

1st Interview Guide

“Do I want to see this person again?”

INTERVIEW EXPECTATIONS

- Confirm:** Recruiter; Address; Phone number; etc.
- Territory Specifics:** Division; Location, size, number of overnights, etc.
- Hiring Process:** 1) 1st Interview 2) 2nd Interview 3) Field Visit
4) Reference Checks 5) Follow-up Interview 6) Final
- Interview Objectives:** 1) Get to know you better; 2) Review your background; 3) Review the details of your resume
- Sequence of Events:** **Background**--what you are like; interests; events that may have influenced your career decisions
High School & College--what school was like; curriculum; activities; high and low points; etc.
Work History--your expectations for each job; major challenges, how they were handled; responsibilities; accomplishments; what were the most and least enjoyable aspects of the job; the training you received; what your supervisors were like; and your supervisor’s strengths and weaker points.
Questions--Time at the end to answer any questions you may have.

GENERAL

1. Why are you here? _____

2. Tell me about yourself. _____

EARLY LIFE

1. Tell me about where you were brought up, your family life and those years before High School? _____

HIGH SCHOOL

1. Where did you go to high school? _____ When did you graduate? _____
2. What sort of grades did you receive? GPA: _____ Class Rank: _____
Is that a accurate reflection of your high school years? _____

3. Give me a feel for what kind of school it was (if necessary, specify large/small, rural/urban, cliquish, etc.), and generally, what your high school years were like. _____

4. What school activities did you take part in? _____

5. Were there any class offices, awards, honors, or special achievements during your high school days? (Note Application Form responses). _____

6. What were high points during your high school days?

7. What were low points, or least enjoyable occurrences, during your high school days? (were you ever suspended, did you ever crack up a car, did you have any serious illnesses?)

8. Give me a feel for any jobs you held during high school—the types of jobs, whether they were during the school year or summer, hours worked, and any high or low points associated with them. (If the person did not work during the summer, ask how the summer months were spent.)

9. What people or events might have had an influence on your career?

10. TRANSITION QUESTION: What were your career thoughts toward the end of high school?

Note: Transition Questions have to do with important choices in life—what to do, when, how to go about it. The answers are often very revealing, not only about the individual at the time those choices were made, but about the person’s current attitudes regarding those transition decisions and current values. So probe very thoroughly whenever major life directions were established or altered.

COLLEGE (UNDERGRADUATE)

1. Why did you choose _____? (College) _____

2. Did you attend any other schools? Why? _____

3. Would you give me the same sort of highlights about those years as you did for high school ... what you did, how you did, and how you liked it. (Confirm Application Form data. Ask the following questions to obtain complete information not included in answers to the general “smorgasbord” question.) _____

4. Generally, what were your college years like? _____

5. What sort of curriculum did you focus on? (Follow-up: Exactly what major(s), and why were there any changes in majors?)

6. What sort of campus activities did you get involved in? (Follow-up: What was your level of involvement—member, leader, or what?) _____

7. I see you earned a _____ (GPA). How would you describe your study habits during college? (Look for clues as to amount of effort expended.) _____

8. How did you finance your education? _____

9. Please give me a feel for any work experiences you had during college—the types of jobs, whether they were during the school years or summers, hours per week worked, and any high or low points. (If not in campus activities, and there were no work experiences, determine how spare time during the school year and how summer months were spent). _____

10. What were important career influences? _____

11. What were high points during your undergraduate days? _____

12. What were low points, or least enjoyable occurrences, during your undergraduate days? _____

13. TRANSITION QUESTION: What were your career thoughts toward the end of college? What were the options considered? _____

Additional questions/comments: _____

WORK HISTORY (Consider each position as a separate job)

Now I would like you to tell me about your work history. There are a lot of things I would like to know about each position. Let me tell you what these things are now, so I won't have to interrupt you so often. We already have some of this information from your resume and previous discussions. Of course I need to know the employer, location, dates of employment, your titles, and salary history. I would also be interested in knowing what your **expectations were for each job**, whether they **were met**, what **major challenges you faced**, how they were **handled**, and what were the **most and least enjoyable aspects of each job**. I also want to know what you feel were your **greatest accomplishments** and **significant mistakes or disappointments**, what each **supervisor was like** and what you would guess each **supervisor really felt were your strengths and weaker points**. Finally, I would like to know the circumstances under which you left each position.

