

Interview Factors Assessment Questions

WrightOne Interview Guide

Interview Factors Assessment Questions

Factors & Competencies:

- 1. In today's competitive business environment, it is critical that all employees take action to address challenges without unnecessary guidance and involvement from management. The goal with these questions is to determine how well the candidate recognizes the importance of going beyond what is expected and doing what is needed.**
 - a. Tell me about the last time you saw a situation at work where you took it upon yourself to resolve.**
 - i. What happened?**
 - ii. What were the major obstacles that you encountered?**
 - iii. What was the result?**
 - iv. What did you learn?**
 - b. What ideas would you like to see implemented in your work/department/area?**
 - i. What strategies have you used to get these ideas put into action?**
 - ii. What problems have you encountered and what have you done to overcome them?**
 - iii. Looking back, what would you do differently?**
 - c. Describe a situation where your results/performance were/was not up to expectation.**
 - i. What specific steps did you take to rectify this situation?**
 - ii. How did you become aware of this?**
 - d. What work initiatives have you started on your own within the last 12 months?**
 - i. What was the impetus for this?**
 - ii. What approach and steps did you take to accomplish this?**
 - iii. What were some of the "roadblocks" you encountered and what did you do to overcome them?**

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- e. (Sales Specific) Looking back at sales situations that you have faced, describe a situation where you faced either stiff competition or considerable resistance.**
 - i. What actions did you take to neutralize your competition or overcome the objections you faced?**
 - ii. What was the outcome?**
 - iii. In what ways were you disappointed and what did you learn?**
 - iv. How have you applied the lessons from the experience?**

- f. Describe a situation where you recognized a potential problem as an opportunity.**
 - i. What did you do?**
 - ii. What were the results/**
 - iii. What do you think, looking back, you should have done differently.**

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2. **Stress and pressure are in abundance in today's workplace. Some stress can be motivating, but too much can be debilitating. These questions are designed to assess whether the candidate has developed the mechanisms to cope with stress and whether these strategies are successful and effective.**
 - a. **Describe a recent project or goal that was frustrating for you. What was the primary cause of the frustration? What did you do, specifically, to deal with the frustration?**
 - b. **What kinds of pressures do you face where you currently work? Tell me in detail the causes of these stresses. How do you go about dealing with them?**
 - c. **Describe the most stressful event you have faced on the job. How did this come about? What did you do to deal with the pressures you encountered?**
 - d. **How do you know when you are under stress? What are the signs? What do you do to relieve it?**
 - e. **Tell me about an instance where your manager was under considerable pressure. What was your reaction?**
 - f. **Describe for me how you handle irate customers, angry coworkers, or irate people on the job. How do you go about handling these situations?**
 - g. **Tell me about a time when you felt "done-in" by the pressures of the job. What brought you to that point? What did you do to recover?**
 - h. **From time-to-time, we all face situations where our personal lives impact on our work. Tell me how you handle these kinds of situations?**

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3. **The capacity to express one's ideas and opinions with conviction and authority is a key element in building the confidence of other people. These questions are designed to identify the candidate's ability to present his ideas with conviction.**
 - a. **Describe a situation where you had to get people to accept your ideas.**
 - i. **What actions did you take to make this possible?**
 - ii. **What were the results?**
 - b. **Tell me about a situation where you were involved with a group of people who did not want to work together to establish a common approach to a problem.**
 - i. **What actions did you take to resolve this situation?**
 - ii. **What were the results?**
 - c. **Tell me about a situation where you worked with a group of people who did not cooperate.**
 - i. **How did you resolve this situation?**
 - ii. **What finally happened?**
 - d. **Describe a situation where you had to get results from a group of people that did not directly report to you.**
 - i. **How did you get results from these people?**
 - ii. **What finally happened?**
 - e. **In your present job, tell me how you get people together to establish a common approach to a problem.**
 - i. **How do you accomplish this?**
 - ii. **What kind of difficulties do you run into?**
 - iii. **What have been the results?**
 - f. **Describe a situation where you were involved in a group trying to reach a common goal.**
 - i. **What role did you play in that group?**
 - ii. **What finally happened?**

