Developing Employment Interview Questions

HUMAN RESOURCES

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This toolkit supports the Interviewing Best Practice Guide for Supervisors.

For more information and resources, visit:

https://www.hr.uic.edu/hiring/interviewing/

Overview

Interviewing is a dual process between the hiring organization and the candidate. The candidate evaluates the organization to determine their interest, as well as sells themselves as the best qualified candidate for the job. At the same time, the interviewer is evaluating the candidate's qualifications, experience, abilities and fit within the unit and organization.

Responsibility for compliance with employment related laws and regulations rests with the interviewing organization. Make certain the interview is centered on assessing qualifications to perform job requirements in an effective manner. Bias and stereotyping about gender, race, ethnicity, physical appearance, disability, sexual orientation, age, national origin, or ancestry should not cloud interviews in any way.

Certain pre-employment inquiries are prohibited by law, please see: https://www.eeoc.gov/laws/practices/#pre-employment_inquiries

How to use this toolkit

Example questions should be adapted to meet the specific needs of the position.

Use the question database to find questions that relate to your key qualifications and competencies.

Create your Interview Questions Plan for each round. Remember each candidate should be asked the same set of questions in each round.

Determine your Candidate Assessment Plan and create your Candidate Assessment Worksheet to score each candidate fairly.

Resources

Best Practice Guide: Interviewing

Developing Qualifications Job Aid

Developing Questions Job Aid

Candidate Score Sheet Job Aid

Question Formats

Developing effective interview questions is key to a successful employment interview. Ask questions that elicit the candidate's competencies relative to the key qualifications identified that are necessary to effectively perform the job. Keep in mind, candidates may articulate the appropriate behaviors for a particular scenario, and yet may have difficulty exhibiting those behaviors in a real-life situation.

Match the type of qualification (below) to the most appropriate format of question (at right). See the following pages for help in developing each question.

Types of Qualifications

Qualifications for a job position fall into three categories. The type of question you select when inquiring about these qualifications should be appropriate to the information you are attempting to determine for the selection process.

Specific Job Knowledge

Job knowledge refers to things a candidate must know to perform in the position, such as professional tools, practices, or standards. This may include such things as software applications, technical skills, professional practices, fields of study, years of experience, licensing, certifications, degrees, etc.

Workplace Competencies

Competencies are those capabilities that govern "how" an individual manages personal performance in the workplace. Competencies are indicators of how well a candidate manages tasks, engages with co-workers and customers, and demonstrates workplace skills associated with the job position.

Work Style

Work style refers to the attitudinal and behavioral habits of the candidate in performing the assigned work.

Preliminary (Screening) Questions

To reduce a candidate pool by "screening in" and "screening out" candidates

- *This is a 2nd shift position 11:00 pm. – 7:00 a.m., are you available to work second shift?*

Traditional Questions

Direct questions about a candidate's background

- *Do you have experience handling irate customers?*

Technical Questions

Focus on specific technical aspects of completing the job, associated certifications/education, or trades skills

- *Do you have a certificate in customer relationship management?*

Situational Questions

Asks candidate to describe how they handle typical workplace situations

- *How do you handle irate customers?*

Case Questions

Describes a hypothetical situation and asks the candidate to solve it

- *If a customer is irate and will not listen to your solution, what would you do?*

Behavioral Questions

Based on the thought that past behavior is the best predictor of future behavior

- *Tell me about a time when you had to deal with an irate customer. What did you do? What were the results?*

Preliminary (Screening) Questions

May be structured as a phone interview or as an email survey depending on the size of the candidate pool.

Purpose is to reduce large candidate pools to a more manageable number for face-to-face interviews.

Email survey questions are better when structured more as closed-ended, definitive answer, "yes" or "no" type questions and some traditional experience related questions.

Phone interview questions may be similar and may also include some more open ended or traditional questions.

Preparation, Desire, Cultural Fit

- *Do you remember applying for this position?*
- *What was it about this position that attracted your attention?*
- *What do you know about our organization?*

Alignment with reality of position

- *What are your salary expectations?*
- *This position is a ___ shift job, are you available to work this shift and hours?*

Experience, Knowledge Check

- *Share with me your relevant experience?*
- *What experiences have you had that prepare you to be successful in this role?*
- *Tell me about your experience with … (a specific tool, program, skill tied to this job)*

Traditional Questions

Traditional questions are direct questions about a candidate's background, experience and education. This is the most familiar question format. Much of the information derived from traditional interview questions may be found on a candidate's resume or application for a job. Traditional questions and variations can help to confirm what the candidate has shared on their resume or application. Since these are most familiar to both interviewers and candidates, they tend to create a less stressful environment for both. A concern is that these questions are so familiar that many candidates can prepare answers or be coached on answers to these type of questions in advance, making it more difficult for the interviewer to assess candidate fit.

