III. General Skills Interview Questions – Basic Level

Communication

Note: Applicants provide a writing sample as part of the selection process; we use the writing sample to assess an applicant's ability to effectively deliver written work. Writing samples may be used to disqualify off-campus applicants from full-round interviews, and writing samples for on-campus candidates are evaluated before a job offer is made. You will assess many aspects of the candidate's verbal communications skills in the natural course of the interview. As you progress, ensure he/she is actively listening to your questions and responding appropriately as a result. Please note that additional questions in this skill area may not be necessary or practical in a first-round interview.

These questions focus on communication skills. Choose one or more questions, and use probing questions if more information is needed.

<table>
<thead>
<tr>
<th>Tell me about a time when communication between you and another person was an issue.</th>
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<tbody>
<tr>
<td>Additional probes:</td>
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<tr>
<td>• What was the root cause of the issue? What did you do?</td>
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<td>• What problems arose? What was your response?</td>
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<td>• What was the end result?</td>
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<table>
<thead>
<tr>
<th>Describe a time when you had to develop a communication piece (verbal or written).</th>
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<tbody>
<tr>
<td>Additional probes:</td>
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<tr>
<td>• What was the key message that you were trying to send?</td>
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<td>• Who was the audience?</td>
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<tr>
<td>• Did any issues arise?</td>
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<td>• What was the end result?</td>
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<thead>
<tr>
<th>Describe a time when you had to keep your boss/instructor/team up-to-date on a project or assignment.</th>
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<tbody>
<tr>
<td>Additional probes:</td>
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<tr>
<td>• What was your role on the project/assignment?</td>
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<tr>
<td>• What things did you specifically do?</td>
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<tr>
<td>• What issues arose? What did you do?</td>
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<tr>
<td>• What was the end result?</td>
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Proficiency Demonstrated:

- [ ] Strength (S)
- [ ] At Standard (AS)
- [ ] Needs Some Improvement (NSI)

NOTES:
Productivity

These questions focus on Basic Level productivity skills. Choose one or more questions, and use probing questions if more information is needed.

Tell me about a time when you had to deal with changing conditions on a project or assignment.
   Additional probes:
   • What was your role on the project/assignment?
   • What was the nature of the changes?
   • Did problems arise, and if so, and what did you do?
   • What was the end result of your actions?

Describe when you felt successful in getting something done well.
   Additional probes:
   • What was the task at hand?
   • What happened during the course of the assignment?
   • Any obstacles? What did you do?

Tell me about a time when you had to deliver a result under pressure.
   Additional probes:
   • What was your role on the project/assignment?
   • What pressures were you under? What were you thinking at the time?
   • What issues arose? How did you do?

Tell me about a time when delivered multiple projects with competing deadlines.
   Additional probes:
   • Any conflicting priorities? How did you handle them?
   • How did you communicate status to team/professor/employer?
   • What was the end result?

Describe a time when you were able to plan for and apply a successful method or approach to another project or task later on.
   Additional probes:
   • What did you do?
   • What was the benefit?

Proficiency Demonstrated:

- **Strength (S)**
- **At Standard (AS)**
- **Needs Some Improvement (NSI)**

NOTES:
Innovation and Creativity

These questions focus on Basic Level innovation and creativity skills. Choose one or more questions, and use probing questions if more information is needed.

As you progress through the interview, consider how the candidate is able to effectively ask questions of you that may indicate his/her ability to think creatively about situations.

In addition, use one of the following questions to better assess communications skills:

Tell me about a time when you came up with a creative idea that improved the value of something you were working on.

Additional probes:
- How did you formulate your idea?
- What was the key creative element of your idea?
- What did you do with your idea?
- What was the impact of your idea?

Describe when you challenged the status quo or standard way of doing things in your job/at school/extra curricular activities.

Additional probes:
- What prompted you to challenge the usual way of doing things?
- How did you approach the situation?
- Any obstacles? What did you do?
- What was the end result of your actions?

Tell me about a time when you were involved in a change situation.

