

# INTERVIEW GUIDE



CAREER  
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## Interview Guide

### Congratulations, You Got An Interview!

If you get an interview, it's because your resume and cover letter have clearly demonstrated that you are qualified for the job and you have impressed the recruiter. Now they want to meet you to confirm your skills and abilities, assess your "fit" and promote their company to you. The interview will also be your opportunity to sell yourself by expanding on your resume, learn more about the position and evaluate if the position and company are a good "fit" for you.

### Top 10 Tips for a Successful Interview

1. Review the job posting and assess your skills, abilities and what you have to offer the company as they relate to the job.
2. Research the company. How do your personal and professional values align with the organization's values?
3. Prepare answers to possible questions by knowing your stories (past experience).
4. Practice, practice and then practice some more.
5. Know where you are going and arrive early.
6. Dress for success.
7. Be professional and polite with everyone you encounter.
8. Be honest.
9. Always ask questions.
10. Follow up with a thank you email or card.

**Remember, you can always contact a Career Consultant at the [Career Development Centre](#) to conduct a mock interview with you!**

### Types of Interviews

**One-on-one** – a common format where you meet individually with the employer or recruiter.

**Panel** – consists of two or more interviewers who will usually take turns asking questions.

**Group** – used by employers to screen multiple candidates at once and may include group activities to solve a problem or complete a task.

- View this as an opportunity to demonstrate your teamwork skills, not a competition!
- Listen attentively to the others and be open to their ideas.

**Telephone** – commonly used to pre-screen applicants before an in-person interview is scheduled or when the candidate and employer are not located in the same city.

- Smile and use hand gestures, it helps convey enthusiasm through the phone.
- Dress as you would for an in-person interview to get you in the right frame of mind.
- Ensure your phone is fully charged (or use a landline) and you are in a quiet location.
- Have your resume and "study notes" in front of you.

**Video (Skype)** – used when the candidate and employer are in different locations.

- Test the program/equipment beforehand.
- Adjust lighting, camera angle and background for a clear non-distracting image.
- Dress appropriately and use hand gestures and smile as you normally would.
- Have your resume and "study notes" in front of you.



## PREPARATION IS THE KEY!

Regardless of the type of interview, the first step to interview success is preparation. Good preparation enables you to:

- reduce any interview anxiety
- appear confident and professional
- effectively market your qualifications
- positively impress the interviewer(s)

So here is how you prepare...

### Know Who The Organization Is

Find out as much as you can about the organization and their management through reading their website, following their social media and connecting with people you may know who work there.

Here is what to look for:

- What are the mission and values?
- What are their products and/or services and how are they marketed?
- What is their history and what are their future plans?
- How many people do they employ?
- Are they international? Where are their other offices?
- What is their reputation?
- How are they structured and who are the key personnel?

### Know Who They Are Looking For

Review the job posting to identify key skills and qualifications they are looking for. Now, for every skill and qualification they are looking for, assess yourself to see how well you match. Ask yourself:

- What have I learned/gained from previous experience, academic courses and programs, and extracurricular activities?
- What can I offer the employer?

- Why am I interested in this organization/position?
- What type of organizational culture will I be the most successful in?

### **Before the Interview**

#### **Get Organized and Plan Ahead**

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**1. Prepare and practice answers to common and behavioral interview questions.** This step is extremely important, the more you practice the more confidence you will have! There is more information about interview questions starting on page 6. Remember, you can also attend a workshop or book an appointment for more help or to have a mock interview.

**2. Prepare your documents and portfolio with the following:**

- ✓ Extra copies of your resume
- ✓ Examples of your work
- ✓ List of your references
- ✓ Reference letter(s)
- ✓ Transcripts
- ✓ Copy of the job posting
- ✓ List of questions to ask the employer
- ✓ Details including time, location and who you will be meeting with
- ✓ Blank paper and a pen for taking notes

**3. Know where are you going and how you are going to get there:**

- ✓ Confirm where you are going, especially if they have multiple locations.
- ✓ Check the bus schedule or parking locations.
- ✓ Take a trip prior to the interview so you know exactly where to go.
- ✓ Plan your departure time so you arrive at least 10-15 minutes early.



