



# Effective Interviewing

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*One of the most stressful  
and  
difficult management tasks is the  
pre-employment interview.  
Here are tools to become an expert interviewer!*

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# *Introduction:*

It has often been said that the fate of the company rests with the interviewer. Finding the right employee involves accomplished interviewing skills and the right mix of pre-hire assessments to determine job suitability, behavioral attributes, and skills. An employee satisfied with their job is productive and loyal.

## **NEGOTIATION:**

The candidate obviously wants the job, you need someone to fill the job, but here your wants diverge. You need to find out if the candidate is truly suited to the job and your corporate culture or are they just pretending. Fortunately there are many "Tools of the trade" available to you. We have included some of them here.

***Unfortunately, most employment applications center around education and skill when in reality it is suitability to the demands of the job, attitude, and behavioral and motivational traits that are the foundation for job success and job satisfaction. Competencies mean nothing if they are not applied on a steady and consistent basis.***

***What if you purchased a \$35,000.00 computer for your company and when it was delivered the vendor told you there was no operations manual. Would you take a chance or would you return it?***

***If your company does not use pre-hire assessments that rate and rank candidates and provide an "operations manual" showing how to motivate and manage them, areas for improvement, and insight about their work-style and reliability, then you are hiring blind.***

## **INTERVIEWING:**

The interview questions and techniques listed herein are not designed to be used in total. Adjust your interview questions to the job at hand. Make a list of 10 preliminary interview questions and another 10 for the follow-up interview; be consistent. If you continue to have turnover, expand the list and use more aggressive interviewing tactics.

*As an example, you should be most aggressive in interviewing outside salespeople who are charged with cold calling and territory development and least aggressive when interviewing bookkeepers.*

***Every job is critical to the success of your company, Keep interviews short and business like. Don't get overly involved with the candidate. This is a NEGOTIATION and your job is to find the best fit for the position.***

## **The interview process should include:**

1. The first pre-hire telephone interview
2. Administration of the pre-hire job suitability assessment.
3. The follow-up interview. Additional questions based on the results of the assessment.

## Are your interviews too thorough?

- When placing ads you should always request a **verifiable** resume'. This will cut back on applicants who just need a job and apply for everything.
- The first interview should be short. Prepare a standard list of interview questions on a form and ask each candidate the same questions. The first interview is often conducted over the telephone and should last no longer than 15 minutes.
- Gauge the responses and jot them down. Note if the responses were straightforward.
- If the candidate's resume' and responses to the first interview meet your criteria, administer the Analyst-Link Commentary (ALC)
- After you receive the report, verify references, then conduct a follow-up interview over the phone for secondary candidates, or in person for high level candidates. At this interview ask questions from your second list of ten interview questions along with questions where the assessment discloses any weakness or potential issues.

***All in all, the entire interview process should take no longer than a week to 10 days. Lengthy interview processes disclose uncertainty in the interviewer caused by a lack of an unbiased opinion like the Analyst-Link pre-employment assessment. Look at it this way, any candidate that waits weeks for you to call is more than likely someone else's castoff. The really good ones seldom wait around.***

## TOOLS OF THE TRADE

1. For most jobs administer the Analyst-Link Commentary (ALC) to rate and rank the candidates suitability to the job and measure reliability and work-ethic..
2. For certain Management and technical positions such as IT, Engineer, Programmer, also administer the Cognitive Reasoning Register (CRR) to measure the ability to learn, and the ability to solve problems.
3. For sales positions, administer the Sales Skill Index (SSI) as the final hiring step after the ALC and follow-up interview is completed. The SSI measures the candidate's ability to sell in competitive environments and strategize the sales process.
4. For key positions, administer Success Factor Analysis (SFA) and after the follow-up interview is completed, administer the Workplace Motivator. This assessment/coaching report examines the candidates personal interests, attitudes, values, to clarify what motivates the candidate and how they will fit into your corporate culture.
5. Contact us for a FREE DEMO ALC Assessment

***Remember:  
Hiring is negotiating and buying a service. You have a right to be selective.***

## **Interviewing Tips**

### **Tips for Conducting Successful Interviews**

Your business' survival depends on hiring the right people. But finding the best employees can be tricky, and if you don't have the right interviewing tools and skills, you risk losing a brilliant candidate — or worse — hiring a person that's not qualified for the job. At today's salary rates, that can be devastating to your budget. In today's competitive job market, conducting effective interviews is more important than ever. While you're sizing up a candidate, that person is also considering you as a potential employer. Here are some tips to help you effectively screen the candidate, make a good impression and ensure that the candidate gets the information they need about the job and your company.

