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EXECUTIVE RECRUITING

Behavioral Interview Questions by Individual Characteristics

Interpersonal

What are your strengths?

What would your last boss say about you?

Describe how you like to be managed, and the best relationship you've had with a previous boss.

If I asked your previous/current co-workers about you what would they say?

Describe what you see as your strengths related to this job/position. Describe what you see as your weaknesses related to this job/position.

Explain the phrase "work ethic" and describe yours.

What kind of people do you find it most difficult to work with? For example, assume you are in a situation where you have to deal with a person very different from yourself and you are finding it difficult. What would you do?

What methods do you use to make decisions? When do you find it most difficult to make a decision?

Describe a difficult time you have had dealing with an employee, customer, or co-worker. Why was it difficult? How did you handle it? What was the outcome?

How would your co-workers describe your work style/habits?

What do you do when others resist or reject your ideas or actions?

What do you think are the best and worst parts of working in a team environment? How do you handle it?

Under what kinds of conditions do you learn best?

How would your past employers describe your response to hectic or stressful situations?

How would your co-workers describe your work style or work habits?

If I asked several of your co-workers about your greatest strength as a team member, what would they tell me?

To you, which is more desirable: A business that is run in an efficient business-like manner OR a business that is run in a personal and friendly way?

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Creative Thinking

What's the best book you've read in the last year? Why?

What was the most creative thing you did in your last job?

What is your interpretation of "success?"

Describe an ideal work environment or "the perfect job."

In what way(s) do you express your personality in the workplace?

General

Could you share with us a recent accomplishment of which you are most proud?

What would you have liked to do more of in your last position? What held you back?

Tell us a bit about your work background, and then give us a description of how you think it relates to our current opening.

What are your qualifications in your area of expertise, i.e., what skills do you have that make you the best candidate for this position? Include any special training you have had (on-the-job, college, continuing education, seminars, reading, etc.) and related work experience.

Why have you applied for this position?

What skill set do you think you would bring to this position?

Tell me about your present or last job. Why did you choose it? Why did you/do you want to leave?

What was your primary contribution/achievement? Biggest challenge?

What are your short-term and long-term goals?

In what areas would you like to develop further? What are your plans to do that?

What are some positive aspects of your last employment/employer? What are some negative aspects?

What are your career path interests?

What do you know about our company?

After learning about this opportunity, what made you take the next step and apply for the job?

If you are the successful applicant, how would you expect to be different after a year in position?

Now that you have learned about our company and the position you are applying for, what hesitation or reluctance would you have in accepting this job if we offer it to you?

Tell me anything else you would like us to know about you that will aid us in making our decision.

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What questions would you like to ask me?

Managerial

Why do you think a team of people – sports team, work team, may not work well together?

Describe an ideal supervisor.

How have you participated in planning processes?

Is it more important to be a detail oriented person, or a big picture person? Explain.

What was the most challenging personnel issue you've had to deal with and how did you handle it?

Describe for me a time when you have come across questionable business practices; how did you handle the situation?

A new policy is to be implemented organization-wide. You do not agree with this new policy. How do you discuss this policy with your staff?

Describe for me a decision you made which would normally have been made by your supervisor? What was the outcome?

Discuss and differentiate between remediation, corrective action, and discipline.

Explain, step by step, how you have handled an employee who had performance problems.

Why should employees seek to improve their knowledge and skill base? How would you motivate them to do so?

What coaching or mentoring experience have you had? With groups or one-on-one? How did you determine the appropriate way to coach/mentor and what were the results?

Management requires both good writing and verbal skills for good communication. When it comes to giving information to employees that can be done either way, do you prefer to write a memo OR talk to the employee?

When making a decision to fire an employee, do you find it easy because of the company's needs OR difficult because of the employee's needs?

Managing requires motivating employees as well as accomplishing tasks. Do you find it more natural to point out what's wrong so employees can accomplish tasks competently OR to praise employees for their work and then point out what may need correcting?

Managers need good information and managers need to make good decisions. Do you tend to gather information up to a deadline in order to make a better-informed decision OR gather just enough information to make a good decision quickly?

What is the largest number of employees you have supervised and what were their job functions?

Are you best at dealing with details and day-to-day operations OR with concepts, envisioning and future planning? Give me an example.