

Pre-Interview Questionnaire

Resumes and applications provide us with useful information. However, we find that is also helpful to gather additional information on your interests, skills, accomplishments, etc. Please help us understand you better by answering the questions below. It is important that you answer the questions honestly, so that we can accurately assess your "fit" with this job and the organization. Please be aware that your answers may be verified or revisited during your phone/face-to-face interview or during reference/background checks.

Ø Your legal name:

Ø Job title you are applying for:

Please answer each of these questions to the best of your ability. We don't expect any "deep thoughts," so just answer the questions quickly and as honestly as you can. Please remember that several of the questions require you to assign points or weights to your answers, while others ask you to list your preferences in descending order (i.e. to list the most important one first and the least important last).

Category 1. Work History/Career Changes/Performance/Accomplishments

1. Earnings history for each job, separated by salary, bonus & commission. Please add and describe if you had company car, expenses, other perks:

Ø Current Position:

Ø Previous Position:

Ø Previous Position:

Ø Previous Position:

2. Describe and List Products/Services (Manufactured/Sold/Supported):

Ø List of products sold/manufactured or supported for each separate job:

Ø Number of accounts/clients you were responsible for or supported for each separate job:

Ø Client Names of Top 20% who you or your company sold products/services for each separate job (at least 5 companies per job please):

Ø Total number of Client accounts that you, or if not under your responsibility, your company, sold to, or manufactured for, or provided services to, for each separate job:

Ø Annual sales value under your responsibility or the Annual sales you supported for each separate job:

Ø Territory assigned to you or territory your company supported for each separate job:

Ø Quota or Sales performance for each separate job (in % or dollar value). For example: "Personally responsible for \$2.7M in sales which was a 23.7% increase as compared to the previous year":

Ø New business you brought to each separate job, or how you supported the winning of new business and the annual value of the new business, client's names and what were the products or services?

Ø Your ratings and rankings against your peer group for each separate job (Example: In 2004, ranked #2 of 140 national sales people). If unavailable, please describe your annual performance reviews for each separate job:

3. Three (3) Business References, preferably from past bosses/supervisors (Names, Company, Phone/email).

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4. Why you want to look for a new job and leave your current employer and why you left each previous position (your decision, company's decision, mutual, please explain for each separate job):

∅ Current Position:

∅ Previous Position:

∅ Previous Position:

5. List of Clients or Accounts you believe you could bring with you, or due to your relationship, you could help get your new company into or build a new relationship with:

∅

Category 2. Your Strengths, Weaknesses and Accomplishments:

A. What job responsibilities and duties do you excel at?

In order to ensure that this job allows you sufficient opportunity to perform the duties, we need to know which jobs duties and responsibilities that you are most proficient at. Using the job duties and responsibilities listed in the job description for this job; list the #1 responsibility that you do best. Then list the remaining job duties in descending order.

Job responsibilities and duties that you excel at:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Note: Please start the list with the job duty or responsibility where your performance is the highest.

B. What technical skills and knowledge areas are your strongest?

In order to ensure that this job uses your best skills, it's important that we know which of the skills and knowledge areas that you are most proficient at. Using the job skills and knowledge areas

listed in the job description for this job (if it is not available, just list the skills for your desired job), rank the ones that you excel at in descending order.

Technical job skills and knowledge areas that you excel at:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Note: Please start the list with the skill or knowledge area that is your strongest.

C. What people, team, and leadership skills are your strongest?

It's important that we know which people, team and leadership skills you are most proficient at, in order to ensure that this job fits your skill profile. Referring to the job skills and knowledge areas listed in the job description for this job (if it is not available, just list the skills that you use in your current job) rank the people and leadership skills that you excel at (in descending order).

People, team and leadership skills that you excel at:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Note: Please start the list with the people, team or leadership skill that is your strongest.

D. Do you have any supplemental skills, knowledge areas or experiences that we should know about?

We like to provide candidates with an opportunity to highlight any skills, knowledge areas, or experiences that, although they are not directly used in your current job, may provide value in our organization. Examples might include language skills, knowledge of equipment, sales or leadership skills, etc.