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- 4. Planning & Organization - With these questions, we are trying to discover the methods that the candidate uses to complete his or her work.**
 - a. Tell me about a project that you planned.**
 - i. How did you organize and schedule the tasks required to achieve the goal?**
 - ii. How did you set priorities?**
 - iii. Tell me about your action plan.**
 - iv. What did the final product look like?**
 - b. We all face situations where we have multiple tasks to accomplish on a day-to-day basis. Tell me about a time when you had to handle multiple competing priorities.**
 - i. How did you plan your time?**
 - ii. What were the results?**
 - c. How do you go about planning, structuring, and prioritizing projects and tasks? Give me a specific example and walk me through a project you completed.**
 - i. How did you determine scheduling priorities?**
 - ii. What was the final outcome of the project?**
 - d. We have all faced situations where we simply could not get everything done that we needed to accomplish on time. Tell me about a time when this happened to you?**
 - i. What were the kinds of time/resources constraints you faced in this situation?**
 - ii. What finally happened?**
 - e. Tell me about a time when you were faced with two pressing projects or assignments and only had time to complete one.**
 - i. How did you decide which one to complete?**
 - ii. What were the repercussions of your decision?**
 - iii. What did you learn from this situation?**

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- f. What objectives did you set for this year? What steps have you taken to insure that you are making progress on these goals?**
 - i. What are some of the obstacles that have come up that have made it difficult for you to achieve these goals?**
 - ii. What changes have you made as a result of these obstacles?**

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- 5. Time Management - We all face challenges to managing our time. This line of questioning is meant to evaluate a candidate's level of efficiency and effective time management.**
- a. In addition to structuring and organizing your time, what strategies to use to effectively manage your efforts and activities?**
 - b. Tell me about a time when your schedule was suddenly interrupted or plans changed that required you to take a different approach.**
 - i. How did the change effect to?**
 - ii. What did you do to resolve the problems you encountered?**
 - c. Tell me about a time where it was crucial for you to remain focused on the task, but you kept getting interrupted.**
 - i. What did you should insure do to insure that your focus was where it needed to be?**
 - d. Describe the strategies you use to insure that your time it is managed productively and efficiently. For example, how do you respond to shifting priorities in your current job?**

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- 6. Perseverance & Follow Through – Even the most effective planning and time management is useless unless the individual follows through and meets commitments. These questions are designed to assess individual's capacity to meet commitments consistently.**
- a. Tell me about a time when you overcame great obstacles to achieve something significant or critically important to you.**
 - b. Give me an example of when your persistence led to a significant payoff.**
 - c. Tell me about a time when you achieved something by your persistence when others could not.**
 - d. Tell me about a time when you were successful with an activity or project only after repeated attempts.**
 - e. Describe a situation in which you persevered with an idea or project, even what others thought it was fruitless.**
 - f. We all struggle, from time to time, to meet commitments. How do you make sure you get things done?**

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- 7. Motivation – An individual’s motivational is one of the most important factors in productivity. Money can only motivate any individual to a certain degree. After that, only the individual’s internal drive can guarantee effective performance and success. With these questions, we are looking to evaluate the nature of a candidate's motivation and their intrinsic desire to get the job done.**
- a. Tell me the things you like about your current or most recent position.
 - i. Why are these things important to you?****
 - b. Tell me about a time when you were given an assignment that you found unpleasant or unrewarding. How did you keep yourself motivated to do this job?**
 - c. All jobs have frustrations and problems. Describe for me some examples of job conditions, tasks, or assignments that had been dissatisfying for you.**
 - d. Describe for me your ideal working environment. Specifically, how is it structured and what kind of supervision and direction do you respond to most effectively.**
 - e. For what kind of supervisor/manager do you work best? Provide me with some specific examples and describe this experience.**
 - f. What are your standards for success in your current role? What have you done to meet these standards?**

