

Personnel Selection: Interview Questions: Achievement

Past

1. Do you enjoy working on difficult projects?
2. Do you have accomplishments you are proud of?
3. Do you have initiative?
4. Have you ever accomplished something difficult?
5. Have you ever accomplished something you did not think you could?
6. How have you shown initiative?
7. How have you shown willingness to work?
8. Tell me about a time when you went beyond the call of duty.
9. Tell me about accomplishments of which you are the most proud.
10. Tell me what initiatives have you undertaken recently?
11. What challenging accomplishments have you had?
12. What are some examples of important recommendations or decisions you've made recently?
13. What are some of your recent accomplishments in your current job?
14. What are the five biggest accomplishments of your life?
15. What are your major accomplishments? Your failures? Your disappointments?
16. What challenging experiences have you had?
17. What difficult challenges have you solved?
18. What difficult problems have you worked through?
19. What do you consider to be your most important accomplishment and why?
20. What has been your greatest accomplishment? Your greatest disappointment?
21. What have been the most memorable accomplishments of your career?
22. What have been your biggest accomplishments?
23. What have been your greatest accomplishments?
24. What have been your greatest disappointments?
25. What initiatives have you undertake recently?
26. What is the accomplishment that you are most proud of?
27. What is the most difficult task you have undertaken?
28. What is the most important accomplishment in your life?
29. What is the most challenging thing you have ever done?
30. What is the most stimulating thing you are looking for in a job?
31. What is your greatest accomplishment?
32. What is your most significant accomplishment?
33. What is your proudest accomplishment?
34. What two or three accomplishments have given you the most satisfaction?
35. What was the job's biggest challenge?
36. What was the most/least challenging part of the job?
37. What was your greatest accomplishment?
38. What was your greatest disappointment?
39. What was your most significant accomplishment in your last position?
40. What were your most memorable accomplishments with your last employer?

Future

41. Are you willing to take risks?
42. Describe a significant risk you took to accomplish a task.
43. Describe how you can take risks to accomplish tasks.
44. What kinds of risks do you face when implementing a new initiative?
45. What risks have you undertaken recently?
46. What risks did you take at your previous job?

Motivations

47. Are you a self starter?
48. Are you a competitive person?
49. Describe two things that motivate you at work?
50. Describe when you felt motivated to do your very best work and did.
51. Do you enjoy challenges at work? If so, what kinds of challenges have you recently faced.
52. Do you feel motivated in your current job?
53. Do you feel motivated to work harder?
54. Do you work to achieve your objectives? If so, describe how hard.
55. Does competition increase your desire to succeed?
56. Have you received any recognition for significant accomplishments at work?
57. How important are promotions and advancement to you?
58. How important is challenge to you?
59. How important is recognition to you?
60. How important is responsibility to you?
61. Is recognition important to you?
62. Were there any special difficulties you overcame in achieving these accomplishments?
63. What are your motivations?
64. What challenges are you looking for in a job?
65. What do you get out of completing difficult tasks?
66. What has your last employer done that motivated you to work harder?
67. What have you done that shows initiative and willingness to work?
68. What have you done which shows initiative and willingness to work?
69. What kinds of responsibilities are important to you in your work?
70. What makes you put forth your greatest effort?
71. What motivates you?
72. What motivates you in a job and in your personal life?
73. What motivates you in accomplishing difficult tasks?
74. What motivates you to be successful in your job?
75. What motivates you to put forth your best effort?
76. What motivates you to put forth your greatest effort?
77. When do you put forth your greatest effort?
78. Would you describe yourself as motivated more by your goals or by money?

Sense of Self/Definitions

79. Are you successful in completing projects at work?
80. Describe what success means to you.
81. Describe situations in which you are most successful.
82. Do you feel you have been successful in your job?
83. Do you generally think of yourself as a risk-taker or someone who plays it safe?
84. How do you define 'success'?
85. How do you determine if you are successful?
86. How have your successes benefited your previous employer?
87. How would you describe your standards of performance?
88. How would you evaluate success?
89. Tell me about your recent successes.
90. To what do you attribute your success?
91. What are some of the reasons for your success?
92. What do you think has contributed most to your success so far?
93. What does 'failure' mean to you?
94. What does 'success' mean to you?
95. What is your definition of success.

96. What projects have you recently completed successfully?
97. Why are you better than your co-workers?
98. Why are you successful?
99. Would you define yourself as a self-starter?
100. Would you rate yourself as an overachiever?

Weaknesses

101. Do you achieve all of the goals you set? If not, why not?
102. How could you have improved your progress?
103. What weaknesses have you overcome when accomplishing difficult tasks?

Personnel Selection: Interview Questions: Behavior

1. A fellow employee told you what his/her salary is and wants to know yours. How would you react and what would you do? (situational)
2. Describe a conflict with an employee and how you handled it.
3. Describe a complex problem you solved.
4. Describe a work situation in which you were not proud of your performance. What did you learn from this mistake?
5. Describe an important goal you have set and tell me how you reached it.
6. Describe how you have been able to apply something you learned from your degree program to a real-life or work-related situation.
7. Describe a (recent) project in which you failed? What did you learn from this?
8. Describe a (recent) situation in which you asked for advice?
9. Describe a (recent) situation in which you asked for help?
10. Describe a (recent) situation in which it took several tries or approaches before you were able to figure out what was going on.
11. Describe a (recent) situation in which you had to quickly establish your credibility and gain the confidence of others. What did you do ?
12. Describe a (recent) situation when you didn't know who you needed to speak with in an organization too get something done. What did you do ?
13. Describe a (recent) situation when you were able to identify a conflict between two individuals and were instrumental in the solution to that conflict. (skills)
14. Describe a (recent) situation when you worked in a team environment.
15. Describe a (recent) situation in which what was really going on with someone else was much more complicated than it might have seemed on the surface.
16. Describe a (recent) situation on your last job that you did not handle as well as you might have.
17. Describe a (recent) situation that you just couldn't handle.
18. Describe a (recent) situation when miscommunication created a problem on the job.
19. Describe a (recent) situation when you were confronted by a difficult problem and how you solved it.
20. Describe a time when you had to take on something very new or different and you had little or no guidance and support in doing so. How did you handle it ?
21. Describe a time when you organized a project where your directions were vague?
22. Describe a time when you simplified or clarified a situation by putting your finger on the key issue.
23. Describe a time when you went above and beyond the call of duty.
24. Describe a time when you accomplished a challenging goal.
25. Describe a time when you accomplished a difficult goal.
26. Describe a time where your performance went above and beyond expectations.
27. Describe how you work under pressure. Do you anticipate problems effectively or just react to them?
28. Describe how your (office/department/company) is organized.
29. Describe how you would handle rude, difficult or impatient people.
30. Describe how you have handled rude, difficult or impatient people.
31. Describe projects that have required accuracy and attention to detail.

32. Describe situations you have been under pressure in which you feel you have handled well.
33. Describe projects you have been involved in the last few years.
34. Describe techniques you've used with great success in your field. Have you ever managed people in the positions you've held?
35. Do you feel you can ask for help?
36. Do you feel you can assist others in their jobs?
37. Explain how you overcame a difficult situation.
38. Finish this sentence: Successful managers are the ones who....
39. Given a situation when you disagree with your supervisor, how would you deal with it?
40. Has competition had any positive or negative impact on your achievements? How?
41. Have you ever been absent from work? If so, how often?
42. Have you ever been late for work? If so, how often?
43. Have handled rude, difficult or impatient people?
44. Have you prepared and communicated ideas and information in a formal setting?
45. How do you complete a boring job?
46. How many hours a week does it take you to get your work done?
47. How many hours can you work in a week?
48. How many hours do you usually work in a week?
49. How many hours do you work per week?
50. How would you ask for advice?
51. How would you ask for help?
52. You effected considerable organizational changes in you last position. Could you tell me how you did it?
53. I notice you failed your second year initially. Tell me about that?
54. Looking back now, is there anything that you could have done to improve your relationship with that one bad boss?
55. Please give me an example of your experience in staying late to finish a project. How do you feel about that?
56. Please tell me a situation where you were in a dilemma to make a decision and how you dealt with it.
57. Please tell me a situation where you were very stressful and how you handle it.
58. Tell me about a particularly difficult or awkward conversation you needed to have with someone?
59. Describe a particularly difficult or risky challenge you took on because you felt it was important for you to do so.
60. Tell me about a significant failure in your life.
61. What do you feel would be an acceptable attendance record?
62. What role do you take ina group situation? Give examples.
63. What would you define as a satisfactory attendance record?
64. When have your verbal communications been important enough to follow up in writing?
65. Your supervisor left an assignment in your 'in' box, then left town for a week. Now, you can't reach him and don't understand the assignment. What would you do?
66. Your supervisor tells you to do something in a way you know is ineffective. What would you do?
67. You've been with your current employer for a very short time. Is this an indication that you'll be moving around a lot throughout your career?
68. You've changed jobs quite frequently, what assurances do we have that you will stay with us?

Personnel Selection: Interview Questions: Education

Past

1. Do you have a college degree?
2. Do you have a college education?
3. Do you have an advanced degree?
4. Did you drop out of collge? If so, why? What did you do during the time you were not in shcool?
5. How long have you been in school?
6. Tell me about your educational background.