Example Questions

- *Tell me about yourself.*

- *Walk me through your work history.*

- *Do you prefer to work alone or in a group?*

- *What are your greatest strengths? Weaknesses?*

- *How would you describe yourself as a person?*

- *Is there something on your resume you would like to elaborate on?*

- *I see you have a Bachelor degree. How will that support your success in this position?*

Technical Questions

Technical questions focus on specific technical skills, knowledge, and education needed to perform a specific job. Many of these questions will focus on associated certifications or education. They may also include specific computer programs or tools of the trade

Example Questions

- *What are your key skills?*

- *What sets you apart from others in your field/trade?*

- *What computer systems, software, or applications do you know?*

- *What is your experience with using _____ [tool]?*

- *What level of competency do you have with _____ [tool]?*

- *Have you maintained your certification in _____?*

- *Can you explain a time when you had to deal with a particularly difficult technical issue? What made it tricky, what did you do and what was the outcome?*

- *How do you keep your technical skills and or knowledge current and well-rehearsed?*

- *How do you solve technical problems? Explain by using a past example.*

Situational Questions

Situational questions or scenario-based questions asks candidates to describe how they handle typical workplace situations. A hypothetical but relevant situation is provided to the candidate and the candidate then talks through the situation based on their knowledge or experience. These often include "what-if" in the question. This type of question can give the interviewer insight into a candidate's knowledge of a specific process, program or tool. The answers to these questions, like traditional questions, are often prepared in advance, rehearsed, or coached by the candidate. Candidates may articulate the appropriate behaviors for a particular scenario, and yet may have difficulty exhibiting those behaviors in a real-life situation.

Example Questions

- *What would you do if someone higher than you in the organization instructed you to do something that was unethical or illegal?*

- *How would you handle a situation where you had conflicting information to make a decision?*

- *How would you handle an employee who was not performing up to expectations?*

Case Questions

Case questions can be considered very similar to situational questions. The interviewer describes a hypothetical situation and asks the candidate to solve it. Once again, the candidates may articulate the appropriate behaviors for a particular scenario, and yet may have difficulty exhibiting those behaviors in a real-life situation.

Example Questions

- *A customer brings in a product to be repaired on Monday. The customer is told it is a simple repair and it will be completed by 3:00 p.m. on Tuesday. When the customer comes back on Tuesday at 4:00 p.m., the product has yet to be repaired. The customer is very unhappy. You are the service manager, how would you handle the situation?*

- *You and a coworker are working jointly on a project. The two of you divided up work in a manner you both agreed to; however, your coworker has not been doing the work they agreed to do. What would you do?*

Behavioral Questions

Behavioral questions are developed to illicit answers from the candidate that depict actual situations, actions, and results where the candidate has demonstrated the qualifications identified as important to the job position.

When using the behavioral interview questions, explain to the candidate that you are looking for example from real life, actual situations wherein they demonstrated the desired qualifications for the position.

Questions are composed using the STAR method: Situation or Task, Actions candidate took, Result.

> *Tell me about a situation…*
>
> *Where you had to accomplish/deal with…*
>
> *What did you do…?*
>
> *What was the result?*

Workplace Competencies and Work Styles

In the following section are example behavioral questions that will help an interviewer assess candidate's qualifications in a wide array of competencies and work styles. This list is by no means exhaustive and you may need to define a particular qualification if it is relevant to the job position.

