

## Interview Guide

### Topic Opener:

Tell me about your current job. Give me a summary of that job, just a few sentences to outline your major duties and responsibilities. What are the standards of successful performance? How well did you meet them?

### Accomplishment:

Let's talk about a major accomplishment you're proud of in your current or previous job?

What was the **PROBLEM** or challenge?

What **ACTION** did you take?

What was the **RESULT**?

What did you **LEARN**?

How have you **APPLIED** it?

**Self-Appraisal:**

What qualities did you use to be successful to obtain your major accomplishment? (Ask for examples where they demonstrated those qualities).

If I called your (manager/peer/direct report/customer) what would they say was the biggest contributing factor in your major accomplishment? What about your overall success, what would they say about that?

**Intellectual Competencies:**

**1. Handles Ambiguity**

- Tell me about a time when you worked in an unstructured environment where there was a lot of uncertainty. How did you handle that?

**2. Detail-Oriented:**

- Give me an example where recalling specific and detailed facts quickly made a difference in your performance on the job?
- What steps do you take to check your work to ensure thorough accuracy?

**3. Information Seeker:**

- How do you get all the pertinent facts when you need to clarify an assignment? Give me an example.
- Describe a time when you took nothing for granted in gathering information, and this changed the course of action taken later.

**4. Good Listener:**

- How do you avoid making assumptions when first meeting a customer?

**5. Organized:**

- Tell me about a time you planned and prioritized your work. How did you monitor your performance? How did you keep yourself on track?
- How do you document your tasks or activities for future reference?

**6. Problem Solver:**

- Think about the last work problem you encountered. How did you view it and what did you do?

**7. Quick Study:**

- Tell me about a time you had to quickly learn new skills on your own. What did you do?

**Interpersonal Competencies:**

**1. Adaptable:**

- Think about a time when you had multiple tasks and deadlines competing for your time. How did you handle that?

**2. Collaborative:**

- Tell me about a time when you chose to work with others when you could have accomplished a task easily on your own. Why did you choose this course of action?

**3. Diplomatic:**

- How do you respond to others' opinions and feelings when you simply do not agree with them?

**4. Persuasive:**

- Describe for me how you gain commitment from customers to accomplish your goals.

**5. Independent:**

- Give me an example of how you perform effectively with minimum feedback.

**6. Self-Confident:**

- Tell me about a time when you believed in your own ability even though you were challenged by others.
- What has been your biggest failure at work? What happened? How did you handle that?

**7. Manages Stress:**

- Think about your most stressful work situation. What was that? What made it stressful? How did you minimize burnout? How did you feel?

**8. Ethical:**

- Tell me about a situation where you welcomed new ideas or suggestions from others.
- Tell me about a time when you took on additional tasks in support of a team effort. How did you feel about doing that?

**9. Ethical:**

- Tell me about a time when you maintained high ethical standards despite pressure to do otherwise.

**Motivation:**

**1. Ambitious:**

- Describe a situation where you made a major commitment in time and effort to go beyond your assigned tasks. Why did you do that?
- Tell me what you currently do to advance yourself professionally.

**2. Wants a Challenge:**

- Give me an example of a time when you turned an obstacle into an opportunity. How did you do that? What beliefs supported your success? How did you feel in the end?

**3. Committed:**

- Tell me about a time when you reached your goals in spite of major challenges.
- Describe a time you made personal sacrifices to complete a project or task. Why was that important to you?

**4. Customer-Oriented:**

- Tell me about a time when you adjusted your own agenda to put your customer first.
- Think about a time when you had a difficult customer who had unreasonable demands. How did you deal with that situation?

**5. Enthusiastic:**

- Describe a situation when you continued to expect the best outcome even though you were facing major challenges.
- Give me an example when your energy and enthusiasm inspired your co-workers.

**6. Goal-Oriented:**

- Tell me about a time when you avoided short-term distractions to achieve long-term objectives.
- Describe a time when your determination and commitment helped you reach a goal.

**7. Hard-Working:**

- What do you do when you are caught up with all your work?
- Tell me about a time when you showed commitment to your work despite long hours.

**8. Initiative:**

- Tell me about a time you anticipated future needs and took action. How were you able to do that?
- Tell me about a time when you did more than was expected without being asked by your manager. Why did you do that?

**9. Persistent:**

- Describe a situation where you tried various approaches to reach your objectives. Why did you do that?
- Tell me about a time when you didn't accept "no" for an answer in order to achieve your results.

**10. Resourceful:**

- Give me an example of when you leveraged the experience or expertise of others. Why did you do that? What result did you get?

**11. Results-Driven:**

- Give me an example of how you anticipated and overcame obstacles for the timely completion of a project.
- Tell me about a time when your "sense of urgency" helped you meet a critical deadline.

**12. Self-Motivated:**

- Tell me about a time when you achieved results with minimal supervision or feedback. How were you able to do that?
- Give me an example when you set your own goals and timetables to achieve results.

**Situational:**

1. Describe a diverse team situation where you worked with others who had different work styles from you. What were the differences? How did you handle the situation?
2. Imagine we've hired you, and we are having your one year performance review. What might I say about your work in terms of what you are doing well and what needs to be improved?
3. How would you compare the best manager you've had with the worst? What did you do to manage working with the worst?

**Other:**

1. Describe what would be an ideal work environment for you?
  
2. What have you heard or learned about this company that favorably impresses you? What concerns you?
  
3. What will we see if we pull your motor vehicle record? Have you received any citations in the last three years? How many? Please explain any citations.