Future

7. Are you going to go back to school?
8. Are you going to take evening classes?
9. Are you interested in continuing your education?
10. Are you planning to continue your education?
11. Are you planning to go to graduate school?
12. Do you have any plans to continue your education?
13. Do you have plans for additional education?
14. Do you have plans for continued study and/or an advanced degree?
15. Do you have plans for continued study?
16. Do you have plans for graduate work? Are you willing to relocate or travel?
17. Do you plan to return to school to pursue additional education?
18. Do you feel your choice of major was the right one?
19. Do you feel your college choice was the correct one?
20. Can you take classes in (____) to improve your skills at work?
21. Now that you've had some real-world experience, would you change anything about your education?
22. What are your plans for furthering your education?
23. Why didn't you continue your education?
24. Would you consider obtaining a higher educational degree for job advancement?

Current

25. Are you in school now?
26. Did you take any classes recently?
27. Have you ever taken any classes recently?
28. How are you improving yourself?
29. What classes have you taken recently?
30. What classes have you taken recently to stay on the top of your field?
31. What educational goals do you currently have?
32. What seminars have you taken recently to stay on the top of your field?
33. What specifically have you been doing since you entered this field?
34. Why did you choose to be a business major? Do you think you have received good general training?

Majors

35. Are you planning to change majors?
36. Did you change your major in college?
37. Have you ever taken any training for work?
38. Have you had courses in (____)?
39. How did college prepare you for this position?
40. How did you choose your field of study?
41. How did you choose your course of study?
42. How does your degree prepare you for this position?
43. How does your education prepare you for your chosen field of work?
44. How has your education prepared you for a career?
45. How has your education prepared you for this career?
46. How is college preparing you for your career?
47. How will your degree help you to succeed?
48. Tell me about your course work.
49. What college subjects have you liked best? Why? Least? Why?
50. What courses have you taken in school that give you special qualifications for this position.
51. What did you learn in college?
52. What relevant training have you received?

53. What subject did you dislike? Why?
54. What subject did you like the most? Why?
55. What type of education has best prepared you for this career?
56. What was your favorite subject in school?
57. What was your least favorite class in school? Why?
58. What was your least favorite subject in school?
59. What was your most favorite subject in school?
60. What were your strongest subjects at school? What were your weakest subjects?
61. When did you decide on your major?
62. Why are you majoring in _____?
63. Why did you choose your field of study?
64. Why did you choose your major?

Motivations

65. Did you like the courses you took for this field?
66. Did your college challenge you?
67. Did your college education challenge you?
68. Do you like going to school at (____)?
69. Is there any class you have completely disliked? Why?
70. What classes have you enjoyed the most?
71. What courses did you enjoy?
72. What courses do you like the best? The least? Why?
73. What did you learn about yourself in (____) class?
74. What did you learn from your high school, university education?
75. What do you like the most and least at school?
76. What was your most favorite subject in school?
77. Who is your favorite professor and why?
78. Why did you choose your (college/university)?
79. Why did you choose your major?
80. Why did you decide to get this degree and attend this university?
81. Why did you decide to go to grad school?
82. Why did you drop out of college?
83. Why did you go to the school you attended?

Strengths/Weaknesses

84. Do you take advanced classes?
85. How can your college education be useful on the job?
86. How developed are your skills in this area?
87. In which classes did you get the worst grades?
88. What correlation do you see between grades in school and success in the workplace?
89. What were your biggest problems in college?
90. Which classes did you find useful?
91. Which classes did you like the least?
92. Which courses did you like least?
93. Which courses in college did you like best? Why?
94. Which courses would you like to take if you go back?
95. Which of your school years was (the most) difficult?

Achievement/Grades

96. Are your grades an accurate reflection of your academic achievement?
97. Are your grades a good indicator of your true ability?

98. Are your grades reflective of your work?
99. Are your grades reflective of your intelligence?
100. Did your rank in school reflect your achievement?
101. Do you agree that grade point average is an indication of how successful you would be in this company?
102. Do you feel you have done your best work? If so, why? If not, why not?
103. Do you feel your grade point average is an accurate indication of your academic achievement?
104. Do your grades reflect your scholastic achievement?
105. Do you think that your grades are a good indication of your ability in (____)?
106. Do you think that your grades are a good indicator of your academic achievements?
107. Do you think your grades are a good indication of your intelligence?
108. Do you think your grades are an accurate indication of your academic achievement?
109. Do you think your education has prepared you for this position?
110. Has your education prepared you for this position?
111. How did you rank in you graduating class?
112. How do you feel about your GPA?
113. Should we consider your grades?
114. What is the (Grade Point Average) GPA for your major?
115. What is your GPA?
116. What is your overall GPA?
117. What kinds of grades did you get in this area?
118. What kinds of educational goals have you set?
119. What was your most difficult class?
120. What were your grades and class standing?
121. Which were your best classes?
122. Which were your most useful courses?
123. Which were your worst classes?

Personnel Selection: Interview Questions: Experience/Responsibilities

1. Are you experienced in making presentations?
2. Can you describe a typical day at your (last/current) job?
3. Describe a mistake you made. What have you learned from that mistake?
4. Describe your current job for me.
5. Describe your experience handling telephones.
6. Describe your experience working with computers.
7. Describe your experience working with difficult people.
8. Describe your experience working with money.
9. Describe your experience working with numbers.
10. Describe your typical workday.
11. Do you have military experience?
12. Have you given any (speeches/presentations)?
13. Have you handled fiscal duties?
14. Have you made presentations?
15. Have you made presentations before large audiences?
16. Have you served in the military?
17. How much experience do you have with (____)?
18. How much experience do you think someone should have in this position?
19. How many years have you used (____)?
20. What are the responsibilities of your position?
21. What are your (major/primary) responsibilities?
22. What experience did you gain from your internships?
23. What experience do you have for this job?
24. What experience do you have in making oral presentations?
25. What experience do you have?

26. What experience do you have with computers?
27. What experience do you have with (____)?
28. What experience do you have working with (other/difficult) people?
29. What experience do you hope to gain from this position?
30. What experience do you think makes the best employee? Manager?
31. What experiences did you gain from college?
32. What experiences did you gain from your (previous/current)?
33. What experiences did you have in the military?
34. What experiences have influenced you?
35. What experiences have benefited you the most?
36. What experiences have taught you the most?
37. What experiences led you to choose this occupation?
38. What experiences led you to choose your career path?
39. What have you learned from participation in extra-curricular activities?
40. What have you learned from some of the jobs you have held?
41. What have you learned from some of the other jobs you have held?
42. What have you learned from your (education/college)?
43. What have you learned from your experiences?
44. What have you learned from your extracurricular activities?
45. What have you learned from your jobs?
46. What have you learned from your (previous/current) job?
47. What have you learned from your mistakes?
48. What have you learned on your current job?
49. What is an example of a working relationship outside of your company that you've handled successfully?
50. What is the least relevant job you've taken?
51. What is your level of experience with (____)?
52. What is your typical day?
53. What jobs have you held?
54. What kind of projects using leadership skills have you done?
55. What kind of projects using typing/word processing skills have you done?
56. What was the most important lesson you've ever learned?
57. What was the most interesting job you've had?
58. What work experience has helped you the most?
59. When were you in the military?
60. Where were you stationed in the military?
61. Which are the most important (functions/divisions) that you control?
62. Which of your jobs presented the best (learning) experience?
63. With which departments did you interact most with in your first position?

Personnel Selection: Interview Questions: Goals

1. Describe an unusual goal that you have?
2. Describe your most significant goal?
3. Did you have an impact on your company's goals?
4. Did you have goals that you were unable to (accomplish/complete/carry out)?
5. Did you reach goals you have set so far?
6. Did you set goals for next year?
7. Do you achieve all of the goals you set? If not, why not?
8. Do you have any unconventional goals?
9. Do you have financial goals?
10. Do you have goals for learning how to use the latest technology?
11. Do you have goals to become a manager?
12. Do you have goals to become an expert in any particular field?
13. Do you have political goals?

