

# SAMPLE INTERVIEW QUESTIONS

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## **Trustworthiness**

1. Give an example of when you got off on the wrong foot with someone. Thinking back, what would you have done differently if you could start over?
2. What concerns you most about this position?
3. What are your biggest regrets professionally?
4. How have you learned to play the political office game?
5. What have you been most criticized for in previous positions?
6. Give an example of a time when your ethical conduct was challenged and how you dealt with the situation?
7. If a person who knew you best was brutally honest, what would they say regarding your strengths and growth areas?
8. On a scale of 1-10, how ethical are you? If not a 10, what kind of ethical improvement would improve you to a 10 rating?
9. If you could change something in your past, what would it be?
10. Why should I hire you for this position?
11. Tell me about a time when you chose not to use your personal or position power to satisfy your own needs at the expense of another.
12. Tell me about a time when you demonstrated a high level of commitment to an organization through your words as well as your actions.
13. Recall a situation where you had to communicate an important or unpleasant change of decision to an individual or group.
14. What have you done when there was conflict between your personal goals and the goals of your organization?
15. Tell me about a time when you have found it most difficult to keep a promise or commitment to another person or to your organization? What was the final outcome?
16. Tell me about a tough decision you had to make when it would have been easier to compromise.

## **Respect**

17. Describe a situation in which a person disagreed with you and what steps you took to work it out with that person.
18. Give an example of a time when you were able to build rapport with someone even when the situation was a difficult one.
19. On a scale of 1-10, how competitive are you?
20. Describe a situation that illustrates your ability to create an environment that improved the effectiveness of your work team.
21. Describe a situation where you had to deal with a very difficult or disagreeable person. Tell me what you did to handle it.
22. If a co-worker came to you with a complaint about the job, how would you react?
23. What types of people cause the most problems for you?
24. Tell me about a time when you were successful resolving a power struggle.

## **Responsibility**

25. What kinds of things bother you the most? How do you deal with your frustrations?
26. Share with me your most significant accomplishment and how you achieved it.
27. Tell me about a time when you had to go above and beyond the call of duty in order to get something done.

28. Tell me about a time when you had to make a decision that you knew would be difficult for others to accept. What happened?
29. Tell me about something that you have done in the past to help someone move from a “complainer” to a “problem-solver”.
30. What would you do if you won the lottery?
31. Who are some of your heroes?
32. Describe a difficult obstacle you have had to overcome. How did you handle it?
33. What do you think are the most important characteristics and abilities for any person’s success? How do you rate yourself in these areas?

### **Fairness**

34. What kinds of decisions are most difficult for you?
35. Describe to me a situation where you felt you were treated unfairly. How did you handle it?
36. Tell me about a relationship where it was difficult for you to be objective in regards to giving feedback.
37. Describe a time when you were able to uncover the real causes underlying a conflict. What exactly did you do?
38. Tell me about a situation when you and another person disagreed on how situation should be handled. How did you resolve the difference?
39. Who do you turn to for help when making decisions?

### **Caring**

40. Tell me about a time when you made a special effort to treat another person in a way that showed your concern for other’s feelings.
41. Tell me about a time when your ability to listen helped you communicate better.
42. Tell me about a time when you were able to really listen to another person, to fully empathize with them and grasp the emotions behind their message.
43. Give me an example of how you incorporated a caring spirit in your previous work-site?

### **Citizenship**

44. Give an example of a time you helped a person without expecting anything in return.
45. Describe a community involvement that you believed had a positive impact?
46. What is the most time you volunteered in the past?

### **Warm-Up Questions**

47. What made you apply for this position?
48. Briefly, would you summarize your work history & education for me?

### **Work History**

49. What special aspects of your work experience have prepared you for this job?
50. Can you describe for me one or two of your most important accomplishments?
51. Describe for me one or two of the biggest disappointments in your work history?
52. Why are you leaving your present job? Or, why did you leave your last job?