### **Understand the purpose of the interview.**

Hiring the right person is the goal of interviewing, but not necessarily the purpose of an interview. An interview is your chance to collect information about the candidate sitting in front of you. It's your opportunity to find out if the applicant is qualified for a particular job, if they are truly interested in the available position and if they fit your company's culture and meet the behavioral, motivational, and skill-set requirements of the job. Use the Analyst-Link Commentary (ALC) assessment to gain insight into the motivation and competencies of the candidate and use the ensuing report to formulate an interview strategy that is specific to each candidate.

### **Rethink your interviewing strategy.**

General questions like "Where do you see yourself in five years?" won't tell you much about the candidate sitting in front of you although you may use questions like these to establish rapport and open lines of communication. The real focus should be how the person will perform in a specific role. To find and hire smart employees you have to adopt smart interviewing tactics that uncover a candidate's abilities, talents, strengths and weaknesses. Use the ALC to question the candidate about areas in need of improvement.

### **Know what is important to you.**

If you are hiring for a job that traditionally is a high turnover position the ALC automatically administers the Reliability Register to screen out asocial candidates and help find those with a high degree of work-ethic, integrity, and positive response to supervision.

### **Develop a list of desired skills and work-style.**

You can't formulate insightful questions until you know what skills to look for. Always look for the greatest strengths in areas marked on the ALC or ask us for a job benchmark form to help focus on the actual requirements of the job.

### **Create a list of interview questions.**

After you develop a list of skills, put together a list of interview questions that will help you learn more about the candidate. Construct open-ended questions that invite candidates to share information and talk about their experiences. Today, many interviewers use behavior-based questions to discover how a person handled a situation in the past and to determine how they'll react to a similar situation in the future. Try posing questions such as "Tell me about a time that you missed a project deadline. What happened and how did you manage the problem?" Refer to the job based interview questions below.

**Check your list twice.**

Review your list of interview questions. You should have a good mix of opinion-based, credential-based, experienced-based and behavior-based questions that will provide a complete view of the candidate's background and personality.

**(Refer to: A Gauntlet of Sales Interview Questions)**

**Tell the applicant about the interview format.**

After you introduce yourself, put the candidate at ease by telling them the basic structure of the interview. You want them to relax, speak freely and provide detailed answers to your inquiries.

Be alert to, and question, curt or evasive responses to your questions.

**Prepare for questions.**

Make sure you have adequate information about the company to answer a candidate's questions. They may ask about your business' core functions, number of employees, future plans, culture or a variety of other things. Bring a media kit to the interview, or prepare a fact sheet that lists relevant company data and history.

**Take notes.**

Interviewing requires superb listening skills, but listening isn't enough. Capture the details of the interview on paper to jog your memory, noting key actions and outcomes. Taking objective notes and recording responses will help you compare candidates when it's time to make a hiring decision.

**Work smarter not harder.**

If you decide to make a conditional hiring offer to the candidate make certain the training and development section of the ALC report is provided to their manager to assist in focusing on areas in need of development or enhancement. If hired, give a copy of the ALC training section to the new employee along with a job description and a copy of the Work Environment Benchmark. These documents will help the new employee focus on areas important to their success on the job and eliminate any ambiguities about duties and responsibilities.

## Sales Team Specifics:

### How to Build and Motivate a Sales Team.

As the income generator of the organization, companies can live and die by the quality of their sales force. A dazzling sales team can generate tremendous sales for an average product or service, but a clumsy sales team might not be able to do much with even a first-rate offering. This is especially true when selling a service through a consultative sales process. Pre-hire screening using the ALC and the Sales Skills Index will reduce the risk of hiring poorly motivated people who will require substantial training to be effective in the sales role.

### Hire in-house salespeople.

You might be tempted to hire outside agents who represent products from different vendors. But an in-house sales force offers you direct control over your team and lets you take an active role in planning and executing a sales strategy. In addition, in-house salespeople work for you and only you: Their primary goal is to sell your company's goods or services. Outside agents, by contrast, sell many products from various vendors and have weaker ties to your firm, and tend to push products or services that generate the highest commissions in the short-term.