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- 8. Problem Solving Style - These questions are designed to evaluate the individuals approach to dealing with challenging issues and complex problems.**
- a. Think about a complex project or assignment that you have been assigned. What approach did you take to complete it?**
 - b. Tell me about a situation where you had to solve a problem or make a decision that required careful thought and analysis. What do you do?**
 - c. Described for me a specific problem you solved for your current or most recent employer.**
 - i. How did you approach this problem?**
 - ii. What role did others play?**
 - iii. What was the outcome?**
 - d. Tell me about a problem that needed a fast response.**
 - i. How did you handle it?**
 - ii. Looking back, what would you do differently?**
 - e. Tell me about a time when you recognize a problem or an opportunity before anyone else saw it.**
 - i. What happened?**
 - ii. Have you ever recognized a problem before your boss or anyone else in your organization realized?**
 - iii. Explain what you did.**
 - f. Tell me a better situation where you forecasted a problem and prepared a strategy for handling it.**
 - i. Did the problem ever arise?**
 - ii. Did you share this with anyone else?**

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- 9. Analytical Capabilities - These questions are designed to assess an individual's ability to uncover and to gather information and extract relevant data. Whether reaching conclusions or making decisions, most employees need strong analytical skills.**
- a. Outline for me the strategy you follow to study a problem before making a decision.**
 - i. Is this approach effective?**
 - ii. When has it failed?**
 - b. Describe for me a complicated problem or issue you have had to deal with on the job.**
 - i. How did you identify and gain a better understanding of the problem?**
 - ii. What was the final come?**
 - c. When have you been required to analyze detailed, complex data under pressure or being rushed?**
 - i. What steps did you take to deal with this situation?**
 - ii. What finally happened?**
 - d. Describe for me a situation where you used fact-finding skills and analytical abilities to resolve a problem.**
 - i. Was this situation unique in any way?**
 - ii. What finally happened?**
 - e. What was the most complex assignment or problem you ever had to deal with?**
 - i. What was your role?**
 - ii. What was the final outcome?**
 - f. Tell me about a time when you were assigned what you considered to be a complex project. Specifically, what steps did you take to prepare for and finish this project/assignment?**
 - i. Were you happy with the outcome?**
 - ii. What would you have done differently, if given the chance?**

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- 10. Communication Skills – We are all required to communicate with a broad range of people at work. These questions are designed to evaluate the individual’s ability to present his or her ideas effectively and concisely.**
- a. Describe for me a situation where you had to “sell” an idea to your co-workers or some group?**
 - i. How did you do it?**
 - ii. Did they “buy” it?**
 - b. Give me an example of a situation where effective communications skills allowed you to get a project or a task done quickly.**
 - c. Tell me about a time when your ability to communicate effectively was critical to the success of a project or a task.**
 - i. How did you handle it?**
 - d. Give me an example of a time when you had to explain a complicated procedure to someone who was new to the situation?**
 - i. What did you do?**
 - ii. What was the result?**
 - e. Describe a recent situation where miscommunication created a problem for you on the job.**
 - i. What did you do?**
 - ii. What did you learn?**
 - f. Describe for me a situation where you missed some important details that were communicated to you.**
 - i. What was the outcome?**
 - ii. How did you resolve the situation?**
 - g. Tell me about a time when you really had to pay attention to what someone else was saying, actively seeking to understand their message.**
 - i. Did they communicate effectively?**
 - ii. What could they have done better?**

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- h. Tell me about a time when you had difficulty understanding a conversation and the point the person was trying to make.**
 - i. What did you do?**
 - ii. What was the final outcome?**

- i. Describe a situation where you observed or were part of where you felt communication was handled particularly well by someone else.**
 - i. What did they do?**
 - ii. Why do you think it was effective?**

- j. Give me an example of a time when you were unclear about directions given to you for a work assignment.**
 - i. What did you do to clarify the directions?**
 - ii. What was the final outcome?**

- k. Describe how your ability to communicate effectively and to build relationships with many different types of people has contributed to one of your greatest accomplishments.**