### **Job Performance**

53. What are your strong points for this job?
54. What would you say are areas that need improvement?
55. How did your supervisor on your most recent job evaluate your job performance? What were some of the good points & bad points of that rating?
56. When you have been told, or discovered for yourself, a problem in your job performance, what have you typically done? Can you give me an example?
57. What kind of people do you find it most difficult to work with? Why?
58. Can you give me an example of when you have had to manage or supervise others?
59. In your previous job, what kind of pressures did you encounter?
60. What are some of the things on your job that you feel you have done particularly well or in which you have achieved the greatest success? Why do you feel this way?

61. If I were to ask your present or most recent employer about your ability as a manager, what would he/she say?

### **Education**

62. What special aspects of your education or training have prepared you for this job?  
63. What courses in school have been of most help in doing your job?

### **Career Goals**

64. What is your long term employment or career objective?  
65. What kind of job do you see yourself holding 5 years from now?  
66. What do you feel you need to develop in terms of skill & knowledge in order to be ready for that opportunity?  
67. Why might you be successful in such a job?  
68. Who or what in your life influenced you most with your career objectives?  
69. What would you most like to accomplish if you had this job?  
70. What might make you leave this job?

### **Self Assessment**

71. What kind of things do you feel most confident in doing?  
72. Can you describe a difficult obstacle you had to overcome? How did you handle it? How do you feel this experience affected your personality or ability?  
73. How would you describe yourself as a person?  
74. What do you think are the most important characteristics & abilities a person must possess to become successful? How do you rate yourself in these areas?  
75. Do you consider yourself a self-starter? If so, explain why and give examples.  
76. What do you consider your greatest achievement to date? Why?  
77. What things give you the greatest satisfaction at work?  
78. What things frustrate you the most? How do you usually cope with them?

### **Creativity**

79. In your work experience, what have you done that you consider truly creative?  
80. Can you think of a problem you have encountered when the old solution didn't work and you came up with a new solution?  
81. Of your creative accomplishments great or small, at home or at work, what gave you the most satisfaction?

### **Decisiveness**

82. What was your most difficult decision in the past six months? What made it so difficult?  
83. The last time you did not know what decision to make, what did you do?  
84. How do you go about making an important decision affecting your career?  
85. What was the last major problem that you were confronted with? What action did you take?

### **Range of Interests**

86. What organizations do you belong to?  
87. Tell me specifically what you do in the civic activities in which you participate?  
88. How do you keep up with what's going on in your company/industry/profession?

### **Motivation**

89. What is your professional goal?  
90. Do you have a long & short term plan for your department? Is it realistic?  
91. Did you achieve your goals last year?  
92. Describe how you determine what constitutes top priorities in the performance of your job?

### **Work Standards**

93. What are your standards of success in your job?  
94. In your position, how would you define doing a good job? On what basis was your definition determined?  
95. When judging the performance of your subordinate(s), what factors or characteristics are most important to you?

## **Leadership**

96. In your present job, what approach do you take to get staff together to establish a common approach to a problem?
97. What approach do you take in getting your staff to accept your ideas or department goals?
98. How frequently do you meet with your immediate subordinates as a group?
99. What sort of leader does your staff feel you are? Are you satisfied?
100. How do you get staff who do not want to work together to establish a common approach to a problem? If you do not have much time and they hold seriously differing views, what would be your approach?
101. How would you describe your basic leadership style? Give specific examples of how you practice this?
102. Do you feel you work more effectively on a one to one basis or in a group situation?

## **Oral Presentation Skills**

103. Have you ever done any public or group speaking? Recently? Why? How did it go?
104. Have you made any individual presentations recently? How did you prepare?

## **Flexibility**

105. What was the most important idea or suggestion you receive recently from your employees? What happened as a result?
106. What do you think about the continuous changes in company operating policies and procedures?
107. How effective has your company been in adapting its policies to fit a changing environment?
108. What was the most significant change made in your company in the last six months which directly affected you? How successfully do you think you implemented this change?

