

About This Document

owner	HR
access & use	All Staff
what it is	A comprehensive list of over 225 sample interview questions organized by category
who uses it	Used by HR, Managers, and Staff involved in the recruiting and hiring process to prepare questions for Phone, Round 1 or Round 2 interviews
used with	<ul style="list-style-type: none"> ◆ <i>IV-ALL-2515-R. Interviewing Guide</i> ◆ <i>IV-ALL-2530-M. Phone Interview Questionnaire.</i> ◆ <i>IV-ALL-2540-M. Q and A Style Panel Interview Questionnaire</i> ◆ <i>IV-ALL-2550-M. Presentation Style Panel Interview Questionnaire</i>

Introduction

This reference document contains over 200 example interview questions to help you avoid ‘blank-page syndrome’ when it’s time to prepare for interviewing.

Question Categories

Click on a category to jump to those questions.

The best questions to start with.....	3
Warming Up.....	3
Gathering Important Information.....	3
Expected Goals Based on Your Completed ‘Position Success Factors Form’	4
Position-Specific Technical Skills.....	4
Situational Interview Questions	4
<i>Position-Specific Questions</i>	5
EXAMPLE - Payroll Clerk	5
EXAMPLE - HR Manager	5



Preview for this page is not available

Download the free editable version of this document
PLUS download a free zip file of popular templates!

[FIND OUT MORE](#)

- OR -

Unlock features for all templates & kits.
Get ConnectsUs HR™ now!

**FOR
SMALL BUSINESS**

**FOR
HR CONSULTANTS**

POSITION-SPECIFIC QUESTIONS

EXAMPLE - PAYROLL CLERK

29. You have an angry employee who happens to be a favorite nephew of the CEO.
- He is irate about the amount of tax that has been deducted from his bonus.
 - The amount of tax deducted is correct and in accordance with tax regulations.
 - He demands that you reissue him a new check and will not take 'no' for an answer. He's used to getting his way.
 - Your manager and all executives are away for the week.
- How do you handle the situation?

EXAMPLE - HR MANAGER

30. You have an employee on maternity leave who is a Marketing Manager.
- Her temporary replacement joined the Company, but did not pass her probationary period and left.
 - The department manager then decided that the department needed a Marketing Assistant and a Marketing Director, but no longer a Marketing Manager.
 - The department manager found the perfect external candidate for the Marketing Director position. However, in order for the candidate to leave her current employer and join the Company, the candidate will only consider regular on-going employment and will not consider a 1 year term contract.
- How do you counsel the department manager? How do you balance making the right decision for the business with respecting the possible return to work by the Manager on maternity leave?

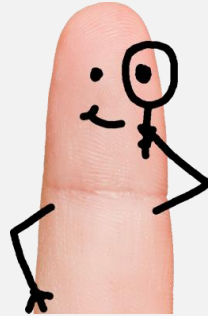
SITUATION-SPECIFIC QUESTIONS

EXAMPLE: DOING THE RIGHT THING

31. A co-worker shares in confidence that they are planning on calling in sick for a week but are actually planning on taking a week holiday.
- What do you do?
- What do you do if you've developed a friendship with that co-worker? Does your action change?

EXAMPLE: DOING THE RIGHT THING

32. You want to hire a woman for a position, but your manager insists that you hire a man.
- What do you do?



Preview for this page is not available

Download the free editable version of this document
PLUS download a free zip file of popular templates!

[FIND OUT MORE](#)

- OR -

Unlock features for all templates & kits.
Get ConnectsUs HR™ now!

**FOR
SMALL BUSINESS**

**FOR
HR CONSULTANTS**

42. How might you apply a different font to a paragraph of text? How would you change the paragraph alignment?
43. How do you select an entire paragraph of text? How do you select multiple non-adjacent words or sentences in a document?
44. How do you insert and then regenerate a table of contents in a Word document? How would you modify the way the table of contents looks?
45. Can you tell me about styles and what they are used for in Word?
46. Can you tell me how you would create a bulleted or numbered list?
47. How would you insert a hyperlink into a Word document? What might you use hyperlinking for?
48. Have you worked with tables in Word? What are some things you would need to consider when creating tables? Provide an example where you created tables.
49. What are 'document properties'? How would I access/view them? Edit them?

