



ACME INC.

OFFICE SUCCESS SKILLS INTERVIEW GUIDE

for

Sample Applicant

SS#: 123-45-6789

Date Printed: 01/17/2011

Interviewer's Name: _____

Summary comments/recommendations from interview:

- 1.
- 2.
- 3.
- 4.

ORGANIZATIONALLY SPECIFIC QUESTIONS

In the space below, list any additional interview questions to be asked. These should include any questions needed to clarify information from the participant's resume/application, as well as questions specific to the position/organization. (Use the back of this page or insert additional pages if necessary.)

SUGGESTIONS FOR CONDUCTING THE INTERVIEW

Before the session begins...

- Take the steps necessary to ensure that the session will not be interrupted. The participant should receive your undivided attention.
- Review the participant's application/resume to identify any background information that needs to be explored or clarified. List questions for these items, as well as any additional questions you intend to ask, on the sheet titled "ORGANIZATIONALLY SPECIFIC QUESTIONS."

Starting the session...

- Attempt to establish rapport and put the participant at ease.
- Explain the general purpose and format of the interview.
- Ask for and respond to any questions the participant may have.

Conducting the interview...

- Ask the interview questions and take notes on the participant's responses.

Closing the session...

- Indicate that all interview questions have been covered.
- Explain any relevant follow-up activities.
- Ask for and respond to any questions the participant may have.
- Thank the participant and close the session.

After the session...

- Evaluate the Organizationally Specific Questions and the AccuVision interview questions (including the oral and interpersonal areas). The following rating scale can be used for making these evaluations.
 - 3 - More than acceptable
 - 2 - Acceptable
 - 1 - Less than acceptable
- Summarize the results of the interview in the space provided on the cover page.

GENERAL QUESTIONS

QUESTION 1: This job position requires an individual to effectively deal with a variety of individuals who have very different personalities and temperaments. What experiences have you had that demonstrate your skills in dealing with different types of people?

NOTES:

SAMPLE EFFECTIVE BEHAVIORS:

1. Providing work, civic, or community-related examples of activities that reflect an ability to deal with different types of people in relatively formal settings.
2. Providing prior work experience that emphasizes dealing with diversity.

SAMPLE INEFFECTIVE BEHAVIORS:

1. Providing no concrete examples or using examples that focus primarily on interactions with friends in social settings.

RATING FOR RESPONSE: _____

GENERAL QUESTIONS

QUESTION 2: Given that your manager faces many demands and has limited time available, part of your responsibilities include helping to facilitate his or her effectiveness and efficiency. In general, what things can you do on an ongoing basis to improve your manager's effectiveness and efficiency?

NOTES:

SAMPLE EFFECTIVE BEHAVIORS:

1. Managing/organizing his/her activities by maintaining an event/appointment calendar.
2. Screening calls and callers.
3. Maintaining good communication channels, with the manager as well as others (e.g. peers, subordinates, etc.).

SAMPLE INEFFECTIVE BEHAVIORS:

1. Failing to provide relevant facilitation activities.

RATING FOR RESPONSE: _____

QUESTION: Assume that your manager is out of the office for the next two days and that the following situation occurs. Late in the afternoon, you receive a phone call from an important customer who explains that your manager promised to provide a special report to him no later than today, but that he hasn't received it yet. He then begins to get angry and starts talking about how important the report was and how irresponsible your company has been. You know that you don't recall your manager mentioning anything about sending a report and you're fairly sure that no report has been sent. How would you respond to the customer and what actions would you now take?

NOTES:

SAMPLE EFFECTIVE BEHAVIORS:

1. Allowing the customer to vent his frustrations in order to diffuse the situation and attempt to calm the person.
2. Apologizing for the inconvenience and showing empathy for the person's situation.
3. Questioning the customer to determine exactly what he requires.
4. Attempting to contact the manager in order to determine the facts surrounding the situation and follow-up actions that are required.
5. Telling the customer that you will call him back ASAP to provide an update on the situation.

SAMPLE INEFFECTIVE BEHAVIORS:

1. Failing to apologize/show empathy for the customer's situation.
2. Failing to take ownership for the problem/situation.
3. Failing to follow through by offering to call the customer back and update him on the situation.

RATING FOR RESPONSE: _____

QUESTION: Assume that the following situation has occurred. In the past, you regularly performed a certain work activity for each of the staff members in your area. However, several weeks ago your manager decided that each of the staff members would perform this activity for themselves. As you would expect, from time to time you've had to help a few of the staff members in doing this activity until they became more familiar with it. However, there is one staff member who, on a couple of occasions, has required considerable assistance and appears reluctant to learn to do the activity independently.

Now assume that this same staff member comes to you and states that he needs you to do the activity for him. He states that he has several things he needs to get done right away and he doesn't have time to take care of it himself. Assuming that you have the time available to do it for him, how would you deal with the situation?

NOTES:

SAMPLE EFFECTIVE BEHAVIORS:

1. Offering to "help" the staff member, rather than simply doing the activity for him.
2. Offering to provide the staff member with some additional training at a later time.
3. Taking ownership for resolving what is becoming an ongoing problem, rather than involving the manager.

SAMPLE INEFFECTIVE BEHAVIORS:

1. Agreeing to the request and/or failing to turn the request into a learning experience (e.g., by offering to train him).
2. Simply assuming an "it's not my job" attitude and offering no assistance.
3. Asking the manager to assist in resolving the larger scale issues with the staff member's reluctance to perform the activity.

RATING FOR RESPONSE: _____

ORAL COMMUNICATIONS

No questions are asked for this area. Rather, the participant is evaluated based on behaviors observed during the overall interview session.

NOTES:

SAMPLE EFFECTIVE BEHAVIORS:

1. Expressed comments in a concise manner.
2. Enunciated clearly.
3. Spoke in a fluid manner.
4. Looked at interviewer when speaking.
5. Used gestures to emphasize points.
6. Expressed ideas in an easy to understand manner.
7. Used proper grammar.
8. Used voice inflection to emphasize points.

SAMPLE INEFFECTIVE BEHAVIORS:

1. Rambled on or was overly wordy.
2. Had slurred speech.
3. Was overly hesitant or choppy when speaking.
4. Failed to maintain eye contact when speaking.
5. Expressed ideas in a manner that was difficult to follow and/or understand.
6. Made grammatical errors.
7. Spoke in a monotone and/or failed to use gestures.

RATING FOR RESPONSE: _____

INTERPERSONAL

No questions are asked for this area. Rather, the participant is evaluated based on behaviors observed during the overall interview session.

NOTES:

SAMPLE EFFECTIVE BEHAVIORS:

1. At the start of the session, offered a polite and enthusiastic greeting.
2. As appropriate, used amenities such as "please" and "thank you."
3. Maintained a polite, courteous, and enthusiastic demeanor during the session.
4. Actively listened to the interviewer's comments (e.g., maintained eye contact while listening, nodding while listening, etc.).
5. At the close of the session, expressed appreciation for the interviewer's time and consideration.

SAMPLE INEFFECTIVE BEHAVIORS:

1. Asked questions in an abrupt or curt manner.
2. Displayed little enthusiasm or politeness.

RATING FOR RESPONSE: _____