## **Stress Tolerance**

109. Do you feel pressure in your job? Tell me about it.
110. What has been the highest pressure situation you have been under in recent years? How did you cope with it?

## **Stability and Maturity**

111. Describe your most significant success and failure in the last two years?
112. What do you like to do best?
113. What do you like to do least?
114. What in your last review did your supervisor suggest needed improvement?
115. What have you done about it?

## **Interest in Self Development**

116. Who or what has been the most important person or event in your self development?
117. What kind of books and other publications do you read?
118. Have you taken management development courses? If so, what were they?
119. How are you helping your subordinates develop themselves?

## **Leadership Qualities**

120. Have you ever been assigned to lead a work team on a major project? Describe.
121. Describe a situation in which you were able to positively influence actions of others in a desired direction.
122. Describe your supervisory experience.
123. Describe a time when you believed it was necessary to modify or change your actions to respond to the needs of another co-worker.
124. Describe a situation when your ability to motivate others was more crucial than the ability to supervise.
125. Tell me about a time you had to get someone to do something he or she was reluctant to do.
126. Take me through a project where you demonstrated leadership skills.
127. Give me an example of a time when you found a clever way of motivating an employee.

128. Provide some examples of situations in which you feel your leadership style has been particularly effective and describe another situation in which the style has been less effective.
129. Tell about a situation in which you were required to motivate individuals who report to you and describe the practices you used to get them to perform more effectively.

### **Organizational/Planning Skills**

130. How would you describe your planning skills? Budgeting skills?
131. Describe any new plans or programs you've developed.
132. Describe the extent of your responsibility in policy formulation.
133. In what way have you improved your planning over the last few years?
134. Have you ever had to reorganize an existing system? If so, how?

### **Administration/Staffing**

135. How do you make sure that your employees are accountable?
136. What do you typically do when you hear of a problem in your area?
137. How useful have you found written procedures and guidelines in helping you manage your area?
138. Do you believe that the chain of command is important? Why? When do you think it might inhibit organizational effectiveness?
139. Think of a time in the past when you hired someone to work for you and the person did not work out. What went wrong?

### **Interpersonal/Communication Skills/Conflict**

140. Describe the most significant written document, report or presentation that you have had to complete.
141. Describe how you would notify the people you supervise about a new procedure that you were responsible for implementing. It would mean that those people would be assuming new and more complex duties.
142. Describe how you would notify a large number of people about a new policy or regulation that you were responsible for implementing.
143. Describe your background in making group presentations.
144. Give an example of an effective meeting that you've coordinated, attended or led.
145. What approach worked best for you in the past in communicating with your subordinates?
146. Have you ever been challenged to get others to understand & accept your ideas? How did you do this?
147. Describe a tough situation in which you had to talk to people to get information you needed to make an important decision or recommendation. What was challenging about the situation? What did you do? What happened?
148. Tell me about a time when you had to communicate unpleasant information to an employee. What happened?

### **Decision-Making/Problem Solving Abilities**

149. Give an example of a time when you had to carefully analyze a situation to be effective in guiding your action or decision.
150. What types of analytical studies have you conducted?
151. At which point do you find it necessary to bring others into your decision-making process? Why?
152. Describe your approach to making decisions and solving problems. Why do you do it this way?
153. When you recommend something to management, what approach do you usually use? Give an example.
154. How much leeway do you give your employees to make decisions? How do you still maintain control?
155. How do you assemble relevant data to make your decisions? How do you know when you have enough data?
156. What have you done to get creative solutions to problems? Be specific.
157. Tell me about a time when you were forced to make an unpopular decision.