14. Do you have things you would like to accomplish in life?
15. Do you see yourself doing your supervisor's job?
16. Do you set your own goals?
17. Have you ever thought of completely changing your career?
18. Have you recently developed any new goals?
19. How are your present goals different from those of ten years ago?
20. How are your goals different from those of your supervisor?
21. How did you choose your last employer?
22. How did you choose your career?
23. How did you decide on this profession?
24. How did you decide on your goals?
25. How did you have an impact on your company's goals?
26. How did you reach goals you have set so far?
27. How did you set goals for next year?
28. How did you start in this line of work?
29. How did your accomplishments in last job relate to the goals of your company?
30. How do you accomplish your most (important/significant) goals?
31. How do you set (important) goals for yourself?
32. How is your current position a stepping stone to the advancement of your career?
33. How has working for your employer changed your goals?
34. How have your career goals changed over time?
35. How have your goals changed since you finished school?
36. How have your goals changed since you started working?
37. How many goals do you have?
38. How often do you set goals for yourself?
39. How, on a long-term basis, do you plan to achieve your goals?
40. How, on a short-term basis, do you plan to achieve your goals?
41. If you could start your career over, what would you do differently?
42. If you stay with your current employer, what will happen to your career?
43. If you get hired, what do you think you will be five years from now?
44. If your boss' job became vacant, would you apply for it?
45. Our company has a mission statement that provides direction. What is your mission statement?
46. Tell me about your career goals.
47. Tell me about your most important long-term goals.
48. What are financial goals you would like to accomplish?
49. What are goals you would like to accomplish in the next year?
50. What are goals you would like to accomplish in this profession?
51. What are goals you would like to accomplish in your current job?
52. What are goals you would like to accomplish in working with other people?
53. What are goals you would like to accomplish with your current employer?
54. What are goals you would like to accomplish with your life?
55. What are other goals you wish to achieve?
56. What are some of your (most significant) goals?
57. What are some things you had planned but were unable to accomplish?
58. What are some things you would like to accomplish in life?
59. What are your (most significant) career goals?
60. What are your career goals for the future?
61. What are your future career goals and how do you hope to achieve them?
62. What are your career plans for the future?
63. What are your future vocational plans?
64. What are your goals and your plans for reaching them?
65. What are your goals for the next year?
66. What are your goals for the rest of this year?

67. What are your long range and short range goals and objectives, when and why did you establish these goals and how are you preparing yourself to achieve them?
68. What are your long range career goals?
69. What are your long range career objectives?
70. What are your long range career objectives? How will you achieve them?
71. What are your long term goals?
72. What are your other goals?
73. What are your personal five-year goals?
74. What are your personal long-term goals?
75. What are your personal short-term goals?
76. What are your professional five-year goals?
77. What are your short term and long term career goals? How are you preparing yourself to achieve them?
78. What are your short-term and long-range goals and objectives and how have you prepared yourself to achieve them?
79. What are your short-term and long-term objectives?
80. What are your short-term career goals?
81. What are your short-term goals?
82. What do you hope to be doing five years from now?
83. What do you plan to do in the coming year?
84. What do you really want to do in life?
85. What do you see yourself doing five years from now, 10 years?
86. What do you see yourself doing five years from now?
87. What do you want to be doing five years from now?
88. What do you want to do with your life?
89. What educational goals do you currently have?
90. What goals do you want to achieve within the next five years?
91. What goals have you accomplished recently?
92. What goals have you set for yourself? Why did you choose these?
93. What is your career objective?
94. What is your long-term goal with relation to your occupation?
95. What kinds of career goals have you set?
96. What goals, other than those related to your career, have you established?
97. What goals, other than those related to your occupation, have you established for yourself for the next 10 years?
98. What types of goals are you most anxious to accomplish?
99. What would you like to be doing in five years? Ten years?
100. What would you like to be doing in two years?
101. What would you like to be making in 3 to 5 years?
102. When do you change your goals?
103. Where do you see this company/department going?
104. Where do you see yourself next year?
105. Where do you see yourself five years from now? Ten?
106. Where would you take your department if you got this position?
107. Who sets your goals at work (you or your supervisor)?
108. Would you want to do your boss' job?

Personnel Selection: Interview Questions: Interests

1. Are you looking for a permanent job?
2. Are you really interested in this job, or are you thinking more about getting out of your present job?
3. Are you seeking employment in a company of a certain size? Why?
4. Describe the perfect job.
5. Describe your ideal job based on the industry right now.
6. Do you like working in different locations?
7. Do you like working indoors?

8. Do you like working inside?
9. Do you like working long hours?
10. Do you like working outside?
11. Do you like working overtime?
12. Do you like working with computers?
13. Do you like working with gadgets?
14. Do you like working with numbers?
15. Do you like working with machinery?
16. Do you like working with people?
17. Do you like working?
18. Do you play any sports?
19. How did you choose this occupation?
20. How does your ideal job measure up against the description of the job you're applying for?
21. How would you describe the ideal job for you following graduation?
22. How would you describe the ideal job or you?
23. If I hired you for this position, what responsibilities do you most look forward to filling?
24. If you could construct your own job within our company, what factors would you include?
25. If you could create an ideal job, what responsibilities and working atmosphere would you like to have?
26. If you were to start college over tomorrow, what courses should you take? Why?
27. In what jobs have you been most interested?
28. Is there any class you have completely disliked? Why?
29. Is there anything you have been involved in at college that you are really proud of?
30. What are the most important characteristics you are looking for in a job and why?
31. What are the most important rewards you expect in your (business) career?
32. What are the most important rewards you expect in your profession?
33. What are the most important things to you in a job?
34. What are the most important things you want to get out of a job?
35. What are the most important things a job can offer you?
36. What are two or three things that are most important to you in a job?
37. What are you expecting from an employer?
38. What aspects of the job are the most important?
39. What aspects of the job do you believe are the most important?
40. What aspects to this line of work do you enjoy the most?
41. What brought you to enter this field?
42. What determines your personal choices?
43. What did you like about your previous employer?
44. What did you like (most/least) about your previous job?
45. What did you like least about college?
46. What did you (like/dislike) about your current job?
47. What didn't you like about your previous (position/employer)?
48. What do you do with your spare time?
49. What do you do to maintain good physical condition?
50. What do you hope to do in your next job?
51. What do you hope to do in your next job that you can not do in your present position?
52. What do you hope your next (job/employer) will be like?
53. What do you like most about your profession?
54. What do you like most about your current employer?
55. What do you like most about your current job?
56. What do you like most about this job opening?
57. What do you like most about our company?
58. What do you like to do the most?
59. What do you like to do with your spare time?
60. What do you like/dislike most about your current position?
61. What do you look for in a job and why do you look for those things?

62. What do you particularly like about your position?
63. What do you think is the most important thing in working in a company? What do you think is the least important?
64. What extracurricular activities did you take part in?
65. What extracurricular activities were you active in?
66. What factors are important to you in a job?
67. What industry do you want to work in?
68. What profession do you want to work in?
69. What interests you about our product (or service)?
70. What interests you about our company?
71. What interests you about this position?
72. What is most important to you in a job?
73. What is the latest book you read?
74. What is the most important aspect of your current job?
75. What is the most recent movie you saw?
76. What is the reason for a career change?
77. What is your favorite computer platform?
78. What is your favorite hobby?
79. What is your favorite job?
80. What is your favorite sport?
81. What job are you interested in?
82. What job do you want to do immediately?
83. What jobs do you like to do?
84. What jobs have you enjoyed the (most/least)? Why?
85. What jobs have you enjoyed least (in your career)?
86. What jobs have you enjoyed most (in your career)?
87. What kind of job are you looking for?
88. What kind of job do you like to do?
89. What kind of job do you want immediately?
90. What kind of position are you looking for?
91. What kind of work interests you most?
92. What kind of work interests you the most? The least?
93. What kinds of extra-curricular activities have you been involved in?
94. What lead you to choose your (college/university)?
95. What lead you to choose your field of study?
96. What led you to choose your major? What courses have you enjoyed most? Least? Why?
97. What led you to choose your major field of study?
98. What position are you interested in?
99. What position in our company interests you?
100. What about our company interests you the most?
101. What sports do you play?
102. What is most important to you in a job?
103. What trade journals do you read?
104. What types of books and/or magazines do you read?
105. What was the last book you read?
106. What was the most favorite book you read?
107. What was the last movie you saw?
108. What was wrong with your last employer?
109. What was wrong with your last job?
110. What was your most boring job?
111. What was your most boring employer?
112. What was your most interesting job?
113. What was your most interesting employer?

114. What were some of your extracurricular activities in college? What did you learn from them? Did you hold any offices?
115. What were the most enjoyable aspects of your last job? What were the least enjoyable aspects?
116. What were your favorite extracurricular activities?
117. What work do you like the (most/least)?
118. What would you do if money was not a concern?
119. What would you do if you knew you were going to die tomorrow?
120. What's your favorite book or TV show?
121. What's your idea of the ultimate job?
122. Which activities did you most enjoy? Why?
123. Which of your jobs have you liked the (most/least)?
124. Why are you changing jobs?
125. Why are you looking for a career change?
126. Why are you looking to change jobs?
127. Why are you majoring in (____)?
128. Why did choose the career for which you are studying?
129. Why did you choose the career for which you are preparing?
130. Why did you choose this career?
131. Why did you choose this (college/university)?
132. Why did you choose your (previous/current) job?
133. Why did you leave your previous position?
134. Why did you major in (____)?
135. Why did you pick this minor?
136. Why did you quit your job?
137. Why do you like working in this (field/profession)?
138. Why do you want to work for our company?
139. Why do you want to work for our organization?
140. Why do you want to leave your current employer?
141. Would you prefer excellent pay or job satisfaction?