### Remember that you'll have to pay 100 percent.

of the expenses associated with an in-house sales force, so make sure your people are well trained and the company's offerings will sell well enough to support those costs. Don't deceive yourself by hiring just anybody because it's a "Commission" job. Turnover in your sales force speaks poorly about your company to your clients. Ineffective sales people provide inroads where competitors can take over your clients. A rotating sales staff guarantees reduced sales and prevents your clients from building a rapport with your organization.

### Hire carefully.

A lot of people think they can sell ice cubes to Eskimos -- but truly great salespeople are few and far between. To find the *creme de la creme*, look for salespeople with these characteristics:

- Highly motivated by money
- Eager to learn
- Self-confident
- Stimulated by challenge
- Persistent
- Competitive
- Able to cope with rejection
- Great listening skills

### **Spell out your expectations.**

Be sure to discuss sales goals. It might help to draft a contract that lists what your company will do for the salesperson if specific goals are met. Keep the goals attainable with hard work to maintain motivation.

### **Train, train, train and train the trainer.**

The more you train your salespeople, the better they will be at answering customers' questions and making sales. Your sales professionals should have detailed knowledge of your products, the competitors products and the market in which those products are sold. Hold regular training sessions and encourage your team to attend outside training classes and sales and industry-related seminars. Sales manager's should take the role of trainer and counselor.

### **Motivate your team with a strong compensation system.**

Design your company's compensation plan before you hire anyone. A commission-based approach usually works best, but it should include a base salary. That way, a salesperson is guaranteed a minimum income -- which can help morale during slow times. You can find compensation standards by contacting your industry's trade association.

### **Consider a "handicap" to help new salespeople get started.**

If you use a conditional hiring contract consider adding 20% to the standard commission during the first month, 15% the second month, and 10% the third month. Clearly explain you are doing this to help the new salesperson financially until they get a number of prospects in the pipeline. Clearly document the standard commissions and that the "handicap" expires after 90 days. Most companies that use this system find it to be an outstanding motivator.

### **Make the most of nonfinancial motivators.**

Employees like to be recognized for good work and to feel that their supervisors listen to and act to solve problems. It is also important to make your employees feel as though they are part of a team. And don't forget the power of benefits: Paid holidays or a good maternity leave package or medical and dental benefits can go a long way toward retaining the best and most stable people.

### **Re-Assess.**

At the end of the 90 day probationary period make a "Financial" decision about the candidate. Can they assist in achieving your departmental sales goals, will they enhance your efforts as sales manager or will they be a drain on your time. If the decision is made to retain the person re-administer the SFA and SSI to document improvement over the tests administered pre-hire and identify any areas in need of further development. Don't use seminars for hype, that concept is ineffective in the long-term. Seminars should be learning opportunities with a curriculum, workbooks to extend the learning curve, and assessment to verify those attending are participating by learning. We welcome you to contact us about sales and management training seminars.

## A GAUNTLET OF INTERVIEW QUESTIONS:

**Caution: Do not attempt to ask all of the questions listed here.** Use the following as a guide to create a preliminary interview list of no more than 10 questions relevant to the job and a follow-up list of 10 questions along with any issues that need to be discussed based on the ALC pre-hire assessment.

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Interview Questions  
**Management/Supervisory Positions**

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***Questions about this job:***

Why do you want to work for this company?

What are your specific goals if you get this job?

What experience do you have that will be helpful on the job?

Tell me of a work related accomplishment that you are particularly proud of and describe what you did.

This job will require a lot of (describe the activity) - {overtime, travel, computer work, supervision, etc}. Will that be a problem for you?

A requirement of the job is writing various types of reports, e.g. projections, goals, employee evaluations, etc.

- What relevant experience do you have?

Do you have (or can you provide) any writing samples?

What kind of supervision of other workers have you been responsible for?

What experience do you have in coaching and mentoring employees?

This job may require a certain amount of client contact.

- Tell me about your experience in this area?

What would you like to get out of this new job?

How would you rate your "Time Management" skills?

What are your salary and benefits expectations for this position?

Why should we hire you for this job?

***Behavioral/Attitude questions:***

What kind of guidance and support do you expect from your manager?

Have you ever been mis-managed?

How did it affect you?

What did you do about it?

How does this affect how you deal with your subordinates?

This job involves interacting with (describe type of people) - {customers, peers, subordinates, clients, etc.) What experience do you have working with such people?