Additional probes:
- What was the nature of the change?
- How did you feel about the change? What did you do?
- What issues arose? How did you respond?
- What was the end result?

Proficiency Demonstrated:

- **Strength (S)**
- **At Standard (AS)**
- **Needs Some Improvement (NSI)**

NOTES:
Critical Thinking/Problem Solving

These questions focus on Basic Level critical thinking/problem solving skills. Choose one or more questions, and use probing questions if more information is needed.

Tell me about a time when you had to solve a big problem.
Additional probes:
- How did you get involved?
- How did you tackle the problem?
- What considerations did you make?
- How did you gather resources/data to help you solve the problem?
- What was the impact of your actions?

Describe when you had to determine the root cause of a problem.
Additional probes:
- What was the nature of the problem?
- How did you approach the situation?
- Any obstacles? What did you do?

Tell me about a time when you had to resolve a problem or make a decision under stress.
Additional probes:
- What was the nature of the situation?
- How did you feel about the situation? What did you do?
- What issues arose? How did you respond?
- What barriers did you face and how did you work around them?

Describe a time when you were able to anticipate potential problems and identify a means to avoid them.
Additional probes:
- What was the nature of the situation?
- What potential problems did you face?
- What did you do to avoid the problem?
- Were you successful?

Proficiency Demonstrated:

- Strength (S)
- At Standard (AS)
- Needs Some Improvement (NSI)

NOTES:
**Teamwork**

These questions focus on Basic Level teamwork skills. Choose one or more questions, and use probing questions if more information is needed.

<table>
<thead>
<tr>
<th>Tell me about a time when you were involved in a team decision-making process.</th>
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<tbody>
<tr>
<td><strong>Additional probes:</strong></td>
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<tr>
<td>• How did you get involved? What was your role on the team?</td>
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<tr>
<td>• What happened? Describe what occurred in the team meeting(s) in detail.</td>
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<tr>
<td>• What did you say or do along the way?</td>
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<td>• What was the impact of your actions?</td>
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<table>
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<tr>
<th>Describe when you worked on a team to get something important done.</th>
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<td><strong>Additional probes:</strong></td>
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<tr>
<td>• What was the nature of the work the team did? What was the team's goal?</td>
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<tr>
<td>• What was your role on the team?</td>
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<tr>
<td>• What did you do in the process?</td>
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<tr>
<td>• How did you share information with the team?</td>
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<tr>
<td>• Any obstacles? What did you do?</td>
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<tr>
<td>• What was the end result of your actions?</td>
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<tr>
<th>Tell me about a time when you were on a team that made a decision that you weren't comfortable with or didn't agree with.</th>
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<td><strong>Additional probes:</strong></td>
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<td>• What was the nature of the situation?</td>
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<td>• How did you feel about the situation? What did you do?</td>
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<tr>
<th>Describe a team experience where someone didn't &quot;pull his/her weight.&quot;</th>
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<tr>
<td><strong>Additional probes:</strong></td>
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<tr>
<td>• What was going on?</td>
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<td>• What were the reasons behind the problem?</td>
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<td>• How did the team respond? What did you do?</td>
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<td>• What was the outcome?</td>
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**Proficiency Demonstrated:**

- [ ] Strength (S)
- [ ] At Standard (AS)
- [ ] Needs Some Improvement (NSI)

**NOTES:**
Relationship Building

These questions focus on Basic Level relationship building skills. Choose one or more questions, and use probing questions if more information is needed.

Tell me about a time when you had to build a good working relationship with someone you didn’t know.

Additional probes:
- What was the nature of the situation?
- What was the other person’s working style like? How did you respond?
- What considerations did you make? What did you do?
- What was the impact of your actions?

Describe when you had a team with difficult personalities on it.

Additional probes:
- What was your role on the team? What were the other roles on the team?
- What was the nature of the difficult personalities?
- What did you do?
- Any issues arise? What did you do?
- What was the end result?

Tell me about a time when you had to build a relationship with someone who was not easy to build rapport with.