MICROSOFT EXCEL TESTING QUESTIONS

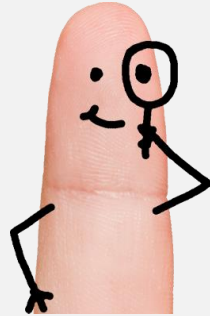
50. If you are working with a complex spreadsheet, how would you go about quickly finding the information you are looking for?
51. Can you tell me about some of the ways you can format numbers in an Excel workbook?
52. Do you know what a cell reference is? Can you explain how would you create a hyperlink to a cell located on another sheet of the same workbook? A different workbook?
53. Can you tell me about your experience working with functions and formulas in Excel? Can you give me a few examples of some basic functions?
54. Can you explain what a 'named range' is and how you might use it in a spreadsheet?

MICROSOFT OUTLOOK TESTING QUESTIONS

55. Can you describe how you have used Outlook in your previous positions? For example, have you used Outlook for mail only, or have you worked with the Calendar, scheduled meetings, created tasks, etc.?
56. Can you explain how you would schedule a meeting, book a meeting room, and invite attendees? What would you do if you needed to update the meeting request—for example, change the time or location, or modify the meeting agenda?
57. What do you know about Rules in Outlook? How might you use this functionality?

MICROSOFT POWERPOINT TESTING QUESTIONS

58. Your manager has given you a PowerPoint 'New Hire Onboarding' presentation consisting of 15 slides of text. She has asked you to update the presentation and make it more compelling to new employees. How could you enhance and add impact to the presentation?



Preview for this page is not available

Download the free editable version of this document
PLUS download a free zip file of popular templates!

[FIND OUT MORE](#)

- OR -

Unlock features for all templates & kits.
Get ConnectsUs HR™ now!

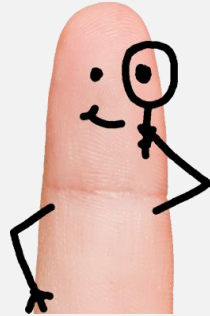
**FOR
SMALL BUSINESS**

**FOR
HR CONSULTANTS**

73. Describe a time when you had to primarily use your written communication skills to get an important point across. (Who was the audience? What was the outcome?)
74. Describe the most significant or creative presentation you created yourself. (What did you speak about? (Who was the audience? How did you prepare for this? What was the outcome?)
75. Give me/us an example of a time when you were able to successfully communicate with another person even though there was conflict between you.
76. Tell me/us about a time when your active-listening skills really paid off for you—maybe a time when other people missed the key idea being expressed.
77. Give me/us an example of the highest level writing or communication piece you have created from scratch.

Teamwork/Building & Maintaining Relationships

78. In your previous position, how did you go about building relationships with key stakeholders? Whether internal (team members) or external stakeholders.
79. Tell me/us about a time when you did not agree with a team decision or consensus. (What happened? How did you go about accepting and supporting the decision?)
80. Have you been a member of a team that struggled or failed to accomplish its goal? (If so, what assessment did you make of the reasons for the failure?)
81. Going back to your last team experience, what role did you typically play on the team? (Leader, follower? How would others describe your interaction and participation in team meetings?)
82. Tell me/us about a time when a team member did not pull their weight? (What happened? What did you do if anything? How did you react?)
83. Describe a situation in which you had to arrive at a compromise or guide others to a compromise.
84. Tell me/us about a time when you were part of a team that worked exceptionally well together. (What do you think the reasons were for its success?)
85. When did you last coordinate your work with others on a team project? (What do you think was your most successful contribution? Would the other team members agree?)
86. Tell me/us about a time when a colleague impeded your progress at work, or held you up in completing a project. (What steps did you take to continue to move the project or work forward?)
87. Can you please provide a specific example of something you did that helped build enthusiasm in others.
88. Describe a time when everyone in a meeting was opposed to your ideas. (How did you react? How did you try to work it out? Were you successful?)



Preview for this page is not available

Download the free editable version of this document
PLUS download a free zip file of popular templates!

[FIND OUT MORE](#)

- OR -

Unlock features for all templates & kits.
Get ConnectsUs HR™ now!

**FOR
SMALL BUSINESS**

**FOR
HR CONSULTANTS**

102. Tell me about an assignment you worked on in which you had to amass a significant amount of data and then analyze it?
103. Can you tell me about a situation where your analysis of a problem turned out to be incorrect? (What would you have done differently?)
104. In your current (previous) position, what problems did you identify that had previously been overlooked?
105. Tell me the most difficult customer service experience that you handled — perhaps an angry or irate customer. (What did you do and what was the outcome?)

