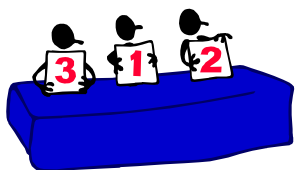
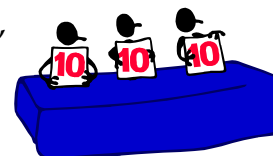


Appendix 10a Sample Interview Questions

Practice Makes Pretty Good



You will benefit from taking a few hours to practice answers to the following interview questions, from *Sweaty Palms*, the premier book on interviewing. You do not want to come across as having memorized the answers, because this would make the interviewer feel that you were not listening to the questions, and that you were not emotionally present. However, everyone benefits from interview coaching. Take the nine areas that interviewers think about, and practice guiding your answers so that you come across in these lights.



1. Beginning with your move into your first supervisory job, would you tell me briefly why each change was made?
2. Referring to your most recent position, what would you say are some of your more important accomplishments? I'd be interested in operating results and any other accomplishments you consider important (Probe four or five accomplishments. Get specific data.)
3. Considering these accomplishments, what are some of the reasons for your success?
4. Were there any unusual difficulties you had to overcome in getting these accomplishments?
5. What two or three things do you feel you have learned on this job?
6. What did you particularly like about the position?
7. There are always a few negatives about a position. What would you say you liked least about the position?
8. What responsibilities or results have not come up to your expectations? I'd be interested in things you had hoped and planned to accomplish which were not done. I sometimes call them disappointments. (Push for several specific answers.)
9. What are some of the reasons for this?
10. I'm interested in how you do your planning. What planning processes have you found useful, and how do you go about them?
11. In what way do you feel you have improved in your planning in the last years?
12. What are some examples of important types of decisions or recommendations you are called upon to make?
13. Would you describe how you went about making these types of decisions or recommendations? With whom did you talk, and so forth?
14. What decisions are easiest for you to make and which ones are more difficult?

Appendix 10a: Sample Interview Questions

15. Most of us can think of an important decision which we would make quite differently if we made it again. Any examples from your experience? Probe: What's the biggest mistake you can recall?
16. Most of us improve in our decision-making ability as we get greater experience. In what respects do you feel you have improved in your decision making?
17. What has been your experience with major expansions or reductions in force? (Explore for details.)
18. How many immediate subordinates have you selected in the past two years? How did you go about it? Any surprises or disappointments?
19. How many immediate subordinates have you removed from their jobs in the last few years? Any contemplated? One example of how you went about it.
20. How do you feel your subordinates would describe you as a delegator? Any deliberate tactics you use?
21. Some managers keep a very close check on their organization. Others use a loose rein. What pattern do you follow? How has it changed in the last few years?
22. What has been the most important surprise you have received from something getting out of control? Why did it happen?
23. Let's talk about standards of performance. How would you describe your own? What would your subordinates say? What would your boss say?
24. Sometimes it is necessary to issue an edict to an individual or the entire staff. Do you have any recent examples of edicts you have issued? Probe: Reasons? Results?
25. What things do you think contribute to your effectiveness as a supervisor?
26. Form an opposite viewpoint, what do you think might interfere with your effectiveness as a supervisor?
27. In what respects do you feel you have improved most as a supervisor during the last few years?
28. What kind of supervisor gets the best performance out of you?
29. Some managers are quite deliberate about such things as communications, development, and motivation. Do you have any examples of how you do this?
30. What have you done about your own development in the last few years?
31. Would you describe your relationship with your last three supervisors?
32. Considering your relationships both inside and outside the company, would you give me an example of how you have been particularly effective in relating with others?
33. Would you also give me an example of how you might not have been particularly effective in relating with others?
34. Some people are short-fused and impatient in their reactions. How would you describe yourself?

Appendix 10a: Sample Interview Questions

35. Most of us can look back upon a new idea, a new project, or an innovation we feel proud introducing. Would you describe one or two such innovations you are particularly proud of?
36. How do you feel about your progress (career-wise) to date?
37. What are your aspirations for the future? Have these changed?
38. We sometimes compare the assets and limitations of our products with competition. Let's do a related thing with your career. Thinking of your competition for jobs to which you aspire, what would you say are your limitations? (Get three or more assets and three or more limitations.)

General Questions

Tell me about yourself.

What was your favorite subject in school? Why?

What was your least favorite subject in school? Why?