Personnel Selection: Interview Questions: Job Search

1. Are you looking for permanent or temporary work?
2. Are you still employed?
3. Describe to me what you're looking for in a job.
4. Do you have any objections if we check former employers for references?
5. Do you know much about our company?
6. Does your current employer have any policies that you consider unfair?
7. Does your current employer know that you are interviewing for another job?
8. For what period of time do you envision yourself working with us?
9. Have you had any other interviews?
10. Have you seen our Web site?
11. How are you conducting your job search?
12. How badly do you want to get this job?
13. How did you do your most (interesting/boring) job?
14. How did you feel when you started your last job?
15. How did you find your current job?
16. How did you get promoted in your last job?
17. How did you get summer jobs?
18. How did you get the time off to interview?
19. How did you get your first job after college?
20. How did you get your last job?
21. How did you get your previous jobs?
22. How did you happen to apply for this job?

23. How did you hear about us?
24. How did you learn about this job?
25. How did you plan to interview?
26. How did you prepare for this interview?
27. How did your previous jobs relate to his position? What did you learn from them?
28. How do you interview while still employed?
29. How do you manage to interview while still employed?
30. How do you rank your current job with others that you've held?
31. How do you spend most of your time in your current job?
32. How do you think this industry works?
33. How does this job compare with any other jobs you've applied for?
34. How does this job fit into the goals of the company?
35. How does this job fit into the goals of the department?
36. How long has your current job search lasted?
37. How long have you been looking for a job?
38. How long have you been looking for a new job?
39. How long have you been looking for another job?
40. How long have you been unemployed?
41. How long would you plan to work for this company?
42. How long would you stay with us?
43. How many interviews have you had?
44. How many offers have you received?
45. How many other companies have you interviewed for?
46. How many other positions have you applied for?
47. How soon could you begin work?
48. How would you define your profession?
49. If you have these complaints about your current company, and they like you, why haven't you brought your concerns to their attention?
50. If you're happy with your current employer, why are you looking for another job?
51. In what type of position are you interested?
52. In what type of position are you most interested?
53. In what type of position are you most interested? Why? What do you know about this field?
54. In what ways did you prepare for this interview?
55. May I contact some of your references?
56. May we check your references?
57. May (I/we) contact your (current) employer?
58. Tell me what you know about this organization [company].
59. Tell me what you're looking for in a job.
60. Tell me why you left your last job.
61. Tell me your career goals.
62. What about your current job do you find the most unpleasant?
63. What are some of your reasons for considering other employment?
64. What are the disadvantages of your chosen field?
65. What are you looking for in a job that you do not have in your current job?
66. What are you looking for in a job?
67. What can you tell me about our company goals?
68. What can you tell me about our company?
69. What can you tell me about our customers?
70. What can you tell me about our products?
71. What criteria are you using to evaluate the company for which you hope to work?
72. What criteria are you using to evaluate this company as a potential employer?
73. What criteria are you using to interview employers?
74. What do you find least interesting about this job?
75. What do you find most interesting about this job?

76. What do you like least about this job?
77. What exactly do you do for a living?
78. What factors are important to you in a job?
79. What has caused you to change jobs so frequently?
80. What interests you most about our position?
81. What interests you most about this position?
82. What is missing from your last job that you'd like to see in this one?
83. What is more important to you, the money or the type of job?
84. What is our corporate culture like?
85. What is the biggest mistake you ever made in selecting a job?
86. What is the silliest thing you've ever done?
87. What is your present position?
88. What job do you like doing the least?
89. What jobs have you held?
90. What jobs have you held? How were they obtained and why did you leave?
91. What makes this job different from your others?
92. What other firms are you talking to and why?
93. What position are you most interested in?
94. What research have you done on our firm and on our industry?
95. What story could you tell me that would make you stand out from the other candidates?
96. What the most important thing you're looking for in a job?
97. What type of career are you looking for?
98. What type of position do you have now? (or What exactly do you do at ____? Or, Tell me more about your work at ____).
99. What was your most meaningful job, whether paid-time, full-time, summer or volunteer? What was special about that job?
100. What will be the determining factors in choosing a job?
101. What's your present job like?
102. When can you start working?
103. When did you leave your last job?
104. Where did you learn about this job?
105. Where else have you applied to?
106. Which of the following matters most in deciding to take the job: money, recognition, challenge, or responsibility?
107. Who made you a job offer?
108. Who made you the job offer?

For what kind of position?

109. Why are you interested in our company?
110. Why are you interested in this company, this position?
111. Why are you interested in this position?
112. Why are you interviewing with us?
113. Why are you seeking a position with this company?
114. Why did you decide to seek a position with this company?
115. Why did you leave your last (employer/job)?
116. Why did you interview with this company?
117. Why do you think you would like this particular type of job?
118. Why do you want this job? What are you looking for from this job?
119. Why do you want this position?
120. Why do you want to be manager? (or Why a _____?)
121. Why do you want to change positions?
122. Why do you want to leave your current employer so soon?
123. Why do you want to leave your job if you like it so much?

124. Why do you want to leave your present job?
125. Why do you want to work for me?
126. Why do you want to work for us?
127. Why do you want to work here?
128. Why do you want to work in a job for which you are overqualified?
129. Why do you want to work in this industry, and for our company?
130. Why didn't you complete any internships?
131. Why have you changed jobs frequently?
132. Why have you changed jobs so frequently?
133. Why have you changed jobs?
134. Why would you like this line of work?
135. Why would you want to work here if I hired you?
136. Would you rather go to another company?
137. You've been with your current employer for a very short time. Is this an indication that you'll be moving around a lot throughout your career?
138. You've changed jobs quite frequently, what assurances do we have that you will stay with us?

Personnel Selection: Interview Questions: Knowledge of Company

1. Are your work practices similar or different from ours?
2. Describe our (products/services).
3. Describe our company for me.
4. Describe our corporate environment for me.
5. Describe your work (methods/processes) in comparison to ours?
6. Do our competitors do things that we should be doing?
7. Do you have any concerns about working here?
8. Do you have any questions about (our/this) company?
9. Do you know how long we have been in business?
10. Do you know what products we make?
11. How could you have prevented your (judgmental) errors?
12. How do you think our company determines success?
13. How does your present employer communicate with others in your department?
14. How was your company management viewed by your subordinates?
15. How would you evaluate your present employer's strengths?
16. Tell me how you found out information about (our/this) company?
17. Tell me what you know about (our/this) company?
18. Was there anything your company could have done to be more successful?
19. What about our company do you like best?
20. What about your present employer (do/did) you like best?
21. What advantages do you think our competitors have over us?
22. What advantages do you think we have over our competitors?
23. What are the greatest challenges that this company faces?
24. What concerns do you have about this company?
25. What direction do you think this company is headed in?
26. What do you dislike about our company?
27. What do you know about (our/this) company?
28. What do you know about (our/this) operation?
29. What do you know about our competitors?
30. What do you know about our customers?
31. What do you know about our products?
32. What do you know about our products or services?
33. What do you know about our stock?
34. What do you know about our web site?
35. What do you know about the way our company (works/operates)?

36. What do you know about this position?
37. What do you think are the challenges facing this company?
38. What do you think are the greatest challenges facing this company in the near future?
39. What do you think it takes to be successful in a company like ours?
40. What do you think it takes to be successful in our company?
41. What do you think the atmosphere here is like?
42. What is the financial stability of your last company?
43. What questions do you have about our organization?
44. What would make someone successful in our business?
45. What is the (best/worst) thing you have heard about (our/this) company?
46. What is the (best/worst) thing you have heard about (our/this) department?

Personnel Selection: Interview Questions: Leadership

1. Are you a better leader or follower?
2. Are you a leader? Give some examples.
3. Are you a natural leader or a natural follower?
4. Are you able to lead others?
5. Are you more of a leader or follower?
6. As a department manager, how would you establish staff rapport?
7. Can you lead a group of (___) employees to complete a task? If so, give an example or explain.
8. Can you instruct a group of employees without feeling intimidated?
9. Can you take instruction without feeling upset?
10. Can you take instructions without feeling upset or hurt?
11. Can you take instructions/criticisms without feeling upset?
12. Can you take instructions?
13. Can you work with direct supervision?
14. Define cooperation.
15. Describe an incident in which you had to discipline a subordinate.
16. Describe an incident in which you had to give a verbal warning to a subordinate.
17. Describe how you are mentoring an employee.
18. Describe how you supervise other employees.
19. Describe how you would discipline a subordinate for tardiness.
20. Describe how you would discipline a subordinate for missing work.
21. Describe how you would discipline a subordinate for missing a deadline.
22. Describe how you would discipline a subordinate for inappropriate behavior.
23. Describe the (best/worst) manager you have ever had.
24. Describe the (best/worst) subordinate you have ever had.
25. Describe the ideal supervisor-subordinate relationship.
26. Describe the relationship that should exist between a supervisor and subordinates.
27. Describe the toughest (manager/subordinate) you have ever had.
28. Describe your approach to management or supervision.
29. Describe your management philosophy. Have your disappointments helped you improve yourself?
30. Do you consider yourself a leader or a follower? Why?
31. Do you have a unique approach to management or supervision?
32. Do you have job performance appraisals?
33. Do you have the attributes of a good manager?
34. Do you need direct supervision?
35. Do you publicly disagree with your supervisor?
36. Do you report to more than one supervisor?
37. Do you require close supervision?
38. Do you see yourself as more technically or management oriented?
39. Do you sometimes get flustered when working with supervisors?
40. Do you supervise others?

