



Sample Interview Questions (Adapted, Original Author Unknown)

Ability to Learn

- Tell me about a time when you had a project assigned to you and you didn't know how to do it. How did you go about getting the necessary knowledge/skills to do the job?
- What courses, seminars or other education programs have you attended since beginning your career? Tell me about them.
- How do you learn best?

Problem Solving and Decision Making

- Give me an example of a problem you had to solve recently. How did you go about solving it? What was the outcome?
- Tell me about a time when you were making good progress on a project and ran into a problem that was out of your immediate control. What did you do?
- Give me some examples of decisions you regularly make in your job.
- Tell me about a major decision you have made recently. How did you go about making it? What was the outcome? In hindsight, what, if anything, might you have done differently?
- Tell me about a time when you took considerable risk. How did you feel about it?
- Give me an example of a time that you made a decision that turned out to be a poor one. What was the result? How did you deal with it?

Planning and Coordinating

- How do you manage your time?
- Tell me about a time when your plans were upset by unforeseen circumstances. What did you do? What were the results?
- What are the short and long term goals of your department?
- What are your professional goals? How do they affect the way you plan your work?
- Give me an example of resources that are limited in your current company. How do you gain access to those resources? Has there been a time when a lack of resources has caused you to miss deadlines? Tell me about it.
- Tell me about your experience in project planning.

Customer Relations

- Describe your typical interactions with customers.
- What is the most frustrating experience you have had when dealing with a customer?
- Tell me about a time when you had to tell a customer something you knew would be perceived as bad news. How did you handle it?
- Why would a client ask specifically to deal with you?
- Tell me about a time when you felt that a customer was wrong. What did you do?
- Tell me about an experience you have had with an angry customer.

Communication Skills

- Tell me about the reports, memos and other written correspondence you regularly write. Who is your audience?
- How do you determine when it is appropriate to communicate in writing, when a phone call will do or a face to face meeting is needed. Give me an example of the types of issues you might deal with for each.
- How do people know you are listening to them?
- Tell me about a time when you had to make a presentation to a large group of senior level managers.

Relationships

- Tell me about a time when you were working as part of a team and you disagreed with the direction the group was taking. What did you do? What was the outcome?
- What role do you usually play when you are working in a group?
- Tell me about a time when you were working in a group and a conflict arose among the members. What did you do?
- Tell me about the kinds of things you typically do as a member of a team and the kinds of things you typically do on your own.
- Do you prefer to work as a member of a team or individually? Why?
- Tell me about a time when you had to get work done through people who didn't report directly to you. How did you accomplish this goal?

Motivation/Self Development

- Tell me how you have taken responsibility for your career development. Tell me about a time when you felt particularly motivated, unmotivated.
- Describe a situation where you saw the need for change in a product or process. What did you do to initiate change? What was the outcome?
- What is the most challenging aspect of your current job?
- Tell me about a time when you were asked to take on responsibility that was new or different. How did you feel about it? How did you handle it? What were the results?
- What work related goals have you set for yourself recently? Have you met these goals? If not, Why?
- Do you set goals for yourself outside of work? Do you usually reach these goals?

Stress Management/Dealing with Pressure

- Tell me about the last time you felt really pressured. How did you deal with it? How did it affect your work?
- What aspects of your current job do you find particularly stressful? How do you deal with it?

Overall Performance

- What factors are you measured on in your current job?
- What did your manager describe as your strengths and weaknesses in your last review? Do you agree?
- What tasks have you been the most successful at?
- What do you consider your greatest accomplishment?

Management Preference

- Describe your best manager. Your worst. Why?
- What do you expect from your manager?

- How do you use your manager?

Sample Interview Questions for Management Positions

- How many people report to you directly? What are their positions? If you have indirect reports, what are their positions and how many are there?
- Describe your organization.
- How do you insure that your employees know what is expected of them?
- What vehicles do you use to communicate important information to your staff?
- What types of activities/responsibilities do you typically delegate?
- Tell me about a situation where you found it difficult to delegate? Why was it difficult? What did you do? What was the outcome?
- What do you find to be the most difficult aspect of management? Why?
- What are the goals of your department? How do your group's goals fit into the company's goals?
- Tell me about a project you managed where teamwork was important. How did you encourage teamwork?
- When your department is about to begin a new project, how are responsibilities, timetables and the process determined?
- Tell me about a time when a project that your department was responsible for didn't meet quality standards. What did you do?
- What would your employees say about you?
- Tell me about a hiring mistake you've made. How did you deal with the problem?
- Approximately how many people have you hired in your current job? How many are still with the company? How many have been promoted? What role did you play in their development?
- Tell me about a problem performer you have had and what you did to resolve the problem.
- Tell me about a situation where there was conflict between members of your department and those of another group. How did you handle it?
- Tell me about a time you had to get work done through people who didn't report directly to you. What did you do? What were the results?
- Give me an example of a time when you had to communicate or enforce a policy you didn't agree with.
- Tell me about any committees or task forces you have participated in. What role did you play?
- What kind of budgeting process have you had experience with?
- What has been your role in the budgeting process?
- What is the size of the budget for which you are responsible.
- What has been your performance against budget for the past 3 years?
- If you exceeded your budget, what factors contributed to this?
- Give me an example of some goals you have set for yourself in the past year. Did you achieve these goals? If not, Why?
- Tell me about a time when you were given responsibility for an additional project but weren't given additional resources. What did you do? What was the outcome?

Sample Interview Questions for Administrative Positions

- Tell me about the environment you currently work in. What are the positive and negative aspects of the environment?
- Tell me about a time when several people have given you work and told you it was urgent. What did you do? How did you determine what to do first?
- Tell me about a time when someone was unpleasant to you on the phone. How did you handle it? What was the result?
- What tasks do you enjoy the most? Least?
- Tell me about a time when you were involved in a situation where there was a breakdown in communication. What happened?
- Tell me about a time when on a project you were working on didn't get done on time. What did you do?
- How do you know when you are doing a good job?
- Give me an example of a time that you saw a need for change in procedure. What did you do? What was the outcome?
- What work related accomplishment are you the most proud of?
- If you could change one thing about your current job, what would it be? What would be the result of the change?
- How often do you meet with your manager? What is the nature of those meetings?
- What are your career goals? What have you done to move in the direction of those goals?
- Tell me about a time when you felt particularly pressured. How did you handle it? How did it affect your work?
- What would your current manager say are your strengths? What areas do you need to develop?
- What would your peers say about you?
- What factors will be most important in considering a new job?