### **Management Attitude/Style**

158. How would you describe your management philosophy and style?
159. In what ways might you want to modify your approach to dealing with subordinates?
160. How would you deal with an employee who was not doing his or her job properly?
161. Have you ever had to initiate corrective action for an employee? If so, what steps did you take?
162. How have you dealt with an employee who did not appear to measure up to increasing job demands?
163. What philosophy and techniques do you use in motivating and energizing your staff?
164. How do you think your staff would describe your style of delegation?
165. How do you get your employees (or others) to follow you?

166. How do you use power or authority to get what you want done?
167. Give an example of how you delegated responsibility for a recent assignment; for instance, how you delegated the assignment, and what you did to monitor it.
168. What are some examples of your ability to manage and supervise others? Give specifics of people who have grown as a result of your influence.

### **Financial**

169. What responsibility do you have for budgeting? What budgeting method do you use?
170. How do you go about estimating expenses and budgets?
171. What recent decision have you made that had an impact on finances? How did you assess impact?
172. What experience have you had with long- and short-term budget projections? Please explain.

### **Evaluating Performance**

173. How would you describe your standards of performance? What would your staff say? What would your supervisor say?
174. What do you do to ensure objectivity when you evaluate the work of others?
175. What sort of performance standards have you held employees to? Were they written?
176. How long does it take you to write a performance evaluation? What steps do you go through?
177. How do you get your employees involved in their own evaluations?
178. How do you plan for performance improvements?
179. When you evaluate someone's performance orally, what approach do you take? What if their performance has been exceptionally good? Marginal?
180. How do you conduct an evaluation process?

### **Employee Relations**

181. How have you helped your employees become committed to a job or to the organization?
182. What types of employees do you find hardest to manage? Why?
183. How have you dealt with an "attitude" problem? Please give a specific example.
184. How often do you think it's necessary to meet with your employees?
185. How have you handled "complainers"?
186. Describe a time when you had to discipline an employee. What was your strategy?
187. Describe a time when you had to criticize or discipline the performance of someone who worked for you. How did you handle the situation? What was the result?
188. Have you had to manage a personnel situation that had a potential legal impact? Please describe what your role was and what you learned from it.
189. How do you develop trust and loyalty in your employees?
190. How much time do you spend with your employees?
191. Describe a time when you had problems getting people to work together in solving a problem or completing an assignment.
192. Describe a time when you had to intervene to solve a conflict. Why did you handle it that way?
193. Tell me about a time when you had to fire a subordinate.
194. Describe the most difficult performance issue you have dealt with. How was the issue resolved?

### **Planning/Goal Setting**

195. How far in advance do you typically plan activities for yourself and your employees? How?
196. Give an example of a change you saw coming, or something you thought was necessary to change. How did you go about planning for it?
197. How do you assess priorities? How do you then assign them?
198. Describe the areas in which you think your organization has been most effective in meeting the challenges of the changing environment and your role in the process.

### **Organizational Relationships**

199. What would you describe as an effective staff meeting? An ineffective one?
200. How do you typically get cooperation from someone in another department?
201. Have you had to make oral presentations to other managers? Describe what you did and how effective it was.
202. Give an example of a time when you believed it was necessary to be assertive to get what you needed from your manager.
203. Describe a time when you had to "sell" a decision or policy to your employees when you did not agree with it.

### **Previous Job Experience/Performance**

204. What are/were your responsibilities and accountabilities?
205. Describe three instances where you feel you've done your best work.
206. How were you most effective in your previous organization? Be specific.
207. What has been the hardest or most difficult part of your present job?
208. What are the essential functions of your current job?
209. Why did you leave?
210. What do you spend the most time doing in your present/past positions?
211. Describe the working environment in your present job.
212. Describe the most creative work-related project that you have carried out.
213. What has been the hardest or most difficult part of your present job?
214. Describe some examples of specific job conditions/tasks, or assignments that have been dissatisfying to you.
215. Give me an example of when you worked the hardest and felt the greatest sense of achievement.
216. Describe what you consider to be your proudest achievement.
217. Provide examples of your three most important accomplishments.
218. In your most recent position, what did you learn? How did you apply this learning?
219. Tell me about a challenge you faced in a previous work situation. How did you respond?
220. What have been the biggest goals you have set and achieved in recent years? How did you do this?
221. Tell me about a time you made a mistake at your previous job that cost the company time and money.
222. What have been some of the biggest business decisions you made in the last few years?
223. Tell me about a time when you made a significant impact towards the outcome of a project.
224. Tell me about a time when you experienced a setback while working on a project.
225. What is the most important thing you learned about yourself in your present position and how will it make you more effective on this job?

