	How do you ensure projects are completed to agreed quality standards within approved budget and programme?			F2F	Main
Multiple	Resilience - Character	You return home after a long trip to Scotland collecting data. You realise that a section of your survey is incomplete or corrupt. How do you react?			F2F	Main
Multiple	Teamwork & Culture - Character	We're a rapidly growing start up and therefore a really close team. What will your impact be on our business culture?			F2F	Main
Multiple	Technical Knowledge - Credential	We are a rapidly scaling start up, we are constantly identifying problems and innovating to solve these. How will you help ensure we identify and manage the biggest risks to our success?			F2F	Main
Multiple	Productivity - Character	Your priorities here will change constantly. What do you do when priorities change quickly? Can you give us an example of when you were particularly effective at prioritising tasks?			F2F	Main

Multiple	Teamwork & Culture - Character	We believe it's important to hire (a) generalist with a broad range of skills and experience. Please talk about how you think you could bring range to the team?			F2F	Main
Multiple	Resilience - Character	We are working to be the first environmentally focused unicorn company and in the process change the world for the better. Give us an example of a situation where you worked under heavy, sustained pressure? What helps you manage these situations?			F2F	Main
Multiple	Feedback - Character	Please talk us through an example where you've provided honest, constructive feedback?			F2F	Main
Multiple	Success & Quality - Credential	Our investors and board member have exceptional standards, please talk to us about how you ensure quality?			F2F	Main
Multiple	Teamwork & Culture - Character	In a world of remote working, how do you build great relationships across the team and with colleagues and partners?			F2F	Main
Multiple	Technical Knowledge - Credential	How would you prepare for working in harsh, remote environments?			F2F	Main
Multiple	Technical Knowledge - Credential	You will be working alone for extended periods and often in remote environment. What processes will you put in place to manage your health, safety and happiness?			F2F	Main
Multiple	Personal Development - Character	What do you need us to do over the next three months to ensure you can hit the ground running on day one?			F2F	Main
Team Coordinator	Task - Credential	Task: Can you please deliver your 10-minute presentation explaining your approach to delivering an event for the Oxygen Conservation Team? Follow up questions as necessary.			F2F	Task
Team Coordinator	Stakeholder Engagement - Credential	Can you tell us about your process for planning, preparing and executing successful events?			F2F	Follow up/Optional
Team Coordinator	Stakeholder Engagement - Credential	What support do you need from us to deliver amazing events?			F2F	Follow up/Optional
Team Coordinator	Stakeholder Engagement - Credential	In event management, communication is key. How do you ensure all team members and stakeholders are well-informed and aligned?			F2F	Follow up/Optional
Team Coordinator	Environmental Knowledge - Credential	What would you do to limit the environmental impact created by people travelling across the country to the event?			F2F	Follow up/Optional

Team Coordinator	Task - Credential	Task: Review the calendar management task. Check number of emails and tasks completed. Ask follow up questions as necessary.			F2F	Task
Team Coordinator	Productivity - Character	Walk me through your approach to structuring your workday and managing your to-do list. How do you ensure tasks are completed efficiently?			F2F	Main
Team Coordinator	Project Management - Credential	Can you provide an example of a project or initiative you successfully coordinated from start to finish? How did you keep all the moving parts organised and ensure completion?			F2F	Follow up/Optional
Team Coordinator	Productivity - Character	Can you provide an example of how you've used your organisation skills to optimise productivity within a team?			F2F	Follow up/Optional
Team Coordinator	Task - Credential	Task: Review the prioritisation and decision-making task. Ask follow up questions as necessary.			F2F	Task
Team Coordinator	Productivity - Character	At Oxygen Conservation, things change incredibly quickly. Can you tell us about a time when you needed to adjust your priorities due to unexpected developments?			F2F	Follow up/Optional
Team Coordinator	Problem Solving - Credential	Tell me about a time when you needed to make a difficult decision that involved trade-offs. How did you weigh the options and arrive at a decision?			F2F	Follow up/Optional
Team Coordinator	Problem Solving - Credential	Imagine you have a tight deadline and several tasks to complete. How do you decide whether to work on tasks individually or collaborate with others to meet the deadline?			F2F	Follow up/Optional
Team Coordinator	Task - Credential	Task: Review the crisis management task, which we gave part way through the exercise. Ask follow up questions as necessary.			F2F	Task
Team Coordinator	Task - Credential	How would you resolve the situation we presented to you?			F2F	Task
Team Coordinator	Problem Solving - Credential	Describe a situation where you had to manage a crisis. What steps did you take to address the situation effectively?			F2F	Follow up/Optional
Team Coordinator	Technical Knowledge - Credential	This role will involve working closely with team members to manage their calendars effectively. However, our calendars are often packed with travel and meetings. How will you help people be productive in this environment?			F2F	Main
Team Coordinator	Technical Knowledge - Credential	How do you handle situations where there's a clash between team members' schedules?			F2F	Follow up/Optional

Team Coordinator	Technical Knowledge - Credential	We like to keep a record of people's preferences to buy them something meaningful for special occasions. For example, we recently bought vegan chocolates for a colleague recovering from an operation. How would you keep all necessary records up to date and accurate in the future?			F2F	Main
Team Coordinator	Technical Knowledge - Credential	Most of our vehicles are electric and managed by a specialist fleet consultancy. However, we need to schedule services and anything else that pops up, like replacing tyres. We'd like you to take on this responsibility from Dan. How would you manage that transition?			F2F	Main