Tell me about the types of interaction you had with other workers on your last job?

Of all the jobs you've had, which did you like the least? Why?  
In your last job, did you run into any difficult situations? How did you handle them?  
How do you deal with co-workers and subordinates you do not like?  
How would you deal with co-workers and subordinates who give you a hard time?  
How would you handle chronic lateness or absenteeism from one of your subordinates?  
As a manager, you are judged by your ability to motivate others.  
- What techniques do you use to motivate your staff?  
How would you rate your ability to prioritize work and set goals?

***Previous/Current Employment History questions:***

How did you get your last job?  
What were your duties/responsibilities?  
What did you like most about the job?  
What did you dislike about the job?  
What did you learn from this job?  
Why do you want to leave your current job?  
Why did you leave your last two jobs?  
Describe a typical day at your current (or last) job?

***Motivation and General Information questions:***

What is your long-term career objective?  
How do you plan to achieve this goal?  
What do you think could happen to hinder your success?  
What specific kind of work do you most enjoy doing?  
What do you consider to be your (job related) strong points?  
What are your (job related) weak points?

***Education and Skill questions:***

Did you attend College or Postgraduate School?  
What was your major?  
What subjects did you do particularly well in school?  
Did you work at an outside job while going to school? Describe the job?  
What special skills do you have?  
How proficient are you in using personal computers?  
Do you use a computer to surf the net? Do you use e-mail?  
Are there software applications you are particularly familiar with?  
We use \_\_\_\_\_ software for \_\_\_\_\_ are you familiar with it?  
How would you rate your proficiency level in this software application?

Have you taken any courses recently to improve your education or career?

Was this company sponsored or did you do it on your own?

Do you belong to any (job related) organizations or professional groups?

How will your involvement in these activities affect your job here?

Do you have any relatives or friends employed by our company?

Do you have any relatives employed by a competitor of this company?

- If so, who are they and what is their relationship to you?

Are there any days or hours when you are not available to work?

(If applicable because of shift work or production schedules).

Are you willing to attend company sponsored courses to improve your skills?

***Medical and screening questions if applicable:***

Do you think you will be able to handle the physical aspects of this job?

Do you currently use any illegal drugs?

If offered a job, will you submit to a medical examination?

This job requires an annual medical evaluation which includes urinalysis for drug testing. Do you have any objection to this?

Interview Questions  
**Sales Positions**

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**Questions about this job:**

Why do you want to work for this company?

Do you have specific sales experience in this industry?

What are your specific goals if you get this job?

What experience do you have that will be helpful on the job?

Have you won any sales awards?

Tell me of a work related accomplishment that you are particularly proud of and describe what you did.

This job will require a lot of (describe the activity) - {overtime, travel, inventory work, computer work, etc}. Will that be a problem for you?

A requirement of the job is writing various types of reports, e.g. projections, goals, call reports, etc.

- What relevant experience do you have?

Do you have (or can you provide) any writing samples?

This job requires a great deal of client contact.

- Tell me about your experience in this area?

Did your last job involve prospecting or did you work mostly from qualified leads?

This job requires a great deal of prospecting and cold calling.

- Will that be a problem for you?

What kind of experience do you have in prospecting?

What would you like to get out of this new job?

How would you rate your "Time Management" skills?

What are your salary and benefits expectations for this position?

Why should we hire you for this job?

**Behavioral/Attitude questions:**

What aspect of sales do you find most enjoyable?

What do you like least about being a salesperson?

What kind of guidance and support do you expect from your sales manager?

Have you ever been mis-managed?

How did it affect you?

What did you do about it?

This job involves interacting with (describe type of people) - {customers, peers, vendors, home office staff, etc.) What experience do you have working with such people?

Tell me about the types of interaction you had with other people on your last job?

Of all the jobs you've had, which did you like the least? Why?  
In your last job, did you run into any difficult situations ? How did you handle them?  
How do you deal with co-workers you do not like?  
How would you deal with co-workers who give you a hard time?  
How would you handle an obnoxious prospect or customer?  
How would you handle an indecisive client or prospect?  
How would you handle a complaint from a client or customer?

***Previous/Current Employment History questions:***

How did you get your last job?  
What were your duties/responsibilities?  
What did you like most about the job?  
What did you dislike about the job?  
What did you learn from this job?  
Why do you want to leave your current job?  
Why did you leave your last two jobs?  
Describe a typical day at your current (or last) job?  
Are there persons at your former job that would provide a professional reference?  
Are there customers at your former job that would provide a professional reference?

