**Common Interview Questions Worksheet**

Most of these types of questions are common in a typical interview situation.

**M:** Designates a question more likely directed toward a Manager.

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| Self-Evaluation | Notes |
| * Tell me about yourself.
 |  |
| * How would the person to whom you report describe you?
 |  |
| * How would your family and friends characterize you?
 |  |
| * How would you describe your own personality?
 |  |
| * What are your three most important accomplishments thus far in your career and how did you go about achieving them?
 |  |
| * What are your greatest strengths?
 |  |
| * How do you define the essence of success?
 |  |
| * What is your greatest weakness and how are you attempting to overcome it?
 |  |
| * How do you react to criticism?
 |  |
| * What is your work style today versus 10 years ago?
 |  |
| * What kinds of decisions are most difficult for you?
 |  |
| * What do you do for relaxation?
 |  |
| * What outside activities or organizations are you active in?
 |  |
| * If you could start again, what would you do differently?
 |  |
| * What are the weak spots in your work habits? What are you doing to overcome them?
 |  |
| * Tell me what you consider your greatest abilities and how they will help you in this job.
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| * How do you know when you’ve done a good job?
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| * **M:** Diagram an organizational chart of your department and explain where you fit within it and how it interacts with the entire company.
 |  |

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| Interpersonal Skills | Notes |
| * What kind of relationship and atmosphere do you prefer to maintain with your peers?
 |  |
| * Give me an example of your leadership skill?
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| * Do you make an effort to help others in your team be more productive?
 |  |
| * How would you describe your impact on your company?
 |  |
| * Who is the worst boss, subordinate, colleague, peer with whom you have worked? Why?
 |  |
| * **M:** What kind of relationship and atmosphere do you prefer to maintain with colleagues and subordinates?
 |  |
| * **M:** What about a person who has given consistent and above-average performance, but who you feel is not capable of moving the organization forward to meet its future needs?
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| * **M:** When do you mandate and when do you consult?
 |  |
| * **M:** What do you look for in the people you hire?
 |  |
| * **M:** Have you fired people before? Who? For what reason?
 |  |
| * **M:** How do you handle firing people?
 |  |
| * **M:** Are you good at giving your subordinates feedback?
 |  |
| * **M:** How do you elevate subordinates performance?
 |  |
| * **M:** How much staff turnover do you have?
 |  |
| * **M:** How do you motivate people?
 |  |
| * **M:** How do you try to develop the weaker members of your group?
 |  |
| * **M:** What makes a good leader in business?
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| Communication Skills | Notes |
| * How do you handle a peer or subordinate's poor decisions, or at least those with which you do not agree?
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| * How do you tell your boss that the action they contemplate is wrong, or that they are going in a direction with which you are in total disagreement?
 |  |
| * How do you criticize others?
 |  |
| * How do you keep clients, your boss, colleagues, and subordinates informed?
 |  |
| * What makes you effective in person-to-person or small groups?
 |  |
| * What accomplishments can you tell me about which would show you are a good communicator?
 |  |
| * Do you primarily communicate by memo/e-mail, phone, or face-to-face?
 |  |
| * How do you rate yourself as a presenter?
 |  |
| * How would you improve your communication skills?
 |  |
| * Do you normally seek advice from others?
 |  |
| * Do you consider yourself a good listener? Why?
 |  |
| * **M:** In managing your boss or a board of directors, would you tend to lie out your thoughts, views and conclusions and lead them to a decision or, in the alternative, lie out the options and have them buy into one which is acceptable to you by their having embraced it as their idea?
 |  |
| * **M:** How do you communicate with individuals who work for you? With others within the organization?
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| Motivation | Notes |
| * What kinds of people and things motivate you? Describe your ideal

work environment. |  |
| * What are your short-range objectives?
 |  |
| * What are your long-range objectives?
 |  |
| * How would you describe the ideal boss?
 |  |
| * What do you look for in a job?
 |  |
| * Give me the reasons for your last three job changes.
 |  |
| * What new goals or objectives have you established recently?
 |  |
| * What is the best and the worst thing about your current/past job?
 |  |
| * Why do you consider this to be a good opportunity? What interests you the most? The least?
 |  |
| * What position do you expect to have in five years?
 |  |
| * How long would it take you to make a contribution to our firm?
 |  |
| * Why are you leaving your present position?
 |  |
| * What aspects of your previous job have you disliked?
 |  |
| * What other types of jobs are you considering? What companies?
 |  |
| * Do you prefer staff or line work? Why?
 |  |
| * Do you work better under pressure, deadlines, etc., or with time to plan and organize?
 |  |
| * Are you emotional at times?
 |  |
| * What is your reaction when your boss puts pressure on you?
 |  |
| * Do you enjoy hectic activity?
 |  |
| * What would your colleagues/boss say about your drive?
 |  |
| * What situations, which were doomed, have you rescued?
 |  |
| * How did you finance college? Find your first job?
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| Motivation (continued) | Notes |
| * Do you wait for the final go-ahead before starting a project you are confident about?
 |  |
| * Are you more inclined to ask forgiveness or permission?
 |  |
| * Have you ever left a position because the standards set were not high enough?
 |  |
| * Are you prepared to "bend" to achieve the objectives?
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| * What is more important - completing a job on time or doing it right?
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| * **M:** Would you prefer to head a start-up situation, or a larger, more mature organization?
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| Approaches to Problem Resolution | Notes |
| * What changes have you recommended? Why? Were they effective?
 |  |
| * Describe a situation(s) where your judgment proved valuable.
 |  |
| * What are some of the difficult decisions you have made?
 |  |
| * Are you more analytical or intuitive? Give an example of your approach to problem resolution.
 |  |
| * Describe a few situations in which your work was criticized.
 |  |
| * What notable successes have you had in problem solving for your company?
 |  |
| * **M:** How do you measure judgment in your subordinates?
 |  |
| * **M:** What was the most difficult situation you have faced regarding a) people management, b) business? How was it resolved?
 |  |

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| Management Administration | Notes |
| * Describe how you allocate your time during a typical day. How do you set priorities?
 |  |
| * How have you changed your organization?
 |  |
| * How do you establish priorities?
 |  |
| * Describe how you plan and organize your work.
 |  |
| * Do you have many crises in your job? Why?
 |  |
| * Are you a better planner or implementer?
 |  |
| * **M:** Could your team carry on without you?
 |  |
| * **M:** How do you determine if a subordinate is good?
 |  |
| * **M:** How do you assign a task and what controls do you use?
 |  |
| * **M:** What types of tasks do you feel you cannot delegate?
 |  |
| * **M:** Do you have a succession program set up?
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| **Negotiation** | **Notes** |
| * Are you willing to relocate?
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| * What kind of salary are you worth?
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| * What was your salary in your last position?
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| * What is your salary history?
 |  |
| * How soon can you start?
 |  |