WORK HISTORY GENERAL

1. Why did you choose a career in sales? _____

2. How did you get your first job? _____

3. Why did you decide to go with _____? _____

4. What qualifications do you think I am looking for in this role? _____

WORK HISTORY FORM

Company: _____ Position/Title: _____
Start Date: _____ End Date: _____ Salary: Start \$ _____ Final \$ _____

1. What were your expectations? Were they met? _____

2. What were your responsibilities? (What types of products, who did you call on, competition, territory specifics)

3. Describe your most significant accomplishment? How did it impact your career? _____

4. How were you evaluated? Were you ranked? _____

5. We all make mistakes--what mistakes or failures did you experience? How did you learn from them? _____

6. All jobs have pluses and minuses--What were the most enjoyable and/or rewarding aspect of the job? _____

7. Tell me about your training in this position. _____

Supervisor's Name: _____ Title: _____ Can I contact? _____
Where is he/she now? _____

1. What was it like working for him/her? _____

2. What were his/her strengths? _____

3. What were his/her shortcomings? _____

4. What is your best guess as to what (Previous Supervisor name) honestly felt were/are your:
STRENGTHS **WEAKER POINTS**

STRENGTHS	WEAKER POINTS

Overall Performance _____

CLOSING THE INTERVIEW

1. What do you think I should know about you? _____

2. Why should I hire you? _____

2nd Interview Guide
“Do I want to hire this person?”

Interview Expectations

Objectives: **Review information from the last interview**
Complete understanding of why the candidate has been successful (honesty, integrity, sales skills, etc.)
What motivates the candidate.

Sequence of Events: **What candidate has learned about the company; What brings them back**
Review-H.S./College, Work History/Sales Skills
In general, I want to know all the things that have made you successful.

GENERAL

1. What have you learned about the company since we met last? _____

2. What are some of your reasons for pursuing this role? _____

3. Are you looking at any other companies? _____

HIGH SCHOOL OR COLLEGE

1. Last time we met you told me you were the (provided example). Tell me about a project you led. _____

2. What do you think your peers from college would say about you? _____

3. How did you manage to keep your grades high while conducting your activities with the (provided example)? _____

4. Looking back, is there anything you would do differently? _____

WORK HISTORY SALES SKILLS

1. Describe your most successful sale. _____

2. What type of customer is the hardest for you to sell? _____

3. Everyone in sales at some point faces a situation where they did not get the sale. Describe for me an situation where you did not make the sale. _____

4. What is the most common obstacle you face and how do you overcome it? _____

5. What is the greatest obstacle you have overcome in your business career? _____

6. Who is your toughest competition? _____

7. What selling skill is most important? _____

8. How does your current company describe the steps of the sale? _____

9. Describe your sales cycle. _____

10. What do you think customers want from sales people? _____

PLANNING AND ORGANIZATION

1. Describe a typical week. _____

2. When do you plan? _____

3. What is your business plan for this year? Where do you expect to finish this year? _____

4. How do you monitor your results? _____

5. Walk me through your pre-call planning. _____

6. How well organized are you? Tell me about your organizational system. _____

7. How and when do you follow-up with customers? _____

8. Describe a situation that did not go as well as planned. What would you have done differently? _____

PLANS AND GOALS FOR THE FUTURE

1. Let's discuss what you are looking for in your next job. _____

2. What are other job possibilities, and how do you feel about each one? (Current company, this opportunity, others) _____

3. What about five or ten years down the road--where do you hope to be by then, career-wise? What personal goals have you set for yourself in life? _____

4. By what standards do you measure your personal success? _____

5. How does sales fit into your career path? _____

6. What do you view as advantages or possible disadvantages of joining us?
Advantages: _____

Disadvantages: _____

MANAGEMENT

1. How would you describe your management philosophy and style? _____

2. What would you suppose your subordinates feel are your strengths and shortcomings, from their points of view?

STRENGTHS	SHORTCOMINGS
3. In what ways, might you want to modify your approach in dealing with subordinates? _____

4. What is the toughest decision you have had to make as a manager? _____

5. How do you motivate your team? _____

6. Tell me about the best person you have ever hired and what characteristics you look for when hiring. _____

SELF APPRAISAL

1. I would like you to give me a thorough self-appraisal, beginning with what you consider your strengths, assets, things you like about yourself, and things you do well.