***Motivation and General Information questions:***

What is your long-term career objective?  
How do you plan to achieve this goal?  
What do you think could happen to hinder your success?  
What specific kind of work do you most enjoy doing?  
What do you consider to be your (job related) strong points?  
What are your (job related) weak points?

***Education and Skill questions:***

Did you attend College or Postgraduate School?  
What was your major?  
What subjects did you do particularly well in school?  
Did you work at an outside job while going to school? Describe the job?  
What special skills do you have?  
How proficient are you in using personal computers?  
Do you use a computer to surf the net? Do you use e-mail?

Are there software applications you are particularly familiar with?

We use \_\_\_\_\_ software for Contact Management are you familiar with it?

How would you rate your proficiency level in this software application?

Have you taken any courses recently to improve your education or career?

Was this company sponsored or did you do it on your own?

Do you belong to any (job related) organizations or professional groups?

How will your involvement in these activities affect your job here?

Do you have any relatives or friends employed by our company?

Do you have any relatives employed by a competitor of this company?

- If so, who are they and what is their relationship to you?

Are there any days or hours when you are not available to work?

Are you willing to attend company sponsored courses to improve your skills?

***Medical and screening questions if applicable:***

Do you think you will be able to handle the physical aspects of this job?

Do you currently use any illegal drugs?

If offered a job, will you submit to a medical examination?

This job requires an annual medical evaluation which includes urinalysis for drug testing. Do you have any objection to this?

Interview Questions  
**Service or Semi-Skilled**

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**Questions about this job:**

- Why do you want to work for this company?
- What experience do you have that will be helpful on the job?
- This job will require a lot of (describe the activity) - {overtime, lifting, standing, etc}. Will that be a problem for you?
- Would you like to be cross-trained to do many jobs or do you prefer just staying with this job?
- What are your salary and benefits expectations for this position?
- Why should we hire you for this job?

**Behavioral/Attitude questions:**

- What do you expect from your supervisor?
- Have you ever been mis-managed?
- How did it affect you?
- What did you do about it?
- This job involves interacting with (describe type of people) - {customers, other workers, etc.) What experience do you have working with such people?
- Tell me about the types of interaction you had with other workers on your last job?
- Of all the jobs you've had, which did you like the least? Why?
- In your last job, did you run into any difficult situations ? How did you handle them?
- How do you deal with co-workers you do not like?
- How would you deal with co-workers who give you a hard time?

**Previous/Current Employment History questions:**

- How did you get your last job?
- What did you like most about the job?
- What did you dislike about the job?
- Why do you want to leave your current job?
- Why did you leave your last two jobs?
- Describe a typical day at your current (or last) job?
- Is there a person at your last job that would provide references?

**Motivation and General Information questions:**

- What is your long-term career goal?
- How do you plan to achieve this goal?
- What do you think could happen to hinder your success?

What specific kind of work do you most enjoy doing?  
What do you consider to be your (job related) strong points?  
What are your (job related) weak points?

***Education and Skill questions:***

Did you graduate High School? Where?  
Do you have a GED?  
What subjects did you do particularly well in school?  
Did you work at an outside job while going to school? Describe the job?  
What special skills do you have?  
Do you use a computer to surf the net? Do you use e-mail?  
Have you taken any courses recently to improve your education or career?  
Was this company sponsored or did you do it on your own?  
Do you have any relatives or friends employed by our company?  
Are there any days or hours when you are not available to work?  
(If applicable because of shift work or production schedules).  
Are you willing to attend company sponsored courses to improve your skills?

***Medical and screening questions if applicable:***

Do you think you will be able to handle the physical aspects of this job?  
Do you currently use any illegal drugs?  
If offered a job, will you submit to a medical examination?  
This job requires an annual medical evaluation which includes urinalysis for drug testing. Do you have any objection to this?

Interview Questions  
**Technical Specialist**

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**Questions about this job:**

Why do you want to work for this company?

What are your specific goals if you get this job?

What experience do you have that will be helpful on the job?

Tell me of a work related accomplishment that you are particularly proud of and describe what you did.

This job will require a lot of (describe the activity) - {computer work, paperwork, report writing, etc}. Will that be a problem for you?