Additional probes:
- What was the nature of the situation?
- What did you do? How did you respond to that person’s style/needs?
- Did any difficulties arise? What did you do?
- What was the end result of your actions?

Proficiency Demonstrated:

- Strength (S)
- At Standard (AS)
- Needs Some Improvement (NSI)

NOTES:
Strategic Thinking

These questions focus on Basic Level strategic thinking skills. Choose one or more questions, and use probing questions if more information is needed.

Tell me about a time when you conducted a business analysis or developed a project proposal and plan.

Additional probes:
- How did you get involved in this analysis? What was your role?
- What did you do in this analysis?
- What considerations did you make? What resources did you call upon? How did you proceed (in detail, please)?
- What was the impact of your actions?

Describe when you had to demonstrate your understanding of a company's business/strategy.

Additional probes:
- What was the nature of the situation? Why did you have to demonstrate your understanding?
- What did you think about or do?
- Any issues arise? How did you respond?
- What was the end result?

Tell me about a time when you planned for some change in which you were going to be involved.

Additional probes:
- What was the situation? How did you get involved?
- What did you do?
- Did any difficulties arise? What did you do?
- What was the end result of your actions?

What is it about this industry or our business that makes you think you want to pursue a career in it?

Additional probes:
- What trends do you see?
- What challenges can you anticipate?
- What solutions can you envision?

Proficiency Demonstrated:

- [ ] Strength (S)
- [ ] At Standard (AS)
- [ ] Needs Some Improvement (NSI)

NOTES:
Leadership and Management

These questions focus on Basic Level leadership and management skills. Choose one or more questions, and use probing questions if more information is needed.

Tell me about a time when you had to motivate a person/team.

Additional probes:
- How did you get involved? What was your role?
- How did you proceed (in detail, please)?
- Were there any bumps or issues along the way? How did you respond?
- What was the impact of your actions?

Describe when you had to demonstrate your personal leadership.

Additional probes:
- What was the nature of the situation? What was your role?
- What lead you to demonstrate your personal leadership?
- How did you clarify your role and the role of your team members?
- What did you think about or do?
- Any issues arise? How did you respond?
- What was the end result?

Tell me about a time when you had to make a stand to "do the right thing" (OR Tell me about a time when you had to demonstrate integrity in a difficult situation.)

Additional probes:
- What was the situation? How did you get involved?
- What did you do?
- Did any difficulties arise? What did you do?
- What was the end result of your actions?

Proficiency Demonstrated:

- Strength (S)
- At Standard (AS)
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NOTES:
# Interview Summary

<table>
<thead>
<tr>
<th>Candidate's Name:</th>
<th>Position:</th>
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<tbody>
<tr>
<td>Interviewer's Name:</td>
<td>Interview Date:</td>
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When evaluating technical and/or general skills, review the notes you took during the interview. For the skill areas you covered during the interview, check the performance rating that best represents the level at which the individual demonstrates the skills.

<table>
<thead>
<tr>
<th>Technical Skills</th>
<th>Strength (S)</th>
<th>At Standard (AS)</th>
<th>Needs Some Improvement (NSI)</th>
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<tr>
<td>Presentation/Negotiation</td>
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<td>Media/Marketing</td>
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<td>Quantitative (Math)</td>
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<td>Technology (Computer Apps)</td>
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<tr>
<th>General Skills</th>
<th>Strength (S)</th>
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<td>Communication</td>
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<td>Productivity</td>
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<td>Innovation &amp; Creativity</td>
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<td>Critical Thinking/Problem Solving</td>
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<td>Strategic Thinking</td>
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<tr>
<td>Leadership &amp; Management</td>
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**Recommended Action**
* Based on your assessment of the candidate's skills for the skill areas you covered during the interview

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<tr>
<th>DLTOGA *</th>
<th>Hire</th>
<th>Do Not Hire</th>
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DLTOGA: Don't Let This One Get Away! This candidate has clear potential beyond the current position. Hire: This candidate has the needed behaviors/skills to do the job well. You want him/her on your team. Do Not Hire: This candidate does not meet the expectations for the position.

**Comments**