41. Do you think you have the personality to be a (manager/supervisor)?
42. Do you think you would make a good (manager/supervisor)? Why?
43. Do your subordinates come to you with personal problems?
44. Explain an instance when you used your leadership skills to solve a problem.
45. Explain how you have used your skills to resolve a conflict between your boss and a co-worker.
46. Explain how you have supervised others.
47. Explain how you have worked successfully with a team.
48. Explain how you motivate others to work more efficiently.
49. Have any employees you have mentored been promoted?
50. Have you ever had to make decisions when your supervisor was unavailable? Explain.
51. Have you had any supervisory experience? Explain.
52. Have you held any leadership responsibilities? Explain.
53. Have you mentored (anyone/a subordinate)?
54. Have you supervised any subordinates? Explain.
55. How closely are you supervised?
56. How closely do you supervise others?
57. How closely have your past supervisors managed you?
58. How closely would you supervise an employee who was having difficulty?
59. How did the employees you hired work out?
60. How did you get along with your last supervisor?
61. How did your boss rate your job performance?
62. How do you communicate with your subordinates?
63. How do you communicate with your superiors?
64. How do you delegate responsibility?
65. How do you establish rapport with your subordinates?
66. How do you establish rapport with your subordinates?
67. How do you feel your supervisor could have done a better job?
68. How do you get along with superiors?
69. How do you handle leadership?
70. How do you supervise your staff?
71. How do you think that supervisors and subordinates should act toward one another?
72. How do you think your boss or a co-worker would evaluate your current job performance?
73. How good are you at personnel management?
74. How have past managers gotten the best out of you?
75. How have you selected any subordinates you've had in the past two years?
76. How many employees do you supervise?
77. How many employees have you mentored?
78. How many immediate subordinates have you removed from their jobs recently?
79. How many levels of management did you interact with?
80. How many people are you comfortable supervising?
81. How would you characterize your leadership and use of authority?
82. How would you deal with a subordinate who violated a company policy?
83. How would you decide who to fire?
84. How would you define your management philosophy?
85. How would you discipline a subordinate?
86. How would you evaluate your present employer's weaknesses?
87. How would you go about creating a plan for your department if you were the boss?
88. How would you go about terminating an employee?
89. How would you handle a supervisor challenging one of your decisions?
90. How would you handle reporting to more than one supervisor?
91. How would you organize your staff if you managed this operation?
92. How would you typify your relationship with your former boss?
93. How would your subordinates describe you?
94. How would your supervisor describe your leadership abilities?

95. In relation to others, how do you view yourself on taking initiative?
96. In what respects have you improved as a supervisor in the past few years?
97. In what ways do your leadership skills show?
98. Tell about your leadership skills?
99. Tell me about a time where you had to stand firm and make a tough or unpopular decision in order to maintain the standards you had set.
100. Tell me about an experience where you had to manage people conflicts at work -- could you describe an incident like this?
101. Tell me about the best boss you've ever had.
102. Tell me about the worst boss you've ever had.
103. Tell me more than your resume does about managing our department -- for example, how do you handle acquisitions?
104. What are the most important attributes of a good manager?
105. What are the qualities that are most important to a manager?
106. What are you looking for in a supervisor?
107. What are your team-player attributes?
108. What challenges have you faced in a leadership position?
109. What did you dislike about your supervisor?
110. What do your subordinates consider your strengths?
111. What do your subordinates think of you?
112. What factors do you think have contributed to your effectiveness as a supervisor?
113. What is the title of the person who you report to, and what were his or her responsibilities?
114. What is your management philosophy?
115. What is your opinion of your current boss?
116. What is your opinion of your last boss?
117. What kind of boss do you prefer?
118. What kind of boss/supervisor do you prefer?
119. What leadership positions have you held?
120. What management positions have you held?
121. What organizational techniques do you use to manage your workload?
122. What qualities do you think a successful manager possesses?
123. What qualities make the best manager?
124. What qualities should a successful manager possess?
125. What quality should a successful manager possess?
126. What role do you take in a group situation? Give examples.
127. What steps would you take to terminate an employee who is not performing adequately?
128. What techniques do you use to motivate people?
129. What type of supervisor brings out the best performance in you?
130. What was the best boss you've ever had?
131. What was the worst boss you've ever had?
132. What would you look for in hiring people? For this job?
133. What would you say about a supervisor who was tough to work with?
134. What would you say about a supervisor who was unfair?
135. What would your former supervisor say about you?
136. What would your past supervisors tell me about you?

Personnel Selection: Interview Questions: Money

1. Are you willing to work overtime?
2. Are you able to accept a job paying less than you are currently making?
3. Are you able to work on commission?
4. Are you currently unemployed?
5. Are you 'under' employed?
6. Are you looking for a salary advancement?

7. Can you work overtime?
8. Do you feel that money is the most important aspect of a job?
9. Do you have a minimum salary for which you will work?
10. Have you had financial problems?
11. How do you live within your means?
12. How do you see your salary requirements changing in the near and far futures?
13. How important is money to you?
14. How important is overtime to you?
15. How much commissions do you receive?
16. How much compensation are you searching for?
17. How much compensation do you currently earn?
18. How much compensation do you (need/want)?
19. How much compensation will it take to get you here?
20. How much do you think you expect to be making in five years?
21. How much money do you currently make?
22. How much money do you hope to earn at age (30/35/40/45/..)?
23. How much money do you see yourself making in ten years?
24. How much money do you want to make?
25. How much money would you like to be earning?
26. How much of your current compensation is paid on commission?
27. How much overtime could you work?
28. I can imagine you must have a specific number in mind for salary in order for you to accept the position. What is it?
29. I understand your reluctance to commit to a salary estimate here, however I need to know what salary you are seeking in order to know if your salary is within our range.
30. Is money important to you?
31. Is there a particular benefit you want from (our/this) company?
32. Should your profession be higher paying?
33. This job might entail a cut in pay. Is this acceptable to you?
34. What amount of compensation are you seeking?
35. What are you earning now?
36. What are your current salary requirements?
37. What are your needs for salary?
38. What benefits are you looking for?
39. What do you expect to be earning in five years?
40. What do you think about working overtime?
41. What do you think would make a fair compensation package for this position?
42. What do you think your salary will be in five years?
43. What do you want in salary?
44. What increase in salary are you looking for?
45. What is your salary (history)?
46. What is your current salary (grade) range?
47. What kind of money do you need to make?
48. What kind of salary are you looking for?
49. What range of salary do you want?
50. What salary are you worth?
51. What salary do you (expect/need/desire)?
52. What salary were you thinking of for this position?
53. What type of salary are you worth, and why do you think so?
54. What types of benefits does your current employer offer?
55. What was your salary history (on your last job)?
56. What would be an adequate payment for your efforts?
57. Where are you in your current salary (grade) range?
58. Which is more important to you, the money or the type of job?

59. Who paid for your education?
60. Why are you willing to take a cut in pay?
61. Why do you think you deserve your current salary?
62. Would you be willing to work for less?
63. Would you select a job primarily on the basis of (compensation/money/benefits)?
64. Would you take a cut in salary to work here?

Personnel Selection: Interview Questions: Flexibility

1. After being with the same employer for so long, do you think that it might be difficult to start at a new job?
2. Can you forget your education and start from scratch?
3. Can you start in this new profession?
4. Can you work irregular hours?
5. Describe how your job changed.
6. Describe the biggest change you've brought to your present company?
7. Describe the changes that took place at your (previous/current) employer.
8. Describe the most difficult problem on your last job, and tell me how you overcame it.
9. Describe situations in which you had a variety of projects simultaneously.
10. Do you feel comfortable making procedural changes affecting your department?
11. Do you have a problem with irregular hours?
12. Do you have a problem with non-routine tasks?
13. Do you like routine work?
14. Do you think you've been with one company for too long?
15. Do you view job security as of prime importance?
16. Has your job changed as a result of re-organization? Please explain.
17. Have you been through a re-organization?
18. How do you cope with change?
19. How do you deal with surprises?
20. How do you handle change?
21. How have you handled difficult changes in your working situation in the past?
22. How have you responded to your greatest disappointments?
23. How important is job security to you?
24. How would you change your current working conditions?
25. How would you handle a decision for which no procedure existed?
26. If you could change something about this position, what would it be?
27. If you could change something in the course of your life, what would you change?
28. This is a much larger company than you've ever worked at. How do you feel about that?
29. This is a much smaller company than you've ever worked at. How do you feel about that?
30. What adjustments do you expect to make in this job since it is so different from your (previous/current) employment?
31. What are your opinions on the challenges facing our company?
32. What can you do to help adjust to a new job?
33. What changes do you see this industry making in order to stay competitive?
34. What changes would you make in your current job?
35. What do you do when starting a new job?
36. What happens when two priorities compete for your time?
37. What is the most difficult change you've encountered in your career?
38. What is the most difficult change you've faced in your career?
39. What job responsibilities would you like to avoid on a new job?
40. What major problem have you encountered and how did you deal with it?
41. What major problem have you encountered and how did you handle it?
42. What major problem have you encountered? How did you resolve it?
43. What problems do you have tolerating people different from you?
44. What will be the most difficult aspect of making the transition from college to your career? Why?