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- 11. Interpersonal Capabilities - these abilities are the range of skills that allow us to interact effectively, build rapport, and relate well. When assessing these questions, listen for self-awareness and the individual's understanding and ability to deal effectively with others regardless of differences.**
- a. Tell me what you have done to develop your interpersonal skills.**
 - b. Describe for me the most difficult working relationship you have ever encountered.**
 - i. What actions did you take to improve this?**
 - ii. What was the final outcome?**
 - c. I want you think about a difficult boss or colleague. What made this individual so difficult?**
 - i. How did you successfully interact with him/her?**
 - d. Tell me about a situation where you wished you acted differently with someone at work. What happened?**
 - i. What did you do about this situation?**
 - ii. Looking back, would you do anything differently now?**
 - e. Can give me at an example of a time when you deliberately attempted to build a strong relationship with a colleague or a customer.**
 - i. How did you go about doing this?**
 - ii. What was the outcome?**
 - f. Tell me about a situation where you were dealing with someone who was rude or abrupt. What was your reaction?**
 - i. Did you bring their behavior to their attention?**
 - ii. What was the final outcome?**
 - g. From time to time, we all encounter individuals who are difficult or rude. Tell me about a situation where you faced this problem and what you did to resolve it.**

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- 12. Leadership – Not all positions require formal leadership, but the characteristics of effective leaders are often desirable across a variety of positions. These questions are designed to uncover the candidate’s personal beliefs about what an effective leader does and how he or she goes about doing it.**
- a. Describe for me your management philosophy and management style. Give me some specific examples of these in action.**
 - b. What kinds of leadership positions have you held? Describe your leadership style in each of these roles.**
 - c. Describe for me a situation where you provided feedback to an individual about his or her performance. Do you think you handled the situation effectively? What could you have done better?**
 - d. Give an example of a time when you recognized that a member of your team had a performance deficiency or was experiencing some difficulty.**
 - i. What did you do?**
 - ii. What was the final outcome?**
 - e. What is the toughest group that you had to get cooperation from?**
 - i. What were the obstacles?**
 - ii. How did you handle the situation?**
 - iii. What were the reactions of the group members?**
 - iv. What was the end result?**
 - f. Can you tell me a about a time when you needed to push your staff to complete a project, even though the outcome was less than optimal? What happened?**
 - g. Describe for me a time when you tried to persuade another person to do something that he or she was not very willing to do. What finally happened?**
 - h. Have you ever been a member of a group where two of the members did not work well together?**
 - i. What did you do to help them get along?**
 - ii. Was this effective?**

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- 13. Supervisory Skills & Style – These questions are designed to evaluate the individual's ability to supervise others effectively.**
- a. In your role as a supervisor, what has been your greatest challenge?**
 - b. What one experience as a supervisor stands out as the most rewarding?**
 - c. Describe for me the last conflict you experienced between two of your employees that you got personally involved with. What was the situation and the final result?**
 - d. In your role as a supervisor, when have you felt it necessary to involve your supervisor in a decision or a problem? What finally happened?**
 - e. What is the most difficult aspect of supervising others?**
 - f. What is the method you employ to deal with employee discipline? Provide me with some specific examples.**
 - g. Describe for me a time when you were part of the decision to fire an employee? What happened?**
 - h. Tell me about a time when you had to delegate supervisory responsibilities to one of your employees.**
 - i. How did you decide who was given the authority?**
 - ii. What was the reaction?**
 - iii. Looking back, do you think this was a sound judgment?**

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- 14. Ethics & Integrity – These questions are designed to measure the likelihood that the individual will take responsibility for his or her actions. We are trying to evaluate the whether the individual can keep the best interest of the company in mind, rather than seeking out personal gain.**
- a. Tell me about a time when you believe that someone broke unwritten roles or violated acceptable business behavior. What was your role and what finally happened?**
 - b. Recall for me a time when you were aware that a fellow employee did something inappropriate, unethical, or illegal. What did you do?**
 - c. Tell me about a time when you did the bulk of the work for a team assignment. How did you handle the team recognition versus the personal recognition?**
 - d. Tell me about a last minute assignment that puts you under a short deadline. How do you accomplish the task on time? How accurate was your end result?**
 - e. Tell me about a time when you were asked to complete a task that you didn't know anything about. How did you complete the task? What was the result?**
 - f. Tell me about a time when you knowingly disregarded an organizational policy. Why did you choose to disregard the policy? What happened?**
 - g. Tell about a time when your organization was unable to keep a commitment that you made. What happened?**
 - h. Recall for me a time when a co-worker violated a company policy. What was your reaction and what was the outcome?**
 - i. Tell me about a time when you had to follow a superior's orders, even when you did not agree with them. What was it about the situation that bothered you? What finally happened?**