Please list any below.

- 1.
- 2.
- 3.

E. Please think about your most significant accomplishment. Now, could you explain it?

This simple question is very, very powerful. Put yourself into the face-to-face interview you've just been asked this question. What accomplishment would you select? Then imagine over the course of the next 5-20 minutes that we obtained the following information from you about this accomplishment.

Please answer the below:

- A complete description of the accomplishment:
- The company you worked for and what it did:
- The actual results achieved: numbers, facts, changes made, details, amounts:
- When it took place:
- How long it took:
- The importance of this accomplishment to the company:
- Your title and role:
- Why you were chosen:
- The 3-4 biggest challenges you faced and how you dealt with them:
- A few examples of leadership and initiative:
- Some of the major decisions made:
- The environment and resources available:
- How you made more resources available:
- The technical skills needed to accomplish the objective:
- The technical skills learned and how long it took to learn them:

- The actual role you played:
- The team involved and all of the reporting relationships:
- Some of the biggest mistakes you made:
- How you changed and grew as a person:
- What you would do differently if you could do it again:
- Aspects of the project you truly enjoyed:
- Aspects you didn't especially care about:
- The budget available and your role in preparing it and managing it:
- How you did on the project vs. the plan:
- How you developed the plan:
- How you motivated and influenced others, with specific examples to prove your claims:
- How you dealt with conflict with specific examples:
- Anything else you felt was important to the success of the project:

If the accomplishment was big enough, and if the answer was detailed enough to take 15-20 minutes to complete, consider how much we just learned about you. The insight gained from this type of question is remarkable. Just about everything you need to know about a person's competency can be extracted from this type of question.

Most people would agree this type of question is very revealing. But the real issue is not the question: it's the information that's given in response that's most important. Few people are able to give this type of information without additional prompting. This is what real fact-finding/interviewing/qualifying is about - getting the answer to this very simple but very powerful question.

The key: understand the accomplishment, the process used to achieve the accomplishment, the environment in which the accomplishment took place and your role.

In an interview, you should be able to expand upon the assessment, you could be asked this same question, in the same level of detail, for a variety of different accomplishments. For example, describe two to three different individual and team accomplishments for the past five to ten years. Put them in time order to see the growth and impact over time in different jobs, and with different companies. Also you could be asked about accomplishments that directly relate to job specific needs, for example, "Describe your biggest accomplishment in setting up manufacturing scheduling systems?" or "Describe your biggest Sales accomplishment last year?"

Using and preparing for this approach about major accomplishments gives the interviewer a reasoned evaluation of your ability to deliver similar results in a similar environment to your own.

Here's just a little of what the Interviewer/Hiring Manager learns from you using this type of questioning - initiative, commitment, team leadership, growth, potential, compatibility, comparability, character, true personality, applicable experience, ability to learn, and true interest and motivation to do the work required.

F. What interview question would best allow you to demonstrate your qualifications for this position?

Our firm uses a standard list of behavioral interview questions during our interviews. However, on occasion, we find that some individuals (particularly innovative, creative, or diverse individuals) leave our interviews wishing we had asked them a specific question. Every manager has his or her own preferences, but if time permits, is there a particular interview question that you would like us to ask you?

If you have one, list the question and also explain what skill, knowledge or capability that question would reveal:

G. What are your key strengths?

Please list in descending order your job-related strengths (even if these strengths have been listed in other questions):

- 1.
- 2.
- 3.
- 4.
- 5.

H. What are your most obvious weaknesses?

Please list the job-related weaknesses that your supervisors and coworkers have pointed out to you in performance appraisals, team debriefings etc. (even if these weaknesses have been listed in other questions).

Please list what others have said as your biggest weakness first:

- 1.
- 2.
- 3.
- 4.
- 5.