Example Workplace Competencies

Analytical Skill
Attention to Detail
Business Writing and Email
Coaching and Feedback
Collaboration
Cooperation
Customer Service
Decision Making
Delegation
Developing People
Development/Fund Raising/Sales
Difficult Conversations
Generating Solutions/Innovation
Interpersonal Skills
Introducing Change
Listening Skills
Meeting Facilitation
Mentoring Others
Motivating Others
Negotiating
Problem Solving
Resolving Conflict
Selecting People
Setting Goals and Planning
Supervising Others
Team Building
Time Management
Virtual/Technical Knowledge

Example Work Styles

Accountability
Ambition
Assertiveness
Bottom-Line Orientation
Caution
Creativity/Innovation
Emotional Intelligence
Energy
Evaluating Alternatives
Flexibility
Follow-Up and Control
Initiative
Integrity
Persuasiveness
Presentation Skills
Professional Behavior
Stress Management
Team Leadership
Team Orientation
Toughness
Variety/Dealing with Change
Workplace Communication

Example Behavioral Questions

Accountability

- Explain an approach you have used to document work progress. How was the approach created? What work assignments were monitored using this approach? How was progress assessed?

- Tell me about a time you completed an assignment ahead of schedule. What was the assignment? How were you able to complete it ahead of schedule?

- Tell me about an important goal that you set in the past. What was the goals? Why was it set? What was the outcome?

- Describe a time when you identified a potential conflict of interest in the workplace. How did you confirm the conflict? What was the outcome?

Ambition

- Share examples of the sorts of things have you done to become better qualified for your career?

- What impact did you have in your last job? Share an example.

- Careers grow and develop just like people do. They are born, have a youth, prime, and mature period. Where do you see your career? Why? What are you doing to sustain it?

- Why were you promoted in your last job? What did you do?

- Looking back when your career started to gel, what were your goals? What influenced your goals? How did you influence them?

- What have you done to get ahead? Share examples.

- Explain a process or product that you needed to learn about within the past year. How did you go about it? What was the outcome?

- Share an example of a time when you were asked to create a new product or process about which you had limited knowledge. What did you do? What was the end result?

Analytical Skill

- Share examples of the kinds of data and technical information do you typically review?

- How do you disseminate the information to other people? How do you decide what's important? How do you use this information?

- Tell me about a time when you recognized a problem, an opportunity, when other people were not aware of it? What was the situation? What did you do? How did you see the opportunity?

- Have you ever done a research paper? How did you go about putting it together?

- How do you learn about a product or process? What steps do you take?

Assertiveness

- What is the most competitive work situation you have experienced? How did you handle it? What was the result?

- What is the riskiest decision you have made? What was the situation? What happened?

- What projects have you started on your own recently? What prompted you to get started?

- What do you do if someone at work tries to pressure you to do something? Share an example.

- What do you do if someone at work opposes your point of view? What actions did you take? How did it go?

- When you disagree with your manager, what do you do? Give an example.

- What kinds of challenges did you face on your last job? Give an example of how you handled them.

- What was the most challenging situation you faced in the workplace? How did you deal with it? What was the outcome?

Attention to Detail

- Have the jobs you held in the past required a great deal of attention to details? Give me an example of a situation that illustrates this requirement

- Do you prefer to work with the "big picture" or the "details" of a situation? Provide an example of an experience that illustrates your preference.

- Tell me about a time where attention to detail was important in accomplishing an assigned task.

- Describe a situation where you had the option to leave the details to others or you could take care of them yourself.

- Tell me about a difficult experience you had working with details.

Bottom-Line Orientation

- Share examples of new business opportunities you recognized while at your last employer? What did you do? What was the result?

- How well has your business/facility/group performed? What was your contribution to this?

- How well has your business unit performed? What have you done to increase its performance?

- What have you done to improve the short-term strength of your business unit? What have you done to strengthen the long-term stability of your business unit?

Business Writing and Email

- What kinds of writing have you done? How do you prepare written communications?

- What are the most challenging documents you have authored? What kinds of proposals have you written?

- How have you persuaded people through a document you prepared?

Caution

- Tell me about a situation when it was important for you to pay attention to details. How did you handle it? What was the outcome?

- Have you ever worked in a situation where the rules and guidelines were not clear? Tell me about it. How did you feel about it? How did you react?

- Tell me about a time when you demonstrated too much initiative? What was the situation? What did you do? How did it turn out?

- Some people consider themselves to be "big picture people" and others are "detail oriented". Which are you? Can you share an example of a time when you displayed this?

Coaching and Feedback

- Tell me about the last time you provided feedback to a colleague. What was the situation? What did you do? What was the result?

- When do you give positive feedback to a peer or subordinate? Tell me about the last time you did.

- Give an example of how you handle delivering constructive (corrective) feedback with a peer or subordinate.

- How do you coach a peer or subordinate to develop a new skill? Share an example.

