

**COMMON INTERVIEW QUESTIONS**

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

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

**SELF-EVALUATION**

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 youconsider your greatest abilities and how they will help you in this job.

How do you know when you’ve done a good job?

Are you innovative? Give me an example.

**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**

What kind of relationship and atmosphere do you prefer to maintain with your peers?

Give me an example of your leadership skill?

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?

**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**

How do you handle a peer or subordinate's poor decisions, or at least those withwhich you do not agree?

How do you tell your boss that the action they contemplate is wrong, or at least 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 theoptions 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**

What kindsof 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?

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**MOTIVATION**

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?

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?

What is more important - completing a job on time or doing it right?

**M -** Would you prefer to head a start-up situation, or a larger, more mature organization?

**APPROACHES TO PROBLEM RESOLUTION**

In your present position, what problems have you identified that previously had been overlooked?

What kinds of people do you find it difficult to work with? How have you successfully worked with them? How have you changed the nature of your job?

How have you helped to increase profits for your current employer?

Describe typical problems you are likely to face during the day and ways in which you are likely to reach solutions.

Within the last year, what was your most unique problem?

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**APPROACHES TO PROBLEM RESOLUTION**

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?

**MANAGEMENT ADMINISTRATION**

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?

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**MANAGEMENT ADMINISTRATION**

**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?

**NEGOTIATION**

Are you willing to relocate?

What kind of salary areyou worth?

What was your salary in your last position?

What is your salary history?

How soon can you start?