A requirement of the job is writing various types of reports, e.g. projections, progress reports, etc.

- What relevant experience do you have?

Do you have (or can you provide) any writing samples?

This job may require a certain amount of client contact.

- Tell me about your experience in this area?

What would you like to get out of this new job?

What are your salary and benefits expectations for this position?

Why should we hire you for this job?

**Behavioral/Attitude questions:**

What kind of guidance and support do you expect from your manager?

Have you ever been mis-managed?

How did it affect you?

What did you do about it?

This job involves interacting with (describe type of people) - {team members, clients, etc.} What experience do you have working with such people?

Tell me about the types of interaction you had with other workers on your last job?

Of all the jobs you've had, which did you like the least? Why?

In your last job, did you run into any difficult situations ? How did you handle them?

How do you deal with co-workers and subordinates you do not like?

How would you deal with co-workers and subordinates who give you a hard time?

**Previous/Current Employment History questions:**

How did you get your last job?

What were your duties/responsibilities?

What did you like most about the job?

What did you dislike about the job?

What did you learn from this job?

Why do you want to or why did you leave your current job?

Why did you leave your last two jobs?

Describe a typical day at your current (or last) job?

Is there anyone at your former job that would provide a professional reference?

***Motivation and General Information questions:***

What is your long-term career objective?

How do you plan to achieve this goal?

What do you think could happen to hinder your success?

What specific kind of work do you most enjoy doing?

What do you consider to be your (job related) strong points?

What are your (job related) weak points?

How would you rate your ability to prioritize assignments?

***Education and Skill questions:***

Did you attend College or Postgraduate School?

What was your major?

What subjects did you do particularly well in school?

Did you work at an outside job while going to school? Describe the job?

What special skills do you have?

How proficient are you in using personal computers?

Do you use a computer to surf the net? Do you use e-mail?

Are there software applications you are particularly familiar with?

- (e.g. Accounting, engineering, or CAD design programs)

We use \_\_\_\_\_ software for \_\_\_\_\_ are you familiar with it?

How would you rate your proficiency level in this software application?

Have you taken any courses recently to improve your education or career?

Was this company sponsored or did you do it on your own?

Do you belong to any (job related) organizations or professional groups?

How will your involvement in these activities affect your job here?

Do you have any relatives or friends employed by our company?

Do you have any relatives employed by a competitor of this company?

- If so, who are they and what is their relationship to you?

Are there any days or hours when you are not available to work?

(If applicable because of shift work or production schedules).

Are you willing to attend company sponsored courses to improve your skills?

***Medical and screening questions if applicable:***

Do you think you will be able to handle the physical aspects of this job?

Do you currently use any illegal drugs?

If offered a job, will you submit to a medical examination?

This job requires an annual medical evaluation which includes urinalysis for drug testing. Do you have any objection to this?

Interview Questions  
**General Positions**

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**Questions about this job:**

Why do you want to work for this company?

What are your specific goals if you get this job?

What experience do you have that will be helpful on the job?

This job will require a lot of (describe the activity) - {overtime, typing, travel, computer work, lifting, handling complaints, etc}. Will that be a problem for you?

What would you like to get out of this new job?

Would you like to be cross-trained to do many jobs ?

What are your salary and benefits expectations for this position?

Why should we hire you for this job?

**Behavioral/Attitude questions:**

What do you expect from your manager or supervisor?

Have you ever been mis-managed?

How did it affect you?

What did you do about it?

This job involves interacting with (describe type of people) - {customers, managers, students, etc.)

What experience do you have working with such people?

Tell me about the types of interaction you had with other workers on your last job?

Of all the jobs you've had, which did you like the least? Why?

In your last job, did you run into any difficult situations ? How did you handle them?

How do you deal with co-workers you do not like?

How would you deal with co-workers who give you a hard time?

**Previous/Current Employment History questions:**

How did you get your last job?

What were your duties/responsibilities?

What did you like most about the job?

What did you dislike about the job?

What did you learn from this job?

Why do you want to leave your current job?

Why did you leave your last two jobs?

Describe a typical day at your current (or last) job.

Is there anyone at your current or former job that would provide a reference?

***Motivation and General Information questions:***

- What is your long-term career objective?
- How do you plan to achieve this goal?
- What do you think could happen to hinder your success?
- What specific kind of work do you most enjoy doing?
- What do you consider to be your (job related) strong points?
- What are your (job related) weak points?

