
Senior Interview Preparation Guide

A practical evidence-led guide for leadership, panel and presentation interviews.

Professional hair | Beauty | Cosmetics | Personal care

Build an evidence bank

01 Commercial

Revenue, margin, market share, distribution and customer growth.

02 Leadership

Team scope, capability, retention, succession and difficult decisions.

03 Change

Launches, turnarounds, restructures and transformation.

04 Influence

Board, customer, distributor and cross-functional relationships.

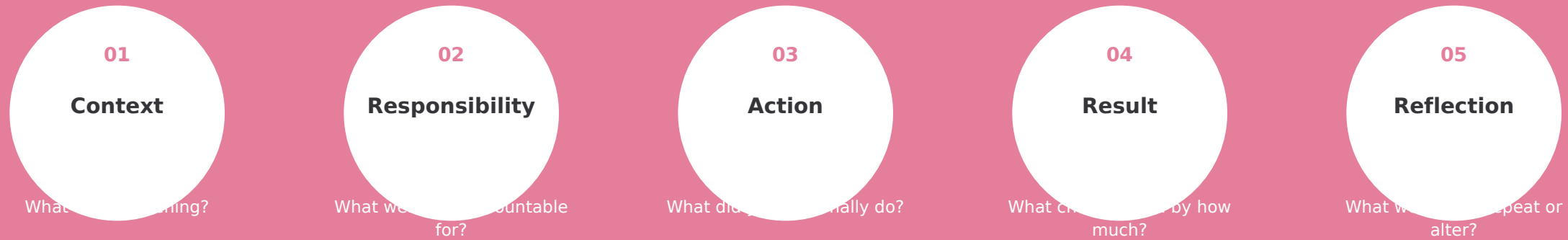
05 Learning

A setback, what you owned and what changed afterwards.

06 Judgement

A decision made with incomplete information and its consequence.

Answer with clarity and ownership



Use numbers, distinguish your contribution from the team's and finish with the implication for the business.

Research at the right depth

DO

- Understand brands, channels, geography and ownership
- Read recent leadership, strategy and market announcements
- Know likely customers, competitors and commercial pressures
- Connect your experience to the stated first-year outcomes

AVOID

- Do not diagnose a business you have not joined
- Do not pretend to know confidential information
- State assumptions rather than presenting them as facts
- Bring a point of view and remain curious

Panel, presentation and practical preparation

01 Know who is in the room and what each person may need to test

02 Answer the whole panel, not only the person who asked

03 Keep slides visually simple and state assumptions

04 Know notice, restrictions, package, travel and relocation realities

05 Tell EB Talent about competing processes and deadlines

06 Prepare thoughtful questions about outcomes, culture and resources

Can you explain why this position, why this business, why now, and what evidence shows you can deliver?