

Sample Interview Questions

Accomplishments / Results

- Please describe the professional accomplishment of which you are most proud.
- Have you ever accomplished something professionally that others doubted you could? If so, please describe your accomplishment.
- Please describe a time when you were *not* able to complete a project or accomplish a goal.
- Describe a recent situation in which you did not handle an assignment as well as you would have liked.
- Please describe some things you've done while in your current position [or most recent position] to improve performance, quality, customer satisfaction, or reduce costs.
- Please describe your most significant achievements while in your current position.
- Please describe the most significant results you have achieved during the past 12 months.
- What professional objectives did you establish for yourself this year? Which have you accomplished?
- What goals did your manager set for you this year? What progress have you made toward achieving these goals?

Adaptability

- Describe a time when your manager's priorities did not match your own. How did you handle the situation?
- Describe a situation in which you were given an assignment that you thought would be a waste of your time to complete. What did you do?
- Have you ever been told you could not implement an idea you thought was very good? How did you react?
- Describe a major organizational or policy change that occurred at your previous place of employment. What did you think of this change?
- Please describe a stressful situation you encountered in the workplace, and how you handled it.

Budget / Resource Management

- Are you responsible for managing a budget in your current position? If so, what processes have you put in place to assure expenditures don't exceed budgeted levels?
- What have you done in previous positions to keep expenditures within budget?
- Describe steps you have taken to complete projects on time and within budget?
- Describe some steps you have taken to reduce costs on the job.
- Describe any steps you have taken to maximize the productivity of your department.

Commitment to a Diverse Work Environment

- Do you prefer to work with those who have similar ideas and backgrounds as you, or with those who are quite different? Why?
- As a manager, what have you done to encourage diversity of opinions among your staff members?
- Have you ever heard a co-worker make an inappropriate comment or joke in the workplace? If so, what did you do?

- As a manager, what have you done to create a work environment that is welcoming to diverse individuals?
- What have you done to recruit employment candidates from diverse backgrounds?

Commitment to Professional Development

- What have you done to stay informed of developments within your field?
- What have you done over the last year to develop your professional skills?
- What professional conferences, meetings, or training have you attended over the past year?
- What strategies do you use to stay informed of best practices in your field?

Conflict Management

- Please describe a conflict with a co-worker, and what you did to address the conflict.
- Tell me about a difficult internal or external customer with whom you had to interact. How did you handle the situation?
- Have you ever had to work with someone who was uncooperative or difficult? If so, what did you learn from the experience?
- Describe a time when you got angry at work.

Customer Focus

- Please describe how you've used the input of colleagues or customers to make an improvement.
- Please explain how, in your current job, you've addressed an internal or external customer's need?
- What have you done in previous jobs to assess your internal or external customers' expectations?
- In your current position, who are your internal customers and what things have you done to provide good customer service?
- Describe a situation in which you had to balance the needs of a diverse constituency.

Decision Making / Problem Solving

- Please describe a time when your manager was not available and you had to make a decision independently.
- What process do you use to make decisions when there is no clear right or wrong answer?
- Would you please describe a difficult work-related decision you've made recently, and the outcome of your decision?
- Have you ever made an unpopular decision? If so, please describe your reasons for making this decision.
- Please describe a risky decision you've made on the job.
- Describe a time when you had to "think on your feet" or make a quick decision. What was the outcome of your decision?
- What kinds of decisions do you make in your current position without first consulting your manager?
- Please describe the last risk you took in the workplace, and the outcome.
- Describe a complex problem you solved.
- Do you use a particular method for solving problems? If so, please describe your

method.

- Describe the types of problems you routinely encountered on your last [current] job. How did you handle them?
- When solving problems, do you rely more on facts or your "gut feelings"? Why?

Engagement

- Why do you want to become part of the Franklin & Marshall community?
- What first interested you about employment at Franklin & Marshall?
- What contributions do you think you will make to the campus community?
- What do you think you will enjoy about working at Franklin & Marshall?
- Why do you want to work at an institution of higher education?

Fit / Work Style

- Do you prefer to work independently or as part of a group? Why?
- Describe the characteristics of the manager you have most enjoyed working for. Least enjoyed.
- Describe the type of co-worker you most enjoy working with. Least enjoy working with.
- Do you prefer to be given detailed instructions for completing work assignments, or do you prefer to figure things out on your own?
- Do you prefer a more relaxed, casual business environment or a formal, "all-business" working environment?
- What are your typical work hours on your current job?
- Are you able to work occasional weekend and evening hours?
- What type of work do you find most rewarding? Most frustrating?

Fit with Franklin & Marshall

- In your opinion, what is the value of a liberal arts education?
- What role can the individual in the position we have available play in helping our College mission come to life?
- What role do you think the individual in the position we have available should play in educating Franklin & Marshall students?
- What interests you about working on a college campus?
- Please describe your preferred working environment.
- What do you hope to gain by joining the Franklin & Marshall community?
- What are your expectations of the College as an employer?

General

- Please describe how you've been able to apply something you learned during high school or college to a work situation.
- What adjustments do you think you'll have to make as you move from a student to a staff member?
- How has high school / college prepared you for the workplace?
- What was the most valuable lesson you learned in high school / college? The least valuable?
- Why do you think you'd be successful in this position?
- If I asked your current [or most recent] manager what your job strengths are, what

would he/she say? How would he/she describe your development needs?

- Is there anything else you'd like me to know about your qualifications for this position?
- Briefly describe a time when you did not succeed at something; to what do you attribute your lack of success?