Collaboration

- Have you ever worked with a colleague to solve a problem? What was the situation? How did you go about working through it? What was your role?

- How have you helped cross-functional groups work together? Share an example. What actions did you take? What were the results?

- When is the last time you had a disagreement with a peer? How did you resolve the situation? How did it turn out?

- Some people work best as part of a group, others prefer the role of individual contributor. How would you describe yourself? Share an example of a situation where you felt you were most effective.

- How do you keep your manager informed about what is being done in your work area?

- What challenges have occurred while you were coordinating work with other units, departments, and/or colleges? Share an example. What actions did you take? What was the result?

Cooperation

- Tell me about a time when you helped a colleague complete a task. What was the situation? What did you do? What was the result?

- Describe a time when you received feedback from a colleague or supervisor. What was the situation? What did you do? What was the outcome?

- Describe a situation in which you had to arrive at a compromise or help others to compromise. What was the context? What was your role? What did you do? How did it turn out?

- Tell me about a time when you worked on a team with members who had conflicting opinions about an approach to accomplish a task. What was the situation? What did you do? What was the result?

- Give an example of a time when you worked effectively with a team to accomplish an important goal. What with the situation? What did you do? What was the result?

Creativity/Innovation

- What innovative procedures have you developed? How did you develop them? Who was involved? Where did the ideas come from?

- What new or unusual ideas have you developed on your job? How did you develop them? What was the result? Did you implement them?

- Share examples of your most creative ideas. What sparked them?

- People frequently borrow ideas they have seen elsewhere and then apply them in a new setting. How have you done this? What was the result?

Customer Service

- How do you handle problems with customers? Share an example about a specific situation. What actions did you take? What was the result?

- What have you done to improve relations with your customers? Share examples.

- How do you go about establishing rapport with a customer? What have you done to gain their confidence? Share an example.

- Tell me about a time when you could not answer a customer's question. What was the situation? What did you do? What was the outcome?

- Describe a time when a customer's request of you seemed unreasonable? Describe the environment. What was unreasonable about the request? What did you do? What was the outcome?

- Describe a time when you "went the extra mile" to satisfy a customer. What was the situation? What did you do? What was the result?

- Tell me about a time when you established initial rapport with a customer. What was the situation? What did you do? What was the outcome?

- How do you go about deciding what strategy to employ when dealing with a difficult customer? What happened?

Decision Making

- Have you ever had to make a major decision on your own? What was it? How did you make it?

- How have you gone about making important decisions? What actions do you take?

- Share an example of a situation when you had to make a quick decision? How did it turn out?

- When you have a new problem situation, how do you go about making a decision? Share an example.

- What kind of decision have you made where you had responsibility but not authority to implement a project?

Delegation

- Do you consider yourself to be a macro or micro manager? How do you delegate? Share an example.

- Tell me about how you go about delegating work? What actions did you take? What were the results?

- What was the biggest mistake you have had when delegating work? The biggest success?

- How do you make the decision to delegate work? What steps do you take? What results do you usually have?

Developing People

- Have you had the opportunity to teach or coach a coworker to learn a new skill or assignment? What did you do? What was the result?

- What have you done to improve the skills of your subordinates? Share an example.

- How do you coach an employee on a new assignment? Share an example.

- How do you go about setting performance standards with subordinates? How do you involve them in the process?

- What performance standards do you have for your unit? How do you communicate them to your team?

Development/Fund Raising/Sales

- Describe how you prepare for a meeting with a potential client/donor.

- How do you go about making cold calls on potential clients/donors?

- Tell me about your most difficult sales experience. What actions did you take?

- Share your sales volume over the past three years. What have you done to influence it?

- How have your sales skills improved over the past three years? What have you done to improve your results in the past three years?

Difficult Conversations

- Describe a time when you disagreed with a colleague. What was the situation? What did you do? What was the outcome?

- Tell me about a time you dealt with a difficult team-member. What was the situation? What did you do? What were the results?

- Tell me about a time when you were given a project you were not sure you could complete? How did you handle this? How did you communicate your concerns?

Emotional Intelligence

- Could you tell me about a time when you received tough feedback from your supervisor? What did you do? What was the result?

- Tell me about a time when you made a mistake at work? What happened? What did you do? What was the result?

- Who inspires you and why?

- Did you build lasting friendships while working at another job?