#### **Expectations for This Job**

226. What type of work setting motivates you?
227. Why did you apply for this position?
228. Why should you be hired for this position?
229. Based on what you know about the position, which aspects of it would be most attractive to you? Least attractive?
230. How would you describe your past performance in a similar position?
231. What do you think are the most important qualities we should look for in someone to fill this particular position?
232. What is important to you in a job and why?
233. Walk me through the major highlights of your career so far and tell me where you want to go next.
234. Tell me about a time when you set your sights too high (or too low).

#### **Management Attitudes**

235. What in your opinion is the most important function of a manager?
236. What kind of direction do you prefer from a supervisor?
237. What do you consider to be important attributes of a supervisor?
238. Describe what you liked and disliked about how you were managed in previous positions.
239. Give an example of a specific occasion when you conformed to a policy with which you did not agree.
240. Tell me about a situation where you didn't get along with your supervisor.
241. In your current position in which you report to the (Director), describe an incident in which you disagreed with the (Director) and tell me how this issue was resolved.

### **Decision-Making/Problem-Solving/Analytical Skills**

242. Describe a specific time on the job when your problem-solving skills were tested. What did you do?
243. Give an example of a time when you had to make a quick decision.
244. Tell me about a major obstacle you encountered in your last job and how you handled it.
245. Give an example of time when you had to use your fact-finding skills to get information to solve a problem – then describe how you analyzed the information to come to a decision.
246. Give an example of a problem you faced on a job and describe how you solved it.
247. What are some examples of important types of decisions or recommendations you were/are called upon to make in your past/present position?
248. Most of us can think of an important decision we'd make differently if we could do it over. Give an example from your experience.
249. Give an example of a difficult decision you had to make at your last job. How did you solve it? Why did you choose that method instead of another solution?
250. What has been a stubborn or recurring problem area you would have liked to solve in your current job, but haven't yet.
251. What process do you follow in solving problems?
252. What methods do you use to make decisions? Give an example of your approach.
253. What kinds of decisions do/did you have authority over? Which one do/did you have to check with your manager before making?
254. What information or technical support has helped you succeed on the job? (For example, policy and procedures, standardized forms, goals, etc.)
255. Have you ever had to make a decision before you had all the data you wanted?
256. Give an example. What did you do?
257. Recall a time when you made what you consider a mistake or a bad decision on the job. How did you handle the situation?
258. Tell me about a time when you had to solve a difficult problem.
259. Describe a major problem you have faced and how you dealt with it.
260. Give me an example of a time when you had to be quick in coming to a decision. What was the outcome?
261. Describe the project or situation that best demonstrated your analytical skills.
262. Give me an instance when you had to think on your feet to extricate yourself from a problem.
263. Give me a specific example of a time when you used good judgment and logic in solving a problem.
264. Give me an example of a time in which you had to be relatively quick in coming to a decision.
265. Give an example of a problem you solved and the process you used.
266. Tell me about a difficult decision you made.
267. What have been some of the most difficult decisions you had to make? What alternatives did you consider? What did you do? What was the outcome?
268. Give me an example when you had to make a decision without consulting your boss. What did you do?
269. Tell me about a time when you had to make a decision when you had too little information to easily arrive at a decision. What happened?
270. Tell me about a time when you had a problem you couldn't solve.
271. What were the most difficult decisions you made in the last six months? How did you formulate these decisions?
272. What decisions have you made that were incorrect and cost the company money? Explain.
273. What was the most difficult decision you have had to make over the past year?
274. What problems have you recently been asked to solve? How did you address these problems?