Category 3. Motivation and "frustrations"

A. What are the key motivators that excite you to perform at your very best? It's important that a job and organization be able to provide the right motivators to new hires so that they can excel. Help us understand what motivates you by listing your key motivators in descending order below. Typical motivators might include pay, benefits, recognition, schedule flexibility, new challenges, learning opportunities, promotional opportunities etc.

Key motivators Criteria weight (points)

- 1.
- 2.
- 3.
- 4.
- 5.

Note: Please weight the importance of each criterion. The total should equal 100 points.

B. What makes a job fun?

We try, whenever possible, to provide a stimulating environment for our employees.

Please help us understand what excites you by listing anything that in your experience makes a job fun for you:

- 1.
- 2.
- 3.

C. What are the changeable aspects of a job, manager, or organization that normally frustrate you the most?

What were the changeable aspects of your last two jobs that you liked the least? Provide us with this information so that we can be sure that this opportunity does not contain many of those "frustrations." If you're hired, we will do our best to try to avoid similar issues in your new job.

Please list your frustrations in descending order of importance.

- 1.
- 2.
- 3.
- 4.
- 5.

Note: Please start the list with the factor that frustrates you the most.

D. Describe the "Perfect Manager/Boss." Describe the behaviors of a manager/boss that would facilitate your very best work.

One of the criteria that can be used to assess your "fit" with our organization is whether we can provide you with the types of management styles that cause you to flourish.

Please list the specific management behaviors or actions that you consider the most desirable. Typical management behaviors can include frequency of communication, frequency of praise, the amount and areas of flexibility provided to the employee, the types of decisions where employee input would be sought, the appropriate rewards and recognition, etc.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

E. What management approaches are most effective in maximizing your performance?

One of the key criteria that can be used to assess your "fit" with our organization is whether we can provide you with the type of management supervision that allows you to flourish. Assign points to the most desirable management behaviors and no points to the ones that are less important. Make sure your total points equal 100.

Desired management behaviors Criteria weight (points)

1. Close supervision and control
2. Loose supervision and control
3. Regularly scheduled contact and communication
4. Only occasional contact and communication
5. Verbal recognition
6. Monetary reward and recognition
7. Mostly individual projects
8. Mostly team projects
9. Opportunities to lead
10. Flexibility to follow others
11. Provided with varied tasks
12. Allowed to focus on the same tasks each day
13. The volume of output being the most important
14. The quality of the output being the most important

Note: Please assign points to only the most important behaviors. The total should equal 100 points.

F. Where would you expect to be in two years?

If you were to get this job and you were to perform up to your own highest expectations, what job title, rank, or other level would you expect to be at?

Ø After completing your first year?

Ø After completing your second year?

Category 3. Other related questions

A. What decision criteria will you use to decide whether you will accept your next job offer?

It's important that we know your job acceptance criteria so that we can provide you with relevant information in each of those areas. List them in descending order of importance. Typical job acceptance criteria areas include pay, benefits, schedule, development opportunities, promotional opportunities, job responsibilities, resources, management style, etc.

Job acceptance criteria Criteria weight (points)

- 1.
- 2.
- 3.
- 4.
- 5.

Note: Please assign points to each of your job acceptance criterion. The total should equal 100 points.

B. What other firm's have you applied to recently?

Please list the other firms you've applied to recently in descending order of your interest:

- 1.
- 2.
- 3.

C. Is there anyone (by title) that you would like to talk to during your visit for an interview?

We've found you can make better-informed decisions about whether this position is the right fit if you have an opportunity to talk to key individuals.

If time permits, is there anyone (by title or name) whom you would like to talk to if you are selected to visit?

- 1.
- 2.

Category 4. Notifications and useful information

Before coming in for an interview, there are several things that we would like you to be aware of:

·You must take and pass a drug test before you can be hired.

·We will verify previous employment, salary and perform reference checks.

·Are there any accommodations that we can make to assist you (as a result of any disabilities you might have)?

·For jobs requiring certification or licensing, please bring your original license with you if you are invited for an interview.

I certify that the information provided here is accurate.

Name _____ Date _____