- What skill or expertise do you feel like you are still missing?

Energy

- Do you have a time of day that is your high-energy part of the day? Do you take that into account when planning your work? Share an example.

- What sort of hours do normally work? Do you have a time of day that you do a particular type of work?

- When you have a lot of work to do, how do you get it all done? Share an example.

- What do you do if you are unable to accomplish all of your assigned work? What actions do you take?

Evaluating Alternatives

- What are some of the major decisions you have made over the last (6,12,18) months? What alternatives did you develop? How did you assemble the information? What process did you follow to reach a conclusion? How did you review the information? Who made the final decision? How was it communicated?

- What kinds of decisions are most difficult for you? Describe one.

- Have you ever had a situation where you had a number of alternatives to choose from? How did you go about choosing one?

- Tell me about a time when you had to review information from multiple sources to make a recommendation. What was the situation? What did you do? What was the outcome?

Flexibility

- How have you adjusted your style when it was not meeting the objectives and/or people were not responding correctly? Share an example.

- What do you do when you are faced with an obstacle to an important project? What actions do you take? Share an example.

- When you have difficulty persuading someone to your point of view, what do you do? Share an example.

- Have you ever had a subordinate whose performance was consistently marginal? What did you do? How did it work out?

- Tell me about a situation when you had to adjust to changes over which you had no control. What did you do? What was the result?

Follow-Up and Control

- What do you do to keep track of your work to make sure assignments are completed on time? What actions do you take? What are your results?

- How do you evaluate the effectiveness of the work you are doing? What steps do you take to stay on track? Share an example.

- How do you keep track of what your subordinates are doing? Share examples.

- How do you evaluate the productivity/effectiveness of your subordinates?

- How do you keep track of assignments you have delegated? Share an example.

Generating Solutions/Innovation

- Describe a situation when you have demonstrated initiative and took action without waiting for direction. What was the outcome?

- Describe something that you have implemented at work. What were the steps used to implement this?

- Tell me about a problem that you solved in a unique or unusual way. What was the outcome? Were you satisfied with it?

- When was the last time you thought outside of the box and how did you do it?

- What new or unusual ideas have you developed on your job? How did you develop them? What was the result? Did you implement them?

- What innovative procedures have you developed? How did you develop them? Who was involved? Where did the ideas come from?

- We sometimes fail to consider new ideas because they seem unconventional or untested. Describe a time you found yourself in a situation similar to this.

- Describe a time when you made a suggestion to improve the work in your organization.

Initiative

- What changes did you develop at your most recent employer? Share an example.

- How did you get your work assignments at your most recent employer? What steps did you take?

- What sorts of projects did you generate that required you to go beyond your job description? Share an example.

- What did you do that was beyond the expectations of your employer or job responsibilities? Share an example.

- What kinds of assignments get you really excited? Why?

Integrity

- Describe a time when you admitted a mistake to a colleague or manager. What was the situation? What did you do? What was the outcome?

- Describe a time when you followed through on a strategic commitment in the workplace. What was the situation? What did you do? What was the result?

- On occasion we are confronted by dishonesty in the workplace. Tell me about a time when you were confronted with an ethics violation in the workplace? What happened? What did you do? What was the outcome?

- Describe a time when your ethics were challenged. What happened? What did you do? What was the outcome?

Interpersonal Skills

- Describe a time when you were flexible in the workplace with colleagues while completing a project. What was the situation? Who was involved? What was the end result?

- Describe a recent unpopular decision you made. What was the situation? What did you do? What was the outcome?

- Tell me about the most difficult individual you have worked with in the past year. What was the situation? What did you do? What was the result?

- Describe a recent situation when your behavior was influenced by the actions of others in the workplace. Who was involved? What did you do? What was the impact of your behavior?

Introducing Change

- When was the last time you had to introduce a new idea or procedure to people on the job? How did you do it? How did it work out?

- Have you ever had to introduce a policy change to your work group? Share an example.

- Have you ever met with resistance when implementing a new idea or policy to a work group? How did you deal with it? What happened?

Listening Skills

- What do you do to show people that you are listening to them?

- How often do you have to rely on information you have gathered from others when talking to them? What kinds of problems have you had? What happened?

- Give an example of a time when you made a mistake because you did not listen well to what someone else had to say. What happened?

- When is listening important on your job? When is listening difficult?

- How do you verify that you understand what someone has told you? Give examples.