### **Interpersonal/Communication Skills/Conflict**

275. Describe how you would endeavor to convince your boss to grant you additional funds for a purpose you have in mind.
276. Describe some projects you worked on that required strong writing skills. What was the level of your responsibility? What was the primary audience?
277. How would you characterize your communication skills?
278. Name one recent success you had in dealing with an unhappy customer, co-worker, vendor, etc. How did you accomplish it?
279. How do you persuade others to get what you want?



280. In a past job, when did you find it necessary to disagree with your supervisor? How did you approach him/her and what was the result?
281. What role do you usually take in a group meeting or discussion?
282. When you started new jobs, how did you establish good relationships with your co-workers? With management?
283. Have you ever had a situation when you found it necessary to confront someone at work? How did you handle it?
284. What approaches worked best for you in the past in communicating with your boss? With your co-workers?
285. In your past employment, what kind of co-workers or clients rubbed you the wrong way? How did you respond?
286. Tell me about a time when you felt you went beyond the call of duty in helping a client.
287. What experiences have you had working with people of different ethnicity's, age, or physical ability levels?
288. Describe a situation where your ability to listen and establish rapport with someone difficult helped you overcome a tough situation.
289. Tell me about a time you helped someone else achieve a goal.
290. By providing examples, convince me that you can adapt to a wide variety of people, situations, and environments.
291. Tell me about a situation when you had to persuade another person to your point of view.
292. Describe a situation where you had to work with someone who was difficult. How was the person difficult and how did you handle it?
293. Tell me about a time in which you had to use your written communication skills to get an important point across.
294. Tell me about a time when you disagreed with others in your work group and how you handled it. How was the disagreement resolved?
295. Describe the most creative presentation you have ever given. What did you do?
296. Tell me about a time when you were able to adapt to, and deal with, an arrogant and dogmatic person. What happened?
297. Tell me about a time when you handled a difficult situation with a co-worker.
298. Tell me about a time when you were tolerant of an opinion that was different from yours.
299. Tell me about a time when you had to adapt to a difficult situation.
300. Give me an example of a miscommunication with a co-worker or employer. How did you solve it?
301. What types of things make you angry? How have you dealt with them?
302. Describe the most significant or creative presentation that you have had to complete.
303. Give me an example of a time when you were able to successfully communicate with another person even when that individual may not have personally liked you (or vice versa).
304. What are some of the most important reports you have written? Who were they written for? What feedback did you receive?
305. Tell me about the most frustrating time you had relating a concept.
306. Tell me about a time when someone misunderstood your instructions and a problem arose.
307. Describe a time when your communication approach differed depending on the individual or group with whom you were communicating. Describe the reasons.
308. What changes have you made in your approach to others to become more accepted in your work environment?
309. Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.

### **Motivation/Goal Orientation**

310. Give an example of an important job goal you set in the past and tell about your success in reaching it.
311. Give an example of a time when you had to go above and beyond the call of duty to get a job done.
312. Describe how your work history reflects your job objectives and abilities.
313. Why did you choose this profession? What rewards does it give you?
314. Please describe how you set and measure work goals.
315. How do you monitor the progress of assignments and projects?
316. Tell me about a time when you took charge as a leader in a work situation without being formally assigned to that role by your boss.

317. Tell me about a time when you made a decision when no policy existed to cover the situation. Explain.
318. Tell me about a time in which you were very persistent to reach your goals.
319. Describe what you consider your most successful experience at convincing others of the need for a specific action and your process to gain recognition at the top for support of your idea.
320. Give me an example of an important goal that you had set in the past and tell me about your success in reaching it.