What were your grades/class standing?

Why did you go to the school you attended?

How did you choose your major/course of study?

What extra-curricular activities did you participate in school?

Did you have a favorite teacher?

Why did you like this teacher better than anyone else?

What have you accomplished so far in life?

What have you done of which you're most proud? Why?

What's your best asset?

What's your biggest weakness?

Have you ever been arrested?

have you ever been convicted of a crime?

How do you get along with people?

What are your outside interests/activities?

Do they interfere with your job?

Have you ever told a lie? Explain.

Why do you want to work for us?

How would you handle an irate/irrational customer?

What is a good (whatever job you're applying for, e.g., manager)?

What's the most difficult task you've ever undertaken? How did it work out?

What can you do for us?

Why should we hire you?

What can I do for you?

Why do you feel you are qualified for this job?

Does your present employer know you're interviewing for another job?

Appendix 10a: Sample Interview Questions

Why do you want to change jobs?

Did you have any problems in any of your previous jobs?

What do you think you'll be doing in ten years?

What would you like to be doing in ten years?

What do you want to accomplish in life?

If money were not a consideration, what would you want to do?

Do you consider yourself a professional? Why (not)?

Who/what has been the greatest influence in your life? Why?

How do you get along with your parents?

Do you prefer one of your parents over the other? Why?

Have you ever been fired?

Will you submit to a drug/blood test?

Do you think there's any correlation between grades in school and success on the job?

Who paid for your education?

If you were starting over again right now, what would you do?

How old are you?

Is there anything you haven't revealed, either in this interview or on your resume, that would affect our decision?

Have you had any other interviews? With whom?

What did you do to prepare for this interview?

Have you ever been rejected? How did you react/handle it?

Have you ever been passed over for promotion? How did you react/handle it?

How much money are you making now?

How much money do you want?

How much money do you think you'll be making in five years

What did your father do?

Is your private life happy? Why (not)?

Appendix 10b: Sample Application for Employment

The following is a sample application form that you can use to fill out and bring along with you to the interview so that you will have all necessary information at your fingertips.

APPLICATION FOR EMPLOYMENT

Personal Information

Social Security Number _____ Application Date _____
Last Name _____ First Name _____ Middle Initial _____
Telephone Number _____
Permanent Address No. and Street _____
City _____ State _____ Zip Code _____
If you are not a citizen of the United States, please indicate your authorization.
Military Service Status _____ Draft Status _____

Employment Desired

Date You Can Start _____ Salary Desired _____
Position applied for: _____
Are you currently employed? _____ May we contact your present employer? _____
If you have applied to this company before, please indicate where and when. _____

If you have relative employed by the company please give their name(s) _____

If you ever worked for this company before, please indicate when and position held.
Do you seek full or part time, salary or hourly employment?
preferred.
Do you have special skills, experience or qualifications? _____
Do you have any physical limitations which would hinder your performance in the
position applied for?

Previous Employment

Please list most recent employment full or part time:

Name and Location _____

From _____

To _____
Reason for leaving _____

Name and Location _____

From _____
To _____
Reason for leaving _____

Name and Location _____

From _____
To _____
Reason for leaving _____

Please Explain any Gap in employment history: _____

Educational History

*For Each School Please Include: Name and Location of School Years Attended
Date Graduated Subjects Studied/Major*

Grammar School _____

High School _____

College _____

Trade School _____

Business School _____

Professional School _____

Languages spoken _____

Personal References

Please list 3 non-relatives whom you have known for more than one year.

Name and Address	Telephone	Relationship	Year(s) known

In case of Emergency NOTIFY:

Name and Address	Telephone

I authorize investigation of all statements contained in the application. I understand that misrepresentation or omission of facts called for is cause for dismissal. Further, I understand and agree that my employment is for no scheduled period and may, regardless of the date of payment of my wages and salary, be terminated at any time without any previous notice.

Date: _____ Signature: _____

*The civil rights act of 1964 prohibits discrimination in employment because of race, color, religion, sex, or national origin. Some states prohibit discrimination because of age. The State Discrimination in Employment Act of 1967 prohibits discrimination on the basis of age with respect to individuals who are at least 40 but not more than 70 years of age.

DO NOT WRITE BELOW THIS LINE

Interviewed By _____ Interview Date _____

Remarks

Neatness _____

Character _____

Personality _____

Appendix 10a: Sample Interview Questions