***Education and Skill questions:***

- Where did you attend high school?
- What subjects did you do particularly well in school?
- Did you work at an outside job while going to school? Describe the job?
- What special skills do you have?
- How proficient are you in using personal computers?
- Do you use a computer to surf the net? Do you use e-mail?
- Are there software applications you are particularly familiar with?
- Have you taken any courses recently to improve your education or career?
- Was this company sponsored or did you do it on your own?
- Do you belong to any (job related) organizations or professional groups?
- How will your involvement in these activities affect your job here?
- Do you have any relatives or friends employed by our company?
- Are there any days or hours when you are not available to work?  
(If applicable because of shift work or production schedules).
- Are you willing to attend company sponsored courses to improve your skills?

***Medical and screening questions if applicable:***

- Do you think you will be able to handle the physical aspects of this job?
- Do you currently use any illegal drugs?
- If offered a job, will you submit to a medical examination?
- This job requires an annual medical evaluation which includes urinalysis for drug testing. Do you have any objection to this?

**QUESTIONS YOU SHOULD NEVER ASK:**

How many children do you have at home?

Are you pregnant?

Are you married with children?

Are you single (or married)?

How old are you?

Do you have any disabilities?

What is your sexual orientation?

What is your religious affiliation?

What is your ethnic background?

Have you ever been arrested?

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**WHEN ALL ELSE FAILS . . . . .**

**. . . Go for the Aggressive Interview.**

**The aggressive must be used with caution.** Reserve it for outside territory development positions or those where a high degree of assertiveness and self confidence is required.

In such positions the aggressive interview can be used as part of the final interview.

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**Rank Each Response by checking a rating of one to four.**

**1 = Poor 2 = Fair or Marginal 3 = Good 4 = Great** (Or why didn't I think of that).

*Total your ratings. The candidate with the highest score deserves attention.*

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**THE AGGRESSIVE INTERVIEW**

**PART I: DEALING WITH CONFLICT and STRESS**

(Use the following tactics throughout the interview)

1. What would you do if you were closing a convenience store and a customer wanted something special?  
\_\_\_ 1            \_\_\_ 2            \_\_\_ 3            \_\_\_ 4
  
2. Keep asking "WHY?" Act like you are not satisfied with the answer to a question. Keep pushing for more information. How are they handling the stress?  
\_\_\_ 1            \_\_\_ 2            \_\_\_ 3            \_\_\_ 4
  
3. Sit and Stare. (Not a nice thing to do but it does make applicants uncomfortable and squirm a little. See how they handle it. You may get more information.  
\_\_\_ 1            \_\_\_ 2            \_\_\_ 3            \_\_\_ 4
  
4. Be Critical. "Do you think it was smart of you to drop out of high school?" "Don't you wonder why you can't keep a job for long?" This will show how the candidate handles criticism.  
\_\_\_ 1            \_\_\_ 2            \_\_\_ 3            \_\_\_ 4
  
5. Schedule Interruptions. See if the person can pick up the pieces and get back on track.  
\_\_\_ 1            \_\_\_ 2            \_\_\_ 3            \_\_\_ 4

**PART I 1:    TRUTH OR DARE**

6.     (If presently employed) Why are you seeking a job change?