### **Overall Job Performance**

321. How would you describe the place at which you work – fast, moderate, slow, or if it varies, under what circumstances?
322. How do you handle a heavy workload with many deadlines?
323. You are given several rush projects to be completed in a short period of time. How would you establish priorities? Why?
324. How would you describe your organizational abilities? Attendance and punctuality habits? Work habits?
325. Tell me about a time you had to juggle a number of work priorities. What did you do?
326. Tell me about work-related situations that cause stress for you. How do you typically handle such stress?
327. Describe a time on any job that you held in which you were faced with problems or stresses that tested your coping skills.
328. Give me an example of a situation where you were over your head on a project. What steps did you take to overcome the situation?
329. Describe what you have done to make (your job, a departmental process, etc.) easier, more effective, more efficient.
330. Describe the most creative thing you have done in your career.
331. Think of a time in your past when you took a risk. Give me a quick overview of the situation and then walk me through that situation, telling me about your part in it.
332. Have you ever been assigned to take the lead on a project? How did you define and establish the group's sense of purpose?
333. Give me examples of what information is important to pass on to the boss, what information would be nice for him/her to have, and what information is necessary and tell me why.
334. What activities have you pursued in the last two years to enhance your skills? Why these particular activities? Why did you focus on these skills?
335. What do you believe are the critical elements of effective performance? Describe the role each play.

### **Influence**

336. Think about a time in your past when you established credibility with another work unit. What were the factors involved and why did they accept your advice?
337. Describe your approach to making decisions and solving problems. What are the inherent strengths and weaknesses of your approach?
338. Tell me how you increased teamwork among a previous group with whom you worked.
339. How do you make others outside your direct control produce essential elements of a project?
340. Give me an example of a specific occasion in which you conformed to a policy with which you did not agree.
341. What is the farthest you have had to bend your standards in order to succeed?

### **Teamwork**

342. What activities have you engaged in to assure other units in the organization view your work group/department as a positive resource?
343. Think of a time when you anticipated the needs changing in a group you serve.
344. Describe the situation and what you did about it.
345. How have you personally built consensus within a group?
346. Tell us about a goal that you or your organization needed to achieve through teamwork. Tell us how you designed that team.
347. What behavior do you use to encourage team members to speak openly?
348. Why do people trust you?
349. What are some of the factors that you believe constitute a strong team?
350. What did you do to support your co-workers in your last job? Please give a specific example of a time when you helped or supported a co-worker.

351. Give an example of a time when you had to take the lead with your work group to get a task done. How did you get cooperation?
352. How do you get cooperation from co-workers, other departments, etc.?
353. How do you usually approach a manager with a problem? Give an example.
354. Would you rather work on a team or on your own?
355. Tell me about a time when you were on a team, and one of the members wasn't carrying his or her weight. What actions did you take?
356. What was the most obstructive group you had to get cooperation from? How did you handle it?
357. Describe a situation when you had a positive influence on the attitudes and behaviors of others.
358. When have you worked on a busy team and you were somehow expected to perform tasks that might have been considered below you?
359. Tell me about a time when you had persuaded team members to do things your way.
360. Tell me about a time you initiated a team approach to solve a problem. Describe the role you played on the team and comment on your effectiveness.
361. Tell me about a project of which you are particularly proud of and your contribution.

### **Communication**

362. How do you ensure your presentations will be effective?
363. Can you think of a time when you had to present a new (idea, concept, process, procedure, etc.) to (someone, your boss, a group, etc.) and you felt successful?
364. Give a quick overview and then walk me through that situation, telling me about your part in it.
365. What factors do you use to select the issues to be communicated?
366. Think of a time when your listening skills were particularly useful in solving a problem. Give me an overview and then walk me through the situation.