(Usually it is worthwhile to ask follow-up questions, and to urge the person to continue. For example, you might say such things, as “Good”, “Keep going”, “oh”, nod and ask supplemental questions such as:

“What other strengths come to mind?”

“What are some other things you do well?”

“What sorts of problems do you seem to handle best?”

Obtain a list of strengths and then go back and ask the person to elaborate on what was meant by each strength listed—“conscientious”, “hard working”, or whatever).

2. OK, let’s look at the other side of the ledger for a moment. What would you say are shortcomings, weaker points, or areas in which you hope to improve? (Be generous in your use of the pregnant pause here. Urge the person to list more shortcomings by saying such things as, “What else comes to mind?”, “Keep going, you are doing fine”, or just smile and nod your head and wait. When the person has run out of shortcomings, you might ask supplemental questions such as:

“What personal characteristics do you have that sometimes interfere with the way you work?”

“What three things could you do that would most improve your overall effectiveness in the future?”

Obtain as long a list of negatives as you can with minimal interruptions on your part, and then request clarification. (If you interrupt the individual for clarification of one, there might be so much time spent on that one negative that the individual will be very hesitant to acknowledge another one).

STRENGTHS

WEAKNESSES

STRENGTHS	WEAKNESSES

FOCUSED QUESTIONS

The following questions for some person specifications are optional. Get specific examples, not general responses.

INTELLECTUAL CHARACTERISTICS

1. LEARNING ABILITY

- a. How would you describe your learning ability? In what kinds of situations are you fast or slow to learn? _____

2. ANALYSIS SKILLS

- a. How would you describe your problem analysis skills? _____

- b. Do people generally regard you as one who diligently pursues every detail or do you tend to be more broad brush?

- c. What analytic approaches and tools do you use? _____

3. JUDGMENT

- a. How would you describe your decision-making approach? Are you decisive and quick, but sometimes too quick, or are you more thorough, but sometimes too slow? Are you intuitive, or do you go purely with the facts? Do you involve many or a few people? _____

- b. What are a couple of the most difficult or challenging decisions you have made recently? _____

- c. What are a couple of the best and worst decisions you have made in the past year? _____

4. CONCEPTUAL SKILLS

- a. Are you more comfortable dealing with concrete, tangible, short term, or more abstract, conceptual long term issues? (Please give specifics.) _____

5. CREATIVITY/INNOVATIVENESS

- a. How creative are you? What are the best examples of your creativity? _____

6. STRATEGIC PLANNING

- a. Please describe your experience in strategic planning. _____

- b. Where do you predict that your (industry/function) is going in the next three years? What is the “conventional wisdom,” and what are your own thoughts? _____

7. PRAGMATISM

- a. Do you consider yourself a more visionary or more pragmatic thinker ... and why? _____

8. ORAL COMMUNICATION

- a. How would you rate yourself in public speaking? If we had a video tape of your most recent presentation, what would we see? _____
- b. How would you describe your role in meetings—ones which you have called and those in which you have just been a participant? _____
- c. Describe the last time you put your “foot in your mouth”. _____

9. WRITTEN COMMUNICATION

- a. How would you describe your writing style in comparison with others’ styles? _____
- b. Describe your approach to writing—do you “write: in your head and dictate a final copy, go through many editing stages, or what? _____

10. INTEGRITY

- a. Describe a situation or two in which the pressures to compromise your integrity were the strongest you have ever felt. _____
- b. If you caught one of your valued employees doing something dishonest, what would you do? _____

11. EXPERIENCE/KNOWLEDGE (Covered in Work History, although any doubts about level of knowledge should be resolved. Devise your own line of questions to “calibrate” the individuals level of expertise. Determine exactly what sorts of organization climates (formal/informal, fast-changing/stagnant, growing/declining) the person has worked in and prefers).