\_\_\_ 1            \_\_\_ 2            \_\_\_ 3            \_\_\_ 4

7.     Which of your various jobs did you like best?    Why?

\_\_\_ 1            \_\_\_ 2            \_\_\_ 3            \_\_\_ 4

8.     Which of your various jobs did you like least?    Why?

\_\_\_ 1            \_\_\_ 2            \_\_\_ 3            \_\_\_ 4

9.     Why did you leave your last job?    (Repeat for all previous jobs.)

\_\_\_ 1            \_\_\_ 2            \_\_\_ 3            \_\_\_ 4

11.    Tell me about a typical day in your present (or last) job.

\_\_\_ 1            \_\_\_ 2            \_\_\_ 3            \_\_\_ 4

12.    What type of criticism has your former manager given you?

\_\_\_ 1            \_\_\_ 2            \_\_\_ 3            \_\_\_ 4

13.    If you could have made improvements in your last job, what would they have been?

\_\_\_ 1            \_\_\_ 2            \_\_\_ 3            \_\_\_ 4

14.    How do you think you could improve yourself.

\_\_\_ 1            \_\_\_ 2            \_\_\_ 3            \_\_\_ 4

15.    What was the most interesting job or project in your career?

\_\_\_ 1            \_\_\_ 2            \_\_\_ 3            \_\_\_ 4

16.    Describe the best person you ever worked for.

\_\_\_ 1            \_\_\_ 2            \_\_\_ 3            \_\_\_ 4

17.    Describe the worst person you ever worked for.

\_\_\_ 1            \_\_\_ 2            \_\_\_ 3            \_\_\_ 4

18.    What kind of people annoy you?

\_\_\_ 1            \_\_\_ 2            \_\_\_ 3            \_\_\_ 4

19. How do you think your previous job experience ties in with the job we have open?  
\_\_ 1            \_\_ 2            \_\_ 3            \_\_ 4
20. Describe emergencies in some of your jobs for which you had to reschedule your time and what you did about it.  
\_\_ 1            \_\_ 2            \_\_ 3            \_\_ 4
21. In what way would you like our company to assist you if you join us?  
\_\_ 1            \_\_ 2            \_\_ 3            \_\_ 4
22. What is your long-term ambition or goal in life?  
\_\_ 1            \_\_ 2            \_\_ 3            \_\_ 4

**PART III: Assess "Body Language" Is the candidate for real. . .or a mirage?**

23. Signs of nervousness: Look for chair-tilting, jumpiness, nail-biting, tics, slouching, excessive hand movements.  
\_\_ 1            \_\_ 2            \_\_ 3            \_\_ 4
24. Poor Grooming: Observe shoes, fingernails, make-up, hair grooming, choice of clothing, cleanliness, and neatness.  
\_\_ 1            \_\_ 2            \_\_ 3            \_\_ 4
25. Excessive use of pat phrases such as "To tell the truth," "Frankly," "Basically," and "You know."  
\_\_ 1            \_\_ 2            \_\_ 3            \_\_ 4
26. Lapse of memory: Inability to remember dates, job changes, and important events.  
\_\_ 1            \_\_ 2            \_\_ 3            \_\_ 4

**TOTAL:** \_\_\_\_\_

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Comments:

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**Additional Questions for Sales Applicants:**

1. What is your response to a customer who says "Your price is too high."?  
\_\_ 1            \_\_ 2            \_\_ 3            \_\_ 4
  
2. What if a customer says "I am happy with my present supplier."?  
\_\_ 1            \_\_ 2            \_\_ 3            \_\_ 4
  
3. What would you say if a customer states "We don't need that high a quality."?  
\_\_ 1            \_\_ 2            \_\_ 3            \_\_ 4
  
4. Who has been the most interesting client or customer in your career this far?  
\_\_ 1            \_\_ 2            \_\_ 3            \_\_ 4

**TOTAL:** \_\_\_\_\_

**Summary:**

Keep in mind you are buying, not selling, when you conduct an interview. You have the right to be choosy. The applicant should demonstrate selectivity not just take any job that comes along. The astute applicant may ask a lot of questions about your company to find out how they will fit into the company culture. Conversely, some managers become suspicious of the applicant who does not ask about the job but focuses most questions around details of dental coverage or how long it takes to be covered under health insurance.

There should be a healthy mix of "What I can do for the company" as well as "What is the compensation structure and benefit plan."

# OK You're Hired . . . .NOW WHAT?

You have interviewed, you've hired.

Now is when your new-hire is at greatest risk. Will they be productive or demotivated?

Here are some tips to maximize your investment in the new-hire.

- Introduce the new-hire to their supervisor and the other employees and your boss.
- Walk them through to other departments. Explain their role in the company.
- Provide an employee handbook
- Provide a detailed, written job description
- Provide a behavioral job description (The ALC Benchmark)
- Use The Analyst-Link pre-hire assessment with the Graph Page and Reliability Register removed as a training and development tool.
- Ask us for your FREE COPY of the "**Success Discovery Process**" this workbook shows the new-hire where to focus and how to use the Analyst-Link Commentary assessment as a training, orientation, and performance development tool. It will guide the new-hire to peak performance, which in turn leads to increased job satisfaction.
- Guide, Counsel, Train, and Communicate with the New Hire.
- If you are not using the Analyst-Link Commentary as a hiring tool, contact us for a FREE DEMO.

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We hope you found this guide helpful. Feel free to share it with other hiring managers.

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