45. What will you do to compensate for your deficiencies?
46. What will you do to correct weaknesses?
47. What would you change about your current job or position?
48. What would you do to meet a deadline of a project?
49. Would you be happy in an entry-level job?
50. Would you consider a career change?
51. Would you prefer a large or a small company? Why?

Personnel Selection: Interview Questions: Organization

1. Are you a very organized person?
2. Are you systematic?
3. Describe your study habits.
4. Do you manage your time well?
5. Have you been in charge of budgeting, approving expenses, or monitoring departmental progress against financial goals?
6. Have you ever postponed a decision you wanted to make right away?
7. How do you determine your priorities?
8. How do you feel about your current employer?
9. How do you feel that you've improved your planning process in the last few years?
10. How do you fix unexpected problems?
11. How do you keep track of projects?
12. How do you organize your time?
13. How do you organize your workload -- could you describe it?
14. How do you plan for large projects?
15. How do you plan to achieve your career goals?
16. How do you plan to correct your weaknesses?
17. How do you plan to prevent from having your biggest failures again?
18. How do you plan your day?
19. How do you plan your week?
20. How do you prepare for major projects?
21. How do you prepare for speeches?
22. How do you usually plan your day?
23. How important are details?
24. How organized are you?
25. How would you change your planning for your future if you could?
26. Tell me about a time when you organized a project where your directions were vague?
27. Tell me about a time when you simplified or clarified a situation by putting your finger on the key issue.

Personnel Selection: Interview Questions: Personal Relations

1. Describe the ideal employee.
2. Describe the most difficult boss or co-worker you have ever worked with, and tell me how you coped with the situation.
3. Describe your best friend and what he or she does for a living. In what ways are you similar or different from your best friend?
4. How did you get along with your co-workers?
5. How do you deal with interpersonal conflict?
6. How do you deal with people at different levels?
7. How do you deal with rejection?
8. How do you handle people who are critical? (or How do you handle rejection?)
9. How do you interact with your superiors?
10. How do you resolve conflicts?

11. How have you developed your interpersonal skills? Are they good?
12. How have you ever embarrassed yourself?
13. How would you describe your character?
14. How would you handle a difficult situation with a co-worker?
15. How would you handle an angry co-worker?
16. How would you handle an angry customer?
17. How would you handle an angry supervisor?
18. How would you help a co-worker with a personal problem?
19. How would you work with someone you didn't like?
20. If you could change one thing about your personality, what would it be?
21. Is it an effort for you to be tolerant of persons with a background and interests different than your own?
22. Tell me about a particularly difficult or awkward conversation you needed to have with someone?
23. Tell me about a time where you had to stand firm and make a tough or unpopular decision in order to maintain the standards you had set.
24. Tell me about a time you used your spoken communication skills to get a point across.
25. What was a team project that you helped complete?
26. What's the toughest communication problem you faced?

Inspirations

27. How did your boss help you to be your best?
28. What's been the greatest influence on your career plans?
29. Which person has had the most influence on your life?
30. Who has been an inspiration to you?
31. Who or what has been the greatest single influence in your life?

Likeability

32. Do your subordinates come to you with personal problems?
33. How do you earn respect from co-workers?
34. How do you establish rapport with your subordinates?
35. How do you feel your subordinates would describe you as a communicator?
36. How do you get along with co-workers?
37. How do you get along with superiors?
38. How do you think a friend who knows you well would describe you?
39. How do you think your co-workers would describe you?
40. How do you think your friends would describe you?
41. How would a close friend or professor describe you?
42. How would one of your friends describe you?
43. How would others describe you as an individual?
44. How would someone you work with describe you?
45. How would you be described by your best friend?
46. How would your best friend describe you?
47. How would your co-workers describe you?
48. How would your supervisor describe you?
49. If a friend or professor were asked to describe you, what would he/she say?
50. The successful candidate for this position will be working with some highly trained individuals who have been here for a long time. How will you fit in?
51. What would your references say about you?
52. When have your associates relied upon you?

Views of Others

53. Are you a trusting person, or do you reserve judgment?

54. Do you feel comfortable asking for help?
55. Do you get along with co-workers?
56. Do you get along with people that you've supervised?
57. Do you interact well with people?
58. Do you trust your co-workers' advice?
59. Have you ever worked with someone you didn't like?
60. Have you had problems getting along with others?
61. How do you get information from a co-worker?
62. How do you show interest in your co-workers?
63. How tolerant are you of others' opinions?
64. How well do you cooperate?
65. How well have you gotten along with co-workers before?
66. How would you describe your relationship with your last few supervisors?
67. How would you evaluate my interviewing skills?
68. How would you react to a situation in which a fellow employee confided in you that he was stealing from the company? (situational)
69. What did you like most, least about your co-workers?
70. What did you like most, least about your last boss?
71. What did you like most, least about your last job?
72. What events have shaped your approach in dealing with people?

Perceptiveness

73. Do you know what postures people take if they agree with you?
74. Do you know what postures people take if they don't like your ideas?
75. What has been the biggest criticism of you?
76. What have you been most frequently criticized for?
77. What types of things make you angry?

Preferences

78. Can you work alone?
79. Do you like to work alone or with others?
80. Do you prefer to work alone or with others?
81. Do you prefer working with others or by yourself?
82. How well do you interact with your co-workers?
83. What kind of people do you find it difficult to work with?
84. What kind of people do you find it most difficult to get along with?
85. What kinds of people do you have problems working with?
86. What kinds of people do you like working with?

Success

87. Have you successfully dealt with difficult people?
88. How do you think others view the results of your work?
89. What was the most successful team project you worked on? What were your duties?

Ability to Persuade

90. How do you influence someone to agree with your ideas?
91. How do you persuade people to your point of view?

Personal Conflicts

92. In the past, how have you dealt with co-workers who have disagreed with you?
93. Tell me about a conflict with a co-worker, and how you resolved it.
94. Tell me about the time when someone has lost his/her temper at you in a business environment.
95. Tell me about your last situation with an unhappy customer? What did you do?
96. What do you do when you know that you are right and others don't agree with you?
97. What do you do when you're having a problem with a co-worker?
98. What is the toughest situation you've faced?
99. What type of people find it hard to get along with you?
100. What types of people seem to rub you the wrong way?
101. What would you do if some team members weren't doing their share of the work?

Personnel Selection: Interview Questions: Qualifications

1. Are there reasons I should hire you over another candidate?
2. Are you an analytical person?
3. Are you (certified/licensed) in (____)?
4. Are you overqualified for this position?
5. Are you overqualified for your current position?
6. Are you very qualified in finances?
7. Can you think analytically?
8. Can you think logically?
9. Can you think strategically?
10. Can you think tactically?
11. Could you give me three reasons why you're better than the other candidates?
12. Describe what types of software packages you feel comfortable using. (competencies)
13. Describe one reason I should hire you over a more qualified candidate?
14. Do you feel qualified to be successful in your position?
15. Do you have experience with some of the greatest challenges that this industry faces?
16. Do you have the professional license the position requires?
17. Do you speak a foreign language?
18. Doesn't this job represent a step down from the level of work you have been doing?
19. Don't you think you're overqualified for this position?
20. I don't think you are suitable for this job. What could you add to convince me to hire you?
21. Has your work experience prepared you for this position?
22. Have you ever been overqualified for a position?
23. Have you ever been underqualified for a position?
24. Have you performed a job in which you were overqualified?
25. How are your computer skills?
26. How are your verbal skills?
27. How are your writing skills?
28. How has your education prepared you for this position?
29. How much do you know about this job?
30. How would you compare your tactical thinking to your strategic thinking?
31. How would you compare your verbal and writing skills?
32. How would you compare your written skills to your verbal skills?
33. I noticed you have a Master's -- do you think people with Master's degrees are as smart as we're led to believe?
34. I see in your resume just the bare minimum of qualifications for this position-- why should I hire you?
35. If you were hiring a person for this position, what qualities would you look for in an applicant?
36. If you were hiring for this position, what would you be looking for?
37. If you were hiring, what type of person would you want to fill this position?
38. Should we consider your grades?
39. Tell me your (specific) qualifications that make you the best candidate for this job.
40. What are the most important attributes for this position?
41. What are there reasons I should hire you over another candidate?