PERSONAL CHARACTERISTICS

12. MOTIVATION/DRIVE

- a. What gets you out of bed in the morning? _____
- b. How many hours per week have you worked, on the average, during the past year? _____
- c. Describe the pace at which you work—fast, slow, or moderate—and the circumstances under which it varies. _____
- d. Who have been your major career influences, and why? _____

13. INITIATIVE, A “DOER”

- a. What are examples of circumstances in which you were expected to do a certain thing and, on your own, went beyond the call of duty? _____
- b. Are you better at initiating a lot of things or hammering out results for fewer things? _____
- c. In what specific ways have you changed in organization the most (in terms of direction, results, policies)? _____

14. INDEPENDENCE

- a. How much supervision do you want or need? _____

15. SELF-IMPROVEMENT

- a. What have you done in the last year to improve yourself? _____

16. EMOTIONAL STABILITY

- a. How do you handle yourself under stress and pressure? _____

- b. Describe yourself in terms of emotional control; what sorts of things irritate you the most or get you down?

- c. How many times have you “lost your cool” in the past couple of months? _____
- d. What sort of mood swings do you experience—how high are the highs, how low are the lows, and why?

- e. Describe a situation in which your emotional controls were inadequate. _____
- f. Describe a situation in which you were the angriest you have been in years. _____
- g. What have been the most difficult criticisms for you to accept? _____

17. ADAPTABILITY

- a. How have you changed during recent years? _____
- b. What sorts of organization changes have you found easiest and most difficult to accept? _____
- c. What changes in your approach would be most appropriate in your next job? _____
- d. What actions would you take in the first week, should you join our organization? _____

INTERPERSONAL RELATIONS

18. ENTHUSIASM

- a. How would you rate yourself (and why) in enthusiasm and charisma? _____

19. LIKABILITY

- a. Tell me about a situation in which you were expected to work with a person you disliked. _____

20. ASSERTIVENESS

- a. How would you describe your level of assertiveness? _____
- b. Please give a couple of recent specific examples in which you were highly assertive—one in which the outcome was favorable and one where it wasn't. _____

21. NEGOTIATION SKILLS

- a. Describe situations in which your negotiation skills proved effective and ineffective. _____
- b. Describe a situation in which you were most effective selling an idea or yourself. _____

22. TEAM PLAYER

- a. What will reference checks disclose to be the common perception among peers regarding how much of a team player you are? _____
- b. Describe the most difficult person with whom you have had to work. _____
- c. Tell me about a situation in which you felt others were wrong and you were right. _____

23. CUSTOMER NEEDS DIAGNOSIS

- a. Describe your methods of diagnosing customer needs. _____

- 24. POLITICAL SAVVY
 - a. How aware are you of political forces that may affect your performance? Please give a couple of examples of the most difficult political situations in which you have been involved. _____

- 25. RISK - TAKING
 - a. What are the biggest risks you have taken in recent years? _____

- 26. COMPATIBILITY OF INTERESTS WITH THIS ORGANIZATION
 - a. Is there anything we or I can do to help you if there is a job change (relocation, housing, schools)?

CLOSING THE INTERVIEW

- 1. How well do you take direction? _____

- 2. How would you evaluate this interview? _____

- 3. How did your supervisor get the best out of you? _____

- 4. What do you think your company will say if you resign? _____

- 5. Assume I have seen three candidates for second interviews today. Convince me you are the best choice. _____

Additional questions/comments: _____

CANDIDATE FIELD VISIT REPORT

Name: _____ Date of Field Visit: _____ AM: _____
Hospitals / Physicians Called On: _____

Procedures Observed:

Physicians Called On -- Products Discussed:

Special Activities (In-Service, Lectures, Source 1, etc.):

Observations on the following attributes:

1st Impression: _____

Professionalism: _____

Enthusiasm: _____

Learning ability: _____

Communication skills: _____

Listening skills: _____

Interaction with customers: _____

Comfort in CCL/OR/IR environment: _____

Understanding of the company: _____

Energy level: _____

Identify any perceived strengths or weaknesses and provide observed examples:

STRENGTHS

WEAKNESSES

STRENGTHS	WEAKNESSES
_____	_____
_____	_____
_____	_____

Can you picture the candidate being successful at this company? Does he/she remind you of any one at this company?

