| 1. In your experience, what is the key to developing a good team? (Look for how they build mutual trust, respect, and cooperation.) |
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| 2. Provide an example of a time when you successfully organized a diverse group of people to accomplish a task. |
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| 3. Share an experience you had in dealing with a difficult person and how you handled the situation. |
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| 4. Share an experience in which you successfully shared a difficult piece of information. (Make sure that the candidate has open lines of communication.) |
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| 5. Tell me how you organize, plan, and prioritize your work. |
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| 6. What are some long-range objectives that you developed in your last job? What did you do to achieve them? |
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| 7. Share an experience when you applied new technology or information in your job. How did it help your company? |
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| 8. Give me an example of when you thought outside of the box. How did it help your employer? |
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| 9. Tell me about an experience in which you analyzed information and evaluated results to choose the best solution to a problem. |
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| 10. Share an example of a time you had to gather information from multiple sources. How did you determine which information was relevant? |
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| 11. Describe a time when you successfully persuaded another person to change his/her way of thinking or behavior. |
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| 12. Provide an example when you were able to prevent a problem because you foresaw the reaction of another person. |
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| 13. What have you found to be the best way to monitor the performance of your work and/or the work of |

| others? Share a time when you had to take corrective action. |
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| 14. Name a time when you identified strengths and weaknesses of alternative solutions to problems. What was the impact? |
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| 15. Please share an experience in which you presented to a group. What was the situation and how did it go? |
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| 16. Provide an example of a time when you were able to demonstrate excellent listening skills. What was the situation and outcome? |
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| 17. Provide an example of when you set expectations and monitored the performance of subordinates. What guidance and direction did you find most effective? |
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| 18. Would you consider analyzing data or information a strength? How so? |
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| 19. Name a time when your advice to management led to an improvement in your company or otherwise helped your employer. |
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| 20. Share an experience in which your ability to consider the costs or benefits of a potential action helped you choose the most appropriate action. |
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| 21. Please share with me an example of how you helped coach or mentor someone. What improvements did you see in the person's knowledge or skills? |
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| 22. Share an experience in which your understanding of a current or upcoming problem helped your company to respond to the problem. |
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| 23. What is the most challenging part of budgeting for you? |
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| 24. Tell me about a time when your ability to analyze needs and product requirements helped you create an effective design or make an informed decision to benefit your company. |
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| 25. Share an experience in which you successfully coordinated with others. How about a coordination effort that was not as successful? |

| 26. Share an example of when you went above and beyond the "call of duty". (Look for answers that show the candidate is dependable.) |
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| 27. Tell me about the last time you oversaw the work of someone else. How did you effectively motivate, develop, and direct the worker(s)? |
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| 28. Share an experience in which your attention to detail and thoroughness had an impact on your last company. |
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| 29. How do you balance cooperation with others and independent thinking? Share an example. (Try to determine if the candidate has a cooperative attitude or is otherwise good-natured.) |
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| 30. Provide an example when your ethics were tested. |
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| 31. Share an effective approach to working with a large amount of information/data. How has your approach affected your company? |
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| 32. Provide a time when you were able to identify a complex problem, evaluate the options, and implement a solution. How did the solution benefit your employer? |
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| 33. Describe an experience in which your ability to work well with others and reconcile differences helped your company or employer. (Make sure the candidate knows how to negotiate.) |
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| 34. Share an experience in which your willingness to lead or offer an opinion helped your company. |
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| 35. Provide an experience when you formulated, directed, and/or coordinated marketing activities and policies to promote products and services. How did you successfully work with advertising and promotion managers? |
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| 36. What is the key to success when communicating with the public. |
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| 37. Share a time when you willingly took on additional responsibilities or challenges. How did you successfully meet all of the demands of these responsibilities? (Make sure the candidate is a self-starter and can demonstrate some initiative.) |

| 38. Provide an example of when you were persistent in the face of obstacles. |
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| 39. Provide an experience that demonstrates your ability to manage time effectively. What were the challenges |
| and results? |
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| 40. Provide a time when you worked in a rapidly evolving workplace. How did you deal with the change? (Make sure the candidate is flexible.) |
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| 41. Share an example of when you established and accomplished a goal that was personally challenging. What helped you succeed? |
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| 42. Tell me about a time when you developed your own way of doing things or were self-motivated to finish an important task. |
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| 43. Provide a time when you dealt calmly and effectively with a high-stress situation. |
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| 44. Name a time when your creativity or alternative thinking solved a problem in your workplace. |
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| 45. How would you rate your writing skills? (Ask for an example that demonstrates great writing skills.) |
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| 46. Name a time when your patience was tested. How did you keep your emotions in check? |
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| 47. Name a time when you developed or enhanced your company's marketing startegy? |
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| 48. Tell me about the last experience you had in which you hired, trained, and evaluated a marketing or sales staff. What made you a successful director? |
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| 49. Share an experience in which personal connections to coworkers or others helped you to be successful in your work. (Make sure candidate works well with others.) |
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| 50. Have you been involved in the financial aspects of product development? (Examples would include analyzing budgets, expenditures, R&D appropriations, and return-on-investment and profit-loss projections.) |

| 51. Have you been involved in determining the price of your product(s)? What was your involvement? |
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| 52. Please share an experience in which you successfully taught a difficult principle or concept. How were you |
| able to be successful? |
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| 53. Provide an experience in which you were sensitive to somone's needs or feelings. How did your |
| helpfulness affect your work environment? |
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| 54. Have you worked with product development personnel to determine product specifications such as design, color, and packaging? What was the result? |
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| 55. Have you negotiated contracts with vendors and/or distributors to manage product distribution? How |
| involved have you been in developing distribution strategies? |
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| 56. Describe methods you have found effective when conducting market research studies? |
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| 57. Provide an experience in which your ability to actively find ways to help people improved your company |
| or your own work ethic. |
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| 58. Provide an example of a promotional activity or trade show that you coordinated or participated in. What |
| was your role? |
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| 59. Have you made use of any sales forecasting or strategic planning? How did it help you or the company? |
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| 60. Describe an experience in which you identified the educational needs of your students and successfully |
| developed a way to teach/train them. |
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| 61. Share an experience in which you used new training skills, ideas, or a method to adapt to a new situation |
| or improve an ongoing one. (Look for the candidate's ability to learn.) |
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| 62. Tell me about your last experience recruiting, interviewing, or hiring an employee. What techniques did |
| you find most effective in finding the right person for the job? |
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| 63. Tell me about the last time you monitored or reviewed information and detected a problem. How did you respond? |
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| 64. Tell me about the last time you selected products or accessories to display at a show. What made you choose certain products? |
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| 65. Have you conducted surveys to identify potential markets for products and services? If so, what was the result? |
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| 66. Have you interviewed or otherwise consulted with potential customers to determine the types of products or services expected to be in demand? If so, what was the result? |
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| 67. In your experience, what is the key to ensuring your company was compliant with all laws, regulations and standards that were applicable to your area of responsibility? |
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| 68. Tell me about the last time you recommended modifications to products, packaging, production processes, etc. to improve the environmental soundness or sustainability of a product. |
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| 69. Share an experience in which you successfully integrated environmental information into your marketing. What factors led to your success? |
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| 70. Describe an experience in which consulting with buying personnel helped you make an informed decision regarding environmentally sound or sustainable products. |
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| 71. Have you ever worked with legal staff to resolve problems, such as copyright infringement and royalty sharing with outside producers and distributors? What was the result? |
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