42. What are the skills you need to work on most?
43. What are your best skills?
44. What are your most outstanding traits?
45. What are your most significant strengths?
46. What are your most significant weaknesses?
47. What are your own special abilities?
48. What are your qualifications (for this position)?
49. What are your specific strengths and weaknesses?
50. What are your strengths?
51. What certifications do you have?
52. What characteristics do you look for in hiring?
53. What characteristics do you think a person must have to be successful in your field?
54. What computer skills do you have?
55. What do you consider to be your outstanding job-related personal strengths?
56. What do you feel makes you qualified for this job?
57. What does it take to be professional?
58. What is your proficiency in ___?
59. What kind of experience do you have for this job?
60. What licenses do you have?
61. What makes you qualified for this job?
62. What outstanding traits or talents do you feel you bring to the position for which you are applying?
63. What parts of the job do you feel less qualified for?
64. What personal attributes do you have for success in your field?
65. What personal attributes do you need for success in your field?
66. What qualifications do you have that make you feel that you will be successful in your field?
67. What qualifications do you have that make you feel you would be successful in your chosen field?
68. What qualifications do you have that make you think that you will be successful in business?
69. What qualifications do you have that make you think you will be successful in your career?
70. What qualifications do you have that make you think you will be successful?
71. What skills are most important in the type of work you are seeking?
72. What skills are you lacking?
73. What skills do you have that match this job?
74. What skills do you most need to develop?
75. What skills do you need to develop for this job?
76. What skills do you need to develop to continue working in your (previous/current)?
77. What skills do you think the ideal candidate for this position should have?
78. What skills do you think this position requires?
79. What skills do you think you need to improve?
80. What special characteristics should I consider about you?
81. What special qualifications (for this position) did you earn in school?
82. What special qualifications do you have (for this position)?
83. What things that you learned in school can be used on this job?
84. What types of positions are you best qualified for?
85. What would you say is your strongest quality?
86. Which languages are you fluent in?
87. Which qualities do you think are the most important in determining who we would hire for this position?
88. Why are you a strong applicant for this position?
89. Why are you the best candidate for the job?
90. Why are you the best person for the position?
91. Why do you believe you are qualified for the position?
92. Why do you feel qualified to work here?
93. Why do you feel qualified to work in this profession?
94. Why do you feel that you can be successful in this position?
95. Why do you feel that you are qualified for this job?

96. Why do you think you are suitable for this (job/line of work)?
97. Will you have the kind of time this position needs to be effective?
98. You've had little experience in this field. How do you intend to learn?

Personnel Selection: Interview Questions: Others over Self

1. Are you eager to please?
2. Have you ever put your own needs aside to help a co-worker?
3. Have you turned down a bonus?
4. Have you turned down a salary increase?
5. Have you turned down a service award?
6. How will you handle the least exciting or least pleasant tasks that are part of this job?
7. How would you complete an assignment that you resent doing?
8. Will you have the kind of time this position needs to be effective?

Personnel Selection: Interview Questions: Progression

1. How did you move up within the company?
2. How do you feel about your career progress?
3. How far do you expect to advance with your current company?
4. How has your job changed since you first joined the company?
5. How has your job prepared you to take on greater responsibility?
6. How would you determine progress in a good company?
7. If your job description was changed after we hired you, how would you respond?
8. In what ways has your job changed since you began it?
9. What do you know about the opportunities in the field for which you are trained?
10. What do you see as your optimal career path?
11. What do you think determines a person's progress in a good company?
12. What job in our company do you want to work toward?
13. What kind of responsibilities would you like to see added to those you have in your next job?
14. When would you expect a promotion?
15. Which do you consider more valuable, a high salary or job recognition and advancement?
16. Which do you want more now, career growth or a change of pace?
17. Why have you been at the same company with no raise or promotion?
18. Your history of promotions and salary increases is good. Will they be surprised that you're leaving?

Personnel Selection: Interview Questions: Travel/Location

1. Are you able to travel (long distances)?
2. Are you able to relocate?
3. Are you willing to travel (or relocate) to where the company needs to send you?
4. Are you willing and able to relocate?
5. Are you willing and able to travel?
6. Are you willing to relocate or travel?
7. Are you willing to relocate to another city?
8. Are you willing to relocate to another country?
9. Are you willing to relocate to another state?
10. Are you willing to relocate?
11. Are you willing to travel?
12. Did you have any trouble finding us?
13. Do you have a geographical preference? Why?
14. Do you have a reliable source of transportation?
15. Do you have any geographical restrictions?

16. Do you like to travel on the job?
17. Do you like to travel?
18. Do you need assistance with relocation?
19. Do you prefer any geographic location? Why?
20. Do you prefer any specific geographic location? Why?
21. Does relocation bother you?
22. Does travel bother you?
23. Have you ever traveled by airplane?
24. How do you feel about traveling?
25. How does your family feel about your traveling? (Must be asked of applicants of both sexes.)
26. How far do you live from here?
27. How important is job location to you?
28. How long have you lived in (___ your current city)?
29. How many days per month are you able to travel?
30. How many days per week are you willing to travel?
31. Is there a particular section of the country that you'd like to live and work?
32. What constraints do you have about relocation?
33. What geographic location would you prefer? Why?
34. What size of city do you prefer?
35. What was the reason you relocated?
36. When was the last time you moved?
37. Why do you think you might like to live in a community in which our company is located?
38. Will you relocate?
39. Would you relocate if necessary? If not, why not?

Personnel Selection: Interview Questions: Analytical Thinking

1. Are you an analytical type of person? If so, explain.
2. Describe a difficult problem you solved.
3. Describe a problem in which you might use (algebra/trigonometry/calculus/statistics)?
4. Describe a situation in which you would utilize computers.
5. Describe a time you had a problem with decisiveness.
6. Describe a time you had to make a quick decision.
7. Describe how you solve difficult problems.
8. Describe how you use computers.
9. Describe the most common problems you encounter at your (previous/current) job.
10. Describe your problem solving skills.
11. Do you consider yourself analytical?
12. Do you have an analytical mind?
13. Do you use computers to solve problems?
14. Have you used (algebra/trigonometry/calculus/statistics) at work? If so, what was the problem you were solving?
15. Have you used computers to assist you in solving problems? If so, how?
16. Have you worked in a group to solve a problem? If so, what role did you play?
17. Have you worked under multiple deadlines? If so, what did you do?
18. How do you analyze problems?
19. How do you feel you have improved your planning process in the last few years?
20. How do you fix unexpected problems?
21. How do you identify potential problems before they occur?
22. How do you make decisions?
23. How do you make important decisions?
24. How do you solve problems?
25. How often do you use computers at work?
26. How would you predict a product's success?

27. Under what circumstances do you typically make mistakes?
28. What decisions are difficult for you?
29. What decisions did you handle in your last job?
30. What difficult decisions have you made?
31. What do you believe to be the prime factor that allows people to succeed in business today?
32. What do you do when faced with an important decision?
33. What do you do when you have difficulty solving a problem?
34. What do you do when you're stuck on a problem?
35. What does it mean if an account is out of balance?
36. What does it mean if you have spent more than you have encumbered?
37. What errors have you made in your work?
38. What factors would you use to predict a product's performance in the marketplace?
39. What happens when two priorities compete for your time?
40. What has been the most difficult decision you've had to make in the last 3 years?
41. What is the difference between quantitative and qualitative analysis?
42. What is the toughest problem you've ever solved?
43. What judgmental errors have you made?
44. What personnel crises have you dealt with in your job?
45. What plan of action do you take when facing a problem?
46. What problems have you seen team-based companies face?
47. What types of decisions are easiest for you to make and which ones do you find most difficult?
48. When do you decide to stop working on a difficult problem?
49. When was the last time you used a spreadsheet?
50. Who are our competitors?

Personnel Selection: Interview Questions: Benefit to Company

1. Do you feel the contributions you made to your last employer were of great benefit?
2. How can you contribute to our organization [company]?
3. How can you contribute to this company?
4. How could you contribute to our company?
5. How did the risks you took affect your company?
6. How long are you going to stay with the company?
7. How long would it take you to make a contribution to our company?
8. How long would it take you to start contributing to our company?
9. How much business will you attract to our company in the next months/years?
10. How would we benefit if we hired you?
11. In what ways do you think you can make a contribution to our company?
12. In what ways do your think you can make a contribution to our company?
13. What can you bring to this company?
14. What can you do for our company?
15. What can you do for us that no one else can?
16. What can you do for us that the other applicants cannot?
17. What contribution can you make for us?
18. What did you do particularly well in your last job?
19. What did you spend most of your time doing in your last job?
20. What kind of contribution would you make?
21. What skills do you bring to us and how can you put them to work?
22. What specific ways can our company benefit from hiring you?
23. Why should I/we consider you?
24. Why should I/we hire an outsider like you?
25. Why should I/we hire you for the position?
26. Why should I/we hire you?
27. Why would you be an asset to our company?

Personnel Selection: Interview Questions: Difficult Questions

1. Do you remember what new products I told you we were working on?
2. Have you ever been in the position to fire anyone? Why did you fire that person?
3. Have you ever received a grade lower than expected? What did you do about it?
4. How do you deal with pressure situations?
5. How do you deal with surprises?
6. How do you deal with tension?
7. How well do you work under a deadline?
8. How well do you work under pressure?
9. Is there anything you haven't revealed that would affect our decision?
10. Tell me about a time you had a problem with decisiveness.
11. What are some things you had planned to accomplish that were not carried out?
12. What are your pet peeves?
13. What do you least like about writing a term paper?
14. What is your biggest professional challenge?
15. What job experiences have angered you?
16. What mistakes might we make in hiring you?
17. What types of things make you angry?
18. Why aren't you making more money with all this background?
19. Why do you want to work in a job for which you are overqualified?
20. Why is your grade point average so low?
21. Why were you in school for so long?
22. You've been with your current employer for a very short time. Is this an indication that you'll be moving around a lot throughout your career?
23. You've changed jobs quite frequently, what assurances do we have that you will stay with us?