### **Understanding Self and Others**

367. What are your major strengths and weaknesses? Describe a situation in which one or more played a significant role.
368. Think of a time in your past when you were in a very uncertain situation, outcomes were uncertain; there was a lot of change taking place. What did you do? What did you feel? How did you handle it?
369. Tell me about the most stressful situation you have been in and how you handled it.
370. Think of a time when you were personally confronted and challenged by someone. Give an overview and then walk me through that situation, telling me about your part in it. What did you think/feel? What did you say/do? What was the outcome?

### **Initiative and Innovation**

371. What ideas did you contribute to your department/company? What were the results?
372. Give an example of something you recommended that was adopted.
373. Give an example of a project you were responsible for starting. How did it work out?
374. When have you had to produce results, without sufficient guidelines or information? What did you do?
375. Tell me about a work emergency or crisis of some kind in which you were involved. What was your role? What did you do?
376. Tell me about a time when you had to change your plan or approach to get an important job done.
377. Describe a specific problem you solved for your employer. How did you approach the problem? What role did others play? What was the outcome?
378. Give me an example of a time when you were inventive and offered fresh insights about a situation. What was the situation?
379. Tell me about a time when you were creative in solving a problem.
380. Tell me about some projects you generated on your own. What prompted you to begin them?
381. Provide an example of a past initiative in which you have initiated and effected improvement.
382. Please describe how you encourage creativity within your group.
383. Tell me about a time when you anticipated potential problems and developed preventive measures.
384. Tell me about a project you initiated.
385. Describe any significant project idea, etc. you have initiated or thought of in the past year. How did you know it was needed and would work? Was it used? Does it work?
386. Have you ever recognized a problem before your boss or others in the organization? Explain.
387. What are some of the best ideas you have ever sold to a superior? What was your approach?

### **Ability to Learn**

388. Give an example of a situation at your previous employment when you have had to keep up with the changes in technology, terminology, or information in your field.
389. What is the fastest you have learned something new for a job? What did you have to learn?
390. If time did not permit a training period on a new job, how would you go about learning the things expected or required of you?
391. What was the most challenging work or technical problem you ever encountered? What did you do?
392. In your most recent position, describe how you used technology to increase your work efficiency.

### **Dependability/Flexibility**

393. In a past job, did you have to alter your standards to meet your company's? When? Why?
394. What results were you expected to accomplish in your last job? How were they measured?
395. Have you worked in an organization that changed its policy or procedure frequently? How did you deal with that?
396. Give an example of a time when you were given tasks to accomplish without advance warning. How did you handle it?
397. In a past job, has a policy or directive come down with which you really disagreed? What did you do?
398. Tell me about a time when a change of policy or changed decision made your work difficult. What did you do?

### **Organization/Attention to Detail/Use of Time**

399. Would you rather formulate a plan or carry it out? Why? Give an example of a plan you have implemented.
400. Describe an experience when you were responsible for coordinating several small tasks to accomplish a large job.
401. How do you keep track of your paperwork, schedules, etc? Please be specific.
402. If you were making a sandwich for lunch, how would you do it? (description reveals attention to detail)
403. In your last job, if something wasn't due for several weeks, when and how did you approach getting it done?
404. Describe how you handled the details of your last major project.
405. Describe a way you improved the organization of a system or a task at your last/present job.
406. How do you organize your daily tasks? How do you prioritize them or decide what you should work on next?
407. Give me a specific example of a time when you failed to meet a deadline. What things did you fail to do? What were the repercussions? What did you learn?
408. Give me a specific example of a time when you managed several projects at once.
409. Give an example of a situation when you faced many competing priorities and discuss what criteria you used in deciding what to do first.
410. Tell me about a time when you prioritized the elements of a complicated project.
411. Tell me about a time when you were unable to complete a project on time.
412. Tell me about a time when you got bogged down in the details of a project.
413. Tell me about a job/task that was boring. How did you deal with it?
414. How do you organize your day, week, etc.?
415. What do you do when your schedule is upset by unforeseen circumstances? Please provide an example of a time when this has happened.