FOLLOW-UP FIELD VISIT INTERVIEW GUIDE

- Objectives:** Knowledge picked up on the field visit.
Does the candidate understand all aspects and responsibilities of the job?
Can the candidate apply his/her skills and be successful at this company?
Find and address all concerns.
Consistency--Have responses been the same each interview?
References--Did they check out?
Sell the company's opportunity.

FIELD VISIT

Tell me about your day in the field. _____

How do you feel about the selling environment? _____

Now that you have been in the field, what characteristics do you feel are essential for success in this role?

SELF ASSESSMENT

How would you apply your selling style to the OR, Cath Lab, and IR environment? _____

How is the selling you do in your current position different than selling for this opportunity?

What accomplishments in your past best exemplify your overall qualifications for this job? _____

Let's assume you are hired by me. What would be your strategy for success over the next year? Next 5 years?

If you were in my shoes, knowing what you know about your overall qualifications, what would be your greatest concern? Why? _____

In the OR, Cath Lab, and IR environment, what are the most important needs of the customer? _____

CAREER GOALS

What would you expect from a career with this company? _____

What goals would you hoped to have accomplished by the end of your 1st year in this role? After 5 years?

What kind of dollar opportunity do you feel this company can provide you? _____

CLOSING THE INTERVIEW

What would make good at this role? _____

Convince me that you are the right person for the job. _____

Additional Questions/Comments: _____

REFERENCE CHECKS

Introductory Comments

- Greeting: Appreciate their time; accepting/returning my call.
- Introduction: Name; company name; title; and brief company overview.
- Purpose: Insights into (candidate's name); strengths, areas of development, how I can best manage him/her, etc.
- Confidence: It would be very helpful to me and everything you tell me will be held in the strictest of confidence.
- Process: I have spent ____ hours with (candidate's name), thoroughly reviewing career history, plans for the future, etc.

General-Comprehensive Appraisal

If you don't mind, why don't we start with a very general question. What would consider (candidate's name): Strengths, assets, things you like and respect about him/her--personally and professionally.

And his/her shortcomings, weaker points, and areas for improvement. _____

(Note: OK to interrupt strengths to get clarification, but not shortcomings. Get as longest list of shortcomings possible and then go back for clarification. If you interrupt or ask to elaborate, the tone might seem too negative.)

Responsibilities/Accountabilities

Would you please clarify what (candidate's name) responsibilities and accountabilities were in that position?

Overall Performance Rating

On a scale of excellent, good, fair, or poor, how would you rate (candidate's name) overall performance? _____
Why? _____

Confirmation of Dates/Compensation

Just to clear up a couple of details, what were (candidate's name) starting _____ and final _____ employment dates?
What were his/her initial _____ and final _____ compensation levels?

Description of Position - "Let me tell you a little more about the job."

Good/Bad Fit

Now, how do you think (candidate's name) might fit in that job? (Probe for specifics)

Good Fit Indicators

Bad Fit Indicators

Good Fit Indicators	Bad Fit Indicators

Comprehensive Ratings

Now that we have discussed the job, and you have told me quite a bit about his/her strengths and shortcomings, would you please rate him/her on categories. We will use the same scale: excellent, good, fair, and poor.

	Rating	Comments
Thinking skills: judgment, analytical ability, decisiveness, creativity, ability to juggle several projects at simultaneously		
Communications: one on one, in meetings, speeches, written		
Technical Skills: experience/education		
Initiative, perseverance, independence, high standard of performance		
Emotional stability and maturity, willingness to admit mistakes		
Work habits, time management, organization and planning		
People skills, 1st impression made, assertiveness cooperativeness, willingness to take direction, enthusiasm and empathy		
Motivation, drive, ambition,		
Managerial abilities, leadership, ability to hire, fire, delegate, and motivate		

Questions for Me as Hiring Manager

What would be your best advice to me for how I could best manage (candidate's name)? _____

Final Comments

Do you have any final comments or suggestions about (candidate's name)? _____

Thanks!

Thank you very much for you comments and suggestions. Before we close, please lest me know which of you comments I can share with others and which should be just between the two of us.