Strategic Focus

106. What is the most strategic initiative you have worked on? What was your involvement?
107. Describe a strategic mistake you made that cost the business money.
108. What is your definition of 'strategic thinking'? (In your last position, describe how you applied strategic thinking to your position/responsibilities).
109. What percentage of your work in your previous position would you say was strategic in nature?
110. Tell me about a time when you developed a strategic plan for an initiative or for your department/team. (What criteria did you focus on to develop the plan? What were the components of the plan? Was it successful? Why or why not?)

Bias for Action/Results Orientation

111. What significant results have you produced in your current position/did you produce in your last position? Why is/was the organization a better place because of your work? What achievement stands out in your mind?
112. What results are you aiming to achieve in your current position/did you aim to achieve in your last position? Are you making progress in this area? Did you achieve them? What are your objectives for the next 6 months?
113. Tell me about a time when you had to go above and beyond the call of duty in order to get a job done.
114. If you **had** to pick one, would you say you are more relationship-oriented or results/execution-oriented?
115. Can you provide me with 2 examples of things you've done in your last position that demonstrate your willingness to work hard?
116. Please tell us about a time when you challenged your manager's idea or decision. (If candidate is unable to think of a situation, ask: Tell us about a time when you had to be assertive with someone in a senior position.)



Preview for this page is not available

Download the free editable version of this document
PLUS download a free zip file of popular templates!

[FIND OUT MORE](#)

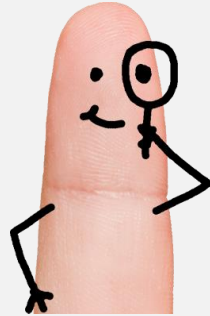
- OR -

Unlock features for all templates & kits.
Get ConnectsUs HR™ now!

**FOR
SMALL BUSINESS**

**FOR
HR CONSULTANTS**

- done compassionately? What did they do to try to make it work before terminating the individual?)
128. Describe a time when you challenged an existing approach/work practice and were met with resistance to your proposed course of action. (Outline what you did to move past the resistance and achieve the desired results.)
 129. Describe a time when you had to provide a direct report with difficult feedback regarding their behavior or performance. (Provide details about how you carried out this conversation and the outcome of the discussion.)
 130. Describe a situation in which you had to convince others in your organization of the value of moving forward on a particular higher risk initiative. (Outline what you did and the results of your efforts.)
 131. Tell me about a time when you had to implement a performance improvement plan. Was it successful? Have you ever seen a performance improvement plan be successful?
 132. When is it appropriate to proceed directly with a termination instead of a performance improvement plan?
 133. Tell me about a direct report who you feel you successfully mentored?
 134. As you know, in change management theory, the audience is typically split as follows:
 - a. 15% change champions
 - b. 15% resisters
 - c. Everyone else is in betweenIf you had to choose only one group to focus on to drive the change, which of the 3 would you focus on and why?
 135. How has your management style changed since your first management position in your career? What have you learned along the way about what not to do, or how not to manage?
 136. Would your staff describe you as patient? Can you give us an example?
 137. Tell me about a time when you had an employee who worked hard, but was much less productive than another employee who was not only productive, but also produced error-free quality work. How did you address this?
 138. How do you know when a staff member is simply not effective in their job, even if their behavioral competencies and commitment levels are well above average?
 139. What do you do when one of your staff asks for additional headcount or consistently communicates to you that the department is overworked? How do you know that the situation is not simply a productivity or efficiency issue?
 140. What is your philosophy around staff mix? Is the goal to have only A players on your team? What percentage of A, B, and C players are acceptable on a team?
 141. Convince us that you are highly skilled at building a strong team.



Preview for this page is not available

Download the free editable version of this document
PLUS download a free zip file of popular templates!

[FIND OUT MORE](#)

- OR -

Unlock features for all templates & kits.
Get ConnectsUs HR™ now!

**FOR
SMALL BUSINESS**

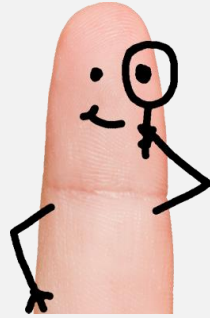
**FOR
HR CONSULTANTS**

little or no input from others. And conversely, an example where you made a decision with significant input from others.