- How do you show a person that you have understood what they have said? Give examples.

Meeting Facilitation

- How do you prepare for and how do you keep meetings on track? Share an example.

- Describe a meeting you were facilitating where the group got off track. What did you do? What was the result?

- On average, how often do you meet with your employees as a group? How do you prepare? What did you do in this meeting? What were the results?

- Tell me about a meeting you were leading where a participant was NOT paying attention. What did you do? How did it go?

Mentoring

- Tell me about a time when you trained and mentored a new hire. What did you do? What was the result?

- Tell me about a time when you mentored a coworker successfully. Why were you selected? What was the situation? What was the result?

- Tell me about a time when you delegated a task for developmental reasons. What was the situation? What was the result?

Motivating Others

- How do you get co-workers to work at their peak potential? Share an example.

- Have you ever had a subordinate whose works was always marginal? How did you deal with that person? What was the result?

- Have you ever had a subordinate whose works exceeded your expectations? How did you keep that person motivated? What was the result?

- How do you manage cross-functional teams? Teams with colleagues? What steps do you take to move a project forward and get everyone to do their part?

Negotiating

- Tell me about the last time you had to negotiate with someone. How did you prepare? How did you present your position? What was the most difficult part? How did you resolve it?

- Describe the most challenging negotiation in which you were involved. What did you do? What were the results for you? What were the results for the other party?

- Have you ever been in a situation where you had to bargain with someone? How did you feel about this? What did you do? Share an example.

Persuasiveness

- Have you ever had to persuade a group to accept a proposal or idea? How did you go about doing it? What was the result?

- How do you get a peer or colleague to accept one of your ideas? Share an example.

- Have you ever had to persuade a peer or manager to accept an idea that you knew they would not like? Describe the resistance you met and how you overcame it.

Presentation Skills

- What kinds of oral presentations have you made? How do you prepare for them? What challenges did you have?

- How do you prepare for a presentation to a group of technical experts in your field? Share an example.

- Tell me about the most effective presentation you have made. What was the topic? What made it effective? What made it difficult? How did you handle it?

- How would you describe your presentation style?

Problem Solving

- Give me an example of a time when you used judgement and logic to solve a problem. What was the situation? What did you do? What was the result?

- When a number of different people come to you with ideas about solving a problem, how do you use their information? Share an example.

- What do you do when a peer or subordinate comes to you with a challenge? Share an example.

- What are some of the problems you have faced; such as between business development and project leaders, between one department and another, or between yourself and your peers? How did you recognize that the problems were there?

- Have you ever been caught unaware by a problem or obstacle that you had not foreseen? What happened?

- When was the last time something came up in a meeting that was not covered in the plan? What did you do? What were the results of your judgement?

- Tell me about a time when you did something completely different from the plan and/or assignment. Why? What happened?

Professional Behavior

- How do you go about developing information to make a decision? Share an example.

- When you have to make a highly technical decision, how do you go about doing it? What is the outcome?

- Most everyone has made some poor decision or done something that just did not turn out right. Has this happened to you? What was the situation? What did you do to correct the situation?

- What kinds of problems have you had coordinating technical projects? How did you solve them?

- Tell me about a work situation that irritated you. What did you do? What was the result?

- How do you measure your own success?

Resolving Conflict

- Have you ever had to settle a conflict between two people on the job? What was the situation? What did you do?

- Tell me about a time when you had to help two peers settle a dispute. How did you go about identifying the issues? What did you do? What was the result?

- Have you ever been in the situation where you had to settle an argument between two friends (or colleagues)? What did you do? What was the result?

Selecting People

- What was your biggest success in hiring someone? What did you do?

- What was your biggest mistake in hiring someone? What happened? How did you deal with the situation?

Setting Goals and Planning/Scheduling

- Describe the most difficult scheduling problem you have faced. What did you do? What were the results?

- What were your annual goals at your most current position? How did you develop these goals? What goals have you met? What did you do to meet them? What goals did you miss? Why did you miss them?

- How do you communicate goals to subordinates? Provide an example.

- How do you involve people in developing your unit's goals? Share an example.

- How do you assign priorities to your tasks and assignments? Is this method working? What do you do when you have to adjust for interruptions, competing priorities, or new assignments?

- How do you go about assigning work to your team? Does your team meet its goals?

- When everyone is overloaded, how do your people meet their job assignments? How do you support them?