Terminated/Fired

24. Have you been asked to resign?
25. Have you ever been asked to resign?
26. Have you ever been demoted?
27. Have you ever been denied a promotion?
28. Have you ever been fired for reasons that seem unfair?
29. Have you ever been fired?
30. Have you ever been laid off?
31. Have you ever been rejected?
32. Have you ever been turned down for a promotion?
33. Have you ever laid off anyone?
34. What did you do during the gap in your employment history?
35. Why did you leave your last job?
36. Why did you leave your last job? or Why do you want to leave your current job?
37. Why do you want to leave your current employer so soon?
38. Why do you want to leave your job if you like it so much?
39. Why have you been out of work for so long?
40. Why haven't you accepted a job yet?
41. Why haven't you been hired yet?
42. Why haven't you found work yet?
43. Why is there a large gap in your employment history?
44. Why were you let go?

Poor Evaluations

45. How was your last performance review?
46. How were you evaluated in your last job?
47. What were the results of your last performance appraisal?
48. What's the biggest mistake you can recall making?

Dislikes Others

49. Have you ever had a communication- problem with anyone?
50. Have you ever lost your temper?
51. Have you ever openly criticized someone else?
52. Have you ever worked with someone you didn't like?
53. In the past, how have you dealt with co-workers who have disagreed with you?
54. Tell me about the last time you got angry on the job.
55. Tell me about the time when someone has lost his/her temper at you in a business environment.
56. Tell me about your last situation with an unhappy customer? What did you do?
57. What bothers you?
58. What did you dislike about your previous company?
59. What did you dislike about your supervisor?
60. What did you dislike most about your previous job?
61. What kinds of people do you have problems working with?
62. What types of people seem to rub you the wrong way?

Illegal/Immoral Dilemmas

63. Did your former employer have any policies that you consider unfair?
64. Have you ever been discriminated against or treated unfairly?
65. Have you ever intentionally deceived someone?
66. Have you ever used drugs?
67. How did you resolve the last moral dilemma you solved?
68. How do you react when your honesty is questioned?
69. How would you deal with a subordinate who violated a company policy?
70. How would you react to a situation in which a fellow employee confided in you that he was stealing from the company? (situational)
71. Tell me about a time when you felt it might be justifiable to break company procedure.
72. To what extreme do you use liquor?
73. Would you be willing to take a drug test?
74. Would you submit to a drug test?

Failures

75. Can you give me an example of one of your failures?
76. Did you have any problems in your previous jobs?
77. Have you ever been put on the spot by a professor when you felt unsure of yourself? How did you respond?
78. Have you ever been turned down for a salary increase?
79. Have you ever missed a deadline?
80. How do you deal with failure?
81. How often do you miss deadlines?
82. Tell me about a situation that you just couldn't handle.
83. Tell me about a situation when miscommunication created a problem on the job.
84. Tell me about something in your last job that you're not proud of.
85. What are your biggest failures in relation to your career?
86. What are your weaknesses a person?
87. What are your weaknesses as an employee?
88. What are your weaknesses?

89. What have been your greatest disappointments?
90. What have you done that you regret?
91. What was the greatest disappointment in your last job?
92. What was the worst mistake you made at work? How did that affect the company?
93. What were your biggest failures?

Disagreements with Supervisor

94. Have you ever had a demanding supervisor?
95. Tell me about the worst boss you've ever had.
96. What are some areas you disagreed with your supervisor?
97. What would you say about a supervisor who was tough to work with?
98. What would you say about a supervisor who was unfair?

Accepts Criticisms

99. Did you ever have a customer get mad at something that wasn't your fault?
100. Have you ever been openly criticized?
101. Have you ever been reprimanded?
102. How do you deal with rejection?
103. How do you handle people who are critical? (or How do you handle rejection?)
104. What has been the biggest criticism of you?
105. What have you been most frequently criticized for?
106. What would you say if I said your presentation was awful?
107. When has your work been criticized?

Areas of Weaknesses

108. What about your performance do your bosses tend to criticize most?
109. What are some problems you found in your job?
110. What decisions are difficult for you?
111. What difficult problems have you dealt with?
112. What do you think are the biggest challenges you'll face in this position?
113. What do you worry about?
114. What do your subordinates consider your weaknesses?
115. What duties did you find the most troublesome?
116. What is your greatest weakness?
117. What is your worst personality trait?

Personnel Selection: Interview Questions: Self

1. Are you a good loser?
2. Are you a happy person?
3. Are you familiar with 'body language'?
4. Do you have any questions we can address?
5. Do you have any questions?
6. From where did you receive your most practical experience?
7. Give me a little bit of your background.
8. Give me three words that describe you.
9. How did you like your last employer?
10. How do you handle change?
11. How do you handle compliments?
12. How do you handle conflicts?

13. How do you handle criticism?
14. How do you handle directions?
15. How would you describe yourself as an individual?
16. How would you describe yourself?
17. Tell me about the project your resume mentions in your last job.
18. Tell me about your experience in the armed forces.
19. Tell me about your work experience.
20. Were you in the military?
21. What are some of your weaknesses, things you're still working on?
22. What have you done to make yourself more effective in your present job?
23. Who are you?

Motivations

24. Are you competitive?
25. Have you done your best?
26. What in your life has given you the most satisfaction?
27. What is your biggest professional challenge?
28. What is your energy level?
29. What makes you put forth your greatest effort?
30. What rewards do you expect from your career?
31. What types of situations really depress you?
32. Which would you prefer: excellent pay or job satisfaction?
33. Why did you select the major that you did?
34. Will you be comfortable with us?

Self Esteem

35. Do you think you're unique?
36. How would you rate yourself on a scale of one to ten?
37. What are your greatest strengths and weaknesses and how will they affect your performance here?
38. What are your greatest strengths as an employee?
39. What are your greatest weaknesses?
40. What do you consider to be your greatest asset?
41. What makes you unique?
42. Why are you better than your co-workers?

Introspection

43. Describe your greatest strength.
44. Describe your personality.
45. Describe yourself.
46. Do you classify yourself as a risk-taker?
47. Do you consider yourself a professional?
48. Do you consider yourself competitive?
49. Do you consider yourself intelligent?
50. Do you consider yourself to be a smart person?
51. Do you feel comfortable operating a budget?
52. Do you see yourself as predictable?
53. Explain your greatest weakness.
54. If you could improve two things about yourself, what would they be?
55. If you start Monday on a self-improvement course, what one area would you like to improve?
56. Now, tell me a little about yourself. Is there anything else I should know about you?
57. Tell me a little about yourself? . . .

58. Tell me about yourself.
59. What are the aspects that you would like to further improve on yourself?
60. What are your working methods?
61. What criticism of you has helped you the most? Who was it from?
62. What did you learn about yourself in _____ class?
63. What do you consider to be your greatest strengths and weaknesses?
64. What do you consider to be your major strengths and weaknesses?
65. What do you consider your greatest strengths? Weaknesses?
66. What do you perceive as an area that could use some improvement? (or, What is a quality that is not your best?)
67. What do you see as some of your most pressing developmental needs?
68. What do you think is your biggest weakness in this position?
69. What is your best personality trait?
70. What is your best quality?
71. What is your biggest strength?
72. What is your biggest weakness?
73. What is your greatest weakness?
74. What is your major weakness?
75. What were the key strengths and weaknesses mentioned by your boss?

Personnel Selection: Interview Questions: Stress/Environment

1. Can you work under pressure?
2. Did you ever have a customer get mad at something that wasn't your fault?
3. Do you have experience working under strict time limits?
4. Do you work well in pressure situations?
5. Do you work well under pressure?
6. Does your present job have a lot of pressure?
7. Have you any experience working to meet deadlines?
8. Have you ever worked in a place where it seemed to be just one crisis after another?
9. How do you cope with stress on the job?
10. How do you deal with tension?
11. How do you work under pressure?
12. How effective are you under pressure?
13. How well do you work under a deadline?
14. How well do you work under pressure?
15. How would you clarify an unclear assignment?
16. "If you had a project due and a co-worker wanted to talk about something else, what would you do?"
17. "In what kind of a work environment are you most comfortable: structured, unstructured, etc.?"
18. In what kind of work environment are you most comfortable?
19. In what ways do you deal with criticism?
20. Is there a lot of pressure in your current job?
21. Tell me about a time when you were assigned an unwelcome job. What did you do?
22. Think of a particularly hectic day. How did you handle it?
23. Under what type of conditions have you been most successful at any project?
24. What do you find frustrating?
25. What do you find tough to do?
26. What happens when two priorities compete for your time?
27. What has been the most difficult decision you've had to make in the last 3 years?
28. What has been the most difficult situation you've had to deal with? How did you handle it?
29. What is your definition of stress?
30. What major problem have you encountered and how did you deal with it?
31. What major problem have you encountered and how did you handle it?
32. What major problem have you encountered? How did you resolve it?
33. What methods do you employ to overcome challenges?

34. What part of your workload do you find most challenging?
35. What pressure situations have you been involved with?
36. What tense experiences have you had on the job?
37. What was the environment at your last job like?
38. What was the most frustrating thing about your last job?