159. Tell us about a time when you had to quickly execute on an initiative that may not have been popular, and there was no time to get buy-in from staff.
160. Describe a time when you challenged or felt strongly that an existing approach/work practice needed to be changed, but met with resistance to your proposed course of action. (What did you do to move past the resistance and achieve the desired results?)
161. Describe a situation in which you had to convince others in your organization of the value of moving forward on a higher risk initiative. (Outline what you did and the results of your efforts.)
162. Describe the last time you approached a work matter with passion and conviction.

Emotional Maturity/Self-Reflection

163. Please tell us about the most difficult person you've ever had to work with. No names please, just describe the situation and the person.
Once they finish, ask: Were you able to win them over? How? (Listen to their tone when they speak about the other person. Is it negative? Do they take any responsibility for the situation? Were they able to work with that person or eventually turn the relationship around?)
164. We have all lost our cool at work at one time or another, even if only just once. Would you tell us about a work situation where you lost your cool? What was the circumstance and how was it resolved?
165. If you were to rate yourself from 1 to 10 — 1 being not assertive at all and 10 being aggressive and dictatorial — how would you rate your level of assertiveness?
If the number is higher than 6 (which it should be), ask: In your last position, tell me about a time when someone in your organization did not take well to your level of assertiveness.
166. Please describe the most difficult ethical situation you have experienced at work.
167. Reading people or a situation, or being politically astute can be an important skill at work. Can you give me a specific example of when your analysis of a situation or another person's motives or feelings paid off for you?
168. What is your pet peeve at work? What annoys you?
169. How do people know when you are stressed?
170. Tell me about a (your) personal trait that posed some challenges for you at work in the past.
171. If you were to enroll in a personal self-improvement course, what course would it be?
172. If you were to teach a personal self-improvement course, what course would it be?
173. Please give me an example of your sense of humor at work.
174. What are the 2 least favorite traits of the worst manager you have ever had?
175. What are the top 2 qualities of the best manager you ever had?



Preview for this page is not available

Download the free editable version of this document
PLUS download a free zip file of popular templates!

[FIND OUT MORE](#)

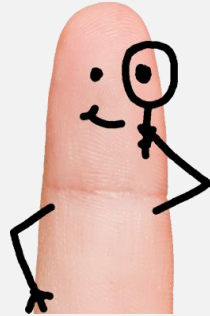
- OR -

Unlock features for all templates & kits.
Get ConnectsUs HR™ now!

**FOR
SMALL BUSINESS**

**FOR
HR CONSULTANTS**

193. How would people communicate in an ideal world?
194. If you were to bring an item to this interview that best suits your personality, what would it be?
195. Imagine this sheet of paper could do anything. How would you sell it to me?
196. What song best describes your philosophy about work?
197. How many pizza parlors are in New York City?
198. Why are manhole covers round?
199. Pick 2 famous people to be your parents.
200. Knife, fork or spoon? Which one is the best utensil?
201. How do you make an omelet?
202. If you inherited a small island:
 - a. What would you do with it?
 - b. What would the top 3 rules be?
 - c. Who would live there?
203. Have you ever taken company office supplies home?
204. How many snowboarders are there in Sweden?
205. If a day was reserved for you to do one thing as much as you wanted, what would that one thing be?
206. How many soccer balls can you fit in a school bus?
207. Name Snow White's seven dwarfs.
208. How much does a submarine weigh?
209. What's your favorite song? Would you perform it for us now?
210. Why does a record player turntable spin clockwise?
211. What do you expect would be written on your gravestone?
212. How would you drop an egg on ceramic tiles without breaking it?
213. If you had to be someone else, who would you be?
214. What can you never eat for breakfast?
215. If you were a car, which one would you be?
216. If you had to move 3 chairs from one side of the room to the other without touching them, how would you do it?
217. On a scale of 1 through 10, rate me as an interviewer. As an interviewer, tell me about my top 2 strengths and 1 area that can be improved upon.
218. I have no sense of smell and never have. Describe the smell of grass to me.



Preview for this page is not available

Download the free editable version of this document
PLUS download a free zip file of popular templates!

[FIND OUT MORE](#)

- OR -

Unlock features for all templates & kits.
Get ConnectsUs HR™ now!

**FOR
SMALL BUSINESS**

**FOR
HR CONSULTANTS**