- How do you go about setting goals for yourself? Share an example.

- How do you go about setting project goals with colleagues? Share an example.

Stress Management

- What was the most stressful situation you faced at work? How did you deal with it?

- How did you react when faced with constant time pressure? Give an example.

- People react differently when job demands are constantly changing; how do you react?

- What kinds of events cause you stress on the job? How do you tackle the situation?

Supervising Others

- How do you keep subordinates informed about information that affects their jobs? What actions do you take? What are the results?

- How do you handle performance reviews? Share an example of one that went well. Share an example of one that was difficult.

- How do you handle a subordinate whose work is not up to expectations? Share an example.

- How often do you discuss a subordinate's performance with him/her? Give an example.

- What have you done to help your subordinates to be more productive? Share examples.

Team Building

- How would you describe yourself in terms of your ability to work as a team member? Share an example.

- What did you do in your last job to contribute toward a teamwork environment? Be specific.

- Describe a time when you put your needs aside to help a coworker understand a task. How did you assist them? What was the result?

- Sometimes we need to confront a negative attitude to block de-motivators at work. Share an example of a time when you confronted a negative attitude successfully with the result of building teamwork and morale.

Team Leadership

- Have you ever been in a situation where you had to lead a group of peers? How did you handle it?

- Have you ever been a project leader? Give examples of problems you experienced and how you reacted.

- Tell me about the most difficult situation you have had when leading a team. What happened and what did you do? Was it successful? Emphasize the "single" most important thing you did?

- Think about the time you have been a team leader. What could you have done to be more effective?

Team Orientation

- Have you ever participated in a task group? Committee? Cross-functional group? What was your role? How did you contribute?

- Tell me about the most effective contribution you have made as part of a task group or special project team.

- What role have you typically played as a member of a team? How do you interact with other members of the team?

- What is the difficult part of being a member, not leader, of a team? How did you handle this?

Time Management/Setting Priorities

- How do you schedule your time? How do you manage your time?

- What method do you use to track progress on your work assignments?

- When given an important assignment, how do you approach it?

- Have you ever been overloaded with work? How do you keep track of work so that it gets done on time? Share an example.

Toughness

- What has been your major work related disappointment? What happened and what did you do?

- Tell me about setbacks you have faced in your career. How did you deal with them?

- What is the most competitive situation you have experienced? How did you handle it? What was the result?

- On many occasion, managers have to make tough decisions. What was the most difficult one you have had to make? What happened and how did it turn out?

Variety/Dealing with Change

- Which of your jobs had the most rapid change? How did you feel about it?

- On average how many projects do you work on at once? Please describe.

- When was the last time you were in a crisis? What was the situation? How did you react?

- When was the last time you made a key decision on the spur of the moment? What was the reason and the result?

Virtual/Technical Competency

- Describe a situation when you had to incorporate social media into a project? What was the result?

- What development tools have you used before? Share an example.

- What computer applications do you use regularly? Describe an example of a project where you incorporated the use of [Excel, Word, PowerPoint, Pages, etc.]

- What project management tracking systems have you used? Provide an example of a project that was a success and how you incorporated the project management software.

- How comfortable are you using a computer? Share an example of a time when you had to self-teach how to use a particular system or application

Workplace Communication

- Describe a recent positive interaction you had in the workplace? What was the situation? What did you do? What was the outcome?

- Describe a time when you responded to a nonverbal cue in the workplace. What was the situation? What did you do? What was the outcome?

- Describe a time when you were responsible for completing a task you did not understand. What was the situation? What did you do? What was the result?

- Describe a situation in which you feel that you did not communicate well. What did you do? What was the outcome?

- Tell me about a recent experience delivering a speech or presentation. What was the context? What did you do? How did it go?

- Tell me about a time when you had to present complex information to colleagues. What was the situation? What did you do? What was the outcome?

- What approach do you take in communicating with people? Share an example of a challenging situation that went really well. What did you do?

- How do you go about explaining a complex technical problem to a person who does not understand the technical jargon? Share an example. How did it go?

- What kinds of communication situations cause you difficulty? Share an example. What do you do to get through it successfully?

- How have you used a question to probe for more information when a person is being evasive? What did you do? How did it work out?

- Have you ever dealt with a situation where communications were poor? Where there was a lack cooperation? Lack of trust? How did you handle these situations?