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- 15. Sales Skills – These questions are designed to evaluate, from a general perspective, the approach that the individual takes to the sales process.**
- a. Tell me about a time when you spent a great deal of time with a customer and you did not get the sale. What do you think went wrong? What would you do differently?**
 - b. Tell me about the longest sale you ever completed? Why did it take so long? What could you have done differently?**
 - c. Tell me about your closing technique. Provide me with a few specific examples. Do you think this is effective? What steps have you taken to improve your closing techniques and skills?**
 - d. Recall for me the largest sale you lost. What happened? What did you learn from this experience?**
 - e. Where do you generate your best leads? Tell me about a time when this has failed you.**
 - f. Tell me about your most loyal customer or client. What made this relationship different from others?**
 - g. Describe for me the most outrageous thing you did to close a sale. What made you decide to do this? Was it effective?**

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At WrightOne Consulting, our mission is to help organizations select the right people, manage their workforce, and develop strong leaders. We have the experience and expertise to help your company develop a fully engaged team.

We identify, develop, and implement solutions that enable our clients to:

- ⊙ Select and hire people who can make a real contribution
- ⊙ Objectively evaluate employee's strengths and assets
- ⊙ Measure and enhance employee engagement
- ⊙ Assess and develop a prosperous corporate culture
- ⊙ Develop strategies to minimize turnover
- ⊙ Build effective succession management systems
- ⊙ Enhance effectiveness through performance coaching

We focus on five key areas for leading people in organizations:

- ✓ Assessment testing for pre-employment and professional development
- ✓ 360° Development Surveys for Leaders and Potential Leaders.
- ✓ Organizational Surveys: Employee Engagement, Strategy Alignment & Motivational Climate
- ✓ Career Developmental & Personal Effectiveness Coaching
- ✓ Training Programs for Interpersonal Skill Development, Supervisory Training and New Managers

About George Wright

George has over thirty years' experience as a management consultant and he is the founder and Principal of WrightOne Consulting. He specializes in psychological assessment analysis, organizational assessment as well as leadership and team development.

He has experience helping clients with selection, executive development, performance management, strategy formulation, change management, and organizational development.

His industry experience includes working with a wide array of organizations from publicly held 'blue chips' to smaller privately held organizations in the US and internationally.

George is a graduate of the University of Massachusetts at Amherst with Bachelors Degree in Psychology & Sociology. He holds a Masters Degree from Radford University in Industrial/Organizational Psychology and Economics. Additionally, he has studied Technology Management at the New Jersey Institute of Technology.

In addition, George is an Adjunct Instructor in Industrial & Organizational Psychology, Social Psychology, and Positive Psychology at Bloomfield College in Bloomfield, NJ. He has also lectured at the New Jersey Judicial College on Judicial Cognitive Bias.

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Assessment Testing

Assessments for Pre-Employment:

WrightOne Assessment Profile
WrightOne Customer Service Profile
WrightOne Executive Assessment Profile

Assessments for Development:

WrightOne Leadership Competency Assessment
Personal Effectiveness Assessment
Career Transitions Assessment

360° Leadership Development Surveys

Specific Surveys for:
Senior Executives
Experienced Managers
Potential Managers
Leadership Potential Index

Organizational Surveys

Employee Engagement
Organizational Strategy Alignment
Organizational Motivational Climate

Career Development, Personal Effectiveness Coaching

Career Transition Coaching
Performance Enhancement Coaching

Training & Development Programs

Human Resources Programs:

- Change Management: Change and How to Deal With It
- Conducting Effective Performance Reviews
- Conflict Resolution: Getting Along in the Workplace
- Hiring Smart: Behavioral & Performance-based Techniques
- Performance Management: Managing Employee Performance
- Problem Solving & Decision Making
- Stress Management

Supervisory and Leadership Programs:

- The New Manager: Leadership 101
- Business Leadership: Becoming a Leader
- Coaching: A Leadership Skill
- Interpersonal Style: Social Styles
- Delegation: The Art of Delegating Effectively
- Motivation Training: Motivating Your Workforce
- The ABC's of Supervising Others
- Team Building: Developing High Performance Teams

Career Development Programs:

- The Science of Success
- Customer Service: Critical Elements of Customer Service

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