Goal Setting / Planning

- What professional goals have you set for yourself this year? What progress have you made toward achieving them?
- Please describe a work-related goal you set for yourself, and what you've done to achieve your goal.
- Briefly describe any long-range plans you've developed for your department. What have you done to help assure your plans stay on track?
- Would you describe yourself as more process oriented or outcome oriented? Why?
- How have you involved your staff members or colleagues in establishing goals for your department?

Initiative / Innovation

- Please describe some improvements you've initiated while in your current job.
- Tell me about a time when you went "above and beyond the call of duty".
- Please describe a time when you had to take on a new assignment with very little training or guidance. What did you do?
- Tell me what motivates you to do your best work.
- Have you ever had a professor or supervisor who really motivated you to perform well? If so, what did he/she do to motivate you?
- If offered this position, what will you do during your first month on the job?
- If offered this position, what would you like to accomplish during your first year on the job?
- Do you agree with the saying, "If it isn't broken, don't fix it"? Why or why not?
- How much of your success do you attribute to natural ability vs. hard work and practice?
- Think of a recent accomplishment; to what do you attribute that accomplishment?

Interpersonal Skills

- What have you done to make your current work environment more welcoming to a diverse employee population?
- Tell me about a particularly difficult or awkward conversation you had to have with a co-worker [your boss / a direct report / a student...].
- Would your co-workers describe you as competitive or cooperative? Why?
- Describe a time when you assisted a colleague from another department with a project.
- Describe a time when someone criticized your work performance, a proposal, or a project you completed. How did you respond?

Judgment

- Describe a time when you ignored one of your employer's policies or rules in order to accomplish something.
- Have you ever been asked to do something at work that you did not think was ethical? If so, briefly describe the situation and how you responded.

- Have you ever had to bend the rules at work? If so, describe the situation and what you did.
- Describe a time when you exaggerated the benefits of a new program, product, or policy in order to "sell" it to your colleagues or customers.
- Describe a time when you felt it was justified to ignore company policy or standard operating procedures.
- Describe the types of confidential information to which you routinely have access.
- Describe a time when you felt it was necessary to reveal confidential information to a colleague.
- Have you ever encountered a colleague who was "slacking off" on the job? If so, what did you do?

Leadership

- If offered this position, how will you assure the transition from the previous director [coach, supervisor...] to you is smooth for department members?
- Would your last manager describe you as a leader or a follower? Why?
- Describe ways in which you have generated buy-in from your direct reports for your ideas?
- In what ways have you communicated department objectives to your staff members?
- Provide some examples of how you have involved your staff members in key business decisions.
- How would your former co-workers describe your leadership style?
- Describe some things you have done to build rapport or enhance team work among your staff members.

Negotiation / Influencing Skills

- Please describe a work-related assignment in which you had to gain the agreement or cooperation of your colleagues in order to accomplish your objectives.
- Tell me about a time when you had to persuade your colleagues to accept your ideas.
- Please describe the most challenging agreement you had to negotiate.

Professional Experience / Prior Work Experience

- Please tell me about your prior work experience.
- Please describe any professional experiences you have had that helped prepare you for the position we have available.
- Why did you leave your last place of employment?
- You've been employed with several different employers during the past few years. Why have you left your previous employers?
- You've changed jobs frequently within the past several years. Why?
- Please describe the primary responsibilities of your current [or most recent] position.
- Which of your current responsibilities do you find most challenging? Why?
- Which of your current responsibilities do you find most rewarding? Why?
- Describe something about a recent position that you did not like.
- If you could change anything about your current place of employment, what would you change?
- What prior experience have you had to prepare you for the position we have available?

Supervisory / Management Experience

- Have you had supervisory experience? If so, what have you done in the past to recognize your employees' good performance?
- As a supervisor, what things have you done to promote team work within your department?
- As a manager, what things have you done to establish common goals / a shared vision among your staff members?
- Please describe some things you've done to help develop the skills of those who report to you, or work with you.
- Would you please describe a difficult situation you encountered as a manager, and how you dealt with it?
- In your role as a manager, please describe a situation in which you had to coach a colleague to encourage better performance.
- Please describe a change (policy change, procedural change, staffing change, compensation change, etc.) you had to implement in your workplace. How did you prepare your employees for the change?
- What do you think are the most important responsibilities of a manager?
- Please tell me about the most difficult performance appraisal you've had to conduct in your role as a supervisor.
- Tell me about the most difficult individual you had to supervise. What did you do to handle the situation?
- Describe a situation in which you had to address the poor work performance of a direct report. How did you handle it?
- Describe some things you've done recently to motivate an employee to improve his/her performance.
- In your role as a manager, please explain ways in which you've gathered feedback from those who work for you.
- Do you believe the work activities of employees should be monitored closely by their managers? Why or why not?
- Tell me about a time when you had to delegate a complex assignment. What did you do to assure the assignment would be completed properly?
- What has been your most rewarding experience as a supervisor?
- What has been your most challenging experience as a supervisor?

Time Management / Prioritization / Organization of Work

- What techniques have you used to manage your time when you've had too much to do?
- Please describe a project you've coordinated recently, and describe how you organized your work.
- What methods have you used to prioritize your work?
- What techniques did you use while in school / college to assure you completed assignments on time?
- Describe a project or assignment you could not finish on time. What did you do?
- If you arrived at work in the morning and had 6 phone messages, 25 email messages, a morning meeting to prepare for, and a colleague waiting to speak to you, what would you do first and why?
- Please describe a typical day in the office. What techniques do you use to stay organized?