## 4. Dress for Success!

- ✓ Appearance counts - it's part of your first impression! This includes your clothing, hair and grooming. Dress conservatively in clothes that fit well, have been recently cleaned and pressed.
- ✓ No cologne, perfume or aftershave. Many companies have "scent free policies" to accommodate allergies.
- ✓ If you need to purchase an outfit, consider it a worthwhile investment in your future. You might be able to find a great deal at a consignment or thrift store.
- ✓ Clothing that is ill-fitted reflects poorly on you as a professional. Save some of your shopping budget to have your outfit professionally tailored to fit you.
- ✓ Bright colours and patterns can be distracting, stick with natural colours for jackets, pants or skirts such as black, grey, blue, beige or brown with a coordinating light shirt, blouse, sweater or tie.
- ✓ Make sure you can sit, stand and walk comfortably in what you are wearing. Fussing with your outfit will make you appear less confident and unprofessional.
- ✓ If you are unsure or want feedback on your interview attire come see us in room 254!

## 5. Go with the flow and be prepared for anything!

You never know what might happen at the interview so even with the best planning, you still need to be flexible and adaptable to go with the flow.

- ## 6. Don't be late!
- If something happens, call them ASAP. Never be a no-show. If you've changed your mind about the position, be professional and call them, well in advance of the interview day.

### At the Interview:

#### Make a Good First Impression

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#### Your interview starts before you have arrived.

Be kind, friendly and polite to everyone you encounter, you never know who will end up in the interview room with you! A negative impression experienced by an employee will get back to the hiring manager.

#### Turn your phone off and put it away!

Take notice of your surroundings, you can learn a lot about a company by doing this and you might want to ask questions about your observations... "I noticed a poster recruiting volunteers for an upcoming fundraising event. Can you tell me more about how you support employee volunteerism?"

#### Greet the interviewer with a firm handshake.

A firm, but painless, palm-to-palm handshake combined with a genuine smile, direct eye contact and a clear "Thank you for seeing me" is a great way to launch the interview. Be sure to introduce yourself and shake hands with everyone who is part of the interview. To help you remember names, repeat their names back to them and/or write them down on the blank paper in your portfolio.



in this situation with a classmate on a group project or a teammate in your sports team.

**Good body language will help you feel and appear confident.** Wait to be asked to be seated then sit tall with your shoulders back and avoid fidgeting. Be yourself and use hand gestures, just avoid excessive movement. Maintain good eye contact. When we are nervous we tend to look up, down and side-to-side, anywhere but at the interviewer, which only makes us look more nervous. The more nervous you are, the more eye contact you should make!

**Speak clearly and pause for breath.** 38% of a first impression isn't what we say, it's how we say it or the tone of our voice. Be positive, never say anything negative about a previous employer.

**It's okay to ask for clarification or for the question to be repeated.** Have a copy of your resume in front of you to trigger your memory and use your pen and paper to take notes on the questions asked. If you are unclear about a question, ask for clarification. If you need a moment to think of your answer, ask them to repeat the question. If you get half way through and you are not happy with your answer but you have suddenly thought of the perfect example, stop, apologize and ask them to start over "I'm sorry, I just thought of a better example that I would like to share with you. May I start over?" Chances are they will say yes and this is better than giving a bad or wrong answer.

**Provide an answer to all questions!** If they ask you a question that you have not experienced, do your very best to provide an example of a similar situation. If you don't provide an answer they cannot evaluate or score you. Here's an example "Tell me about a time a co-worker wasn't contributing to the team. What did you do?" Perhaps you have not been in this exact situation with a co-worker, but you have been

**"Do you have any questions for us?" The answer is always "Yes"!** Asking intelligent questions is a way to demonstrate your sincere interest in the company and the position. It shows that you have put in the effort to understand the company and that you want to learn more. This is also an opportunity for you to gain insight on the company and the position to help you evaluate if it is a good fit for you.

Prepare four to six questions, assuming some will be answered through the course of the interview. Have your questions printed and with you, it can be difficult to remember the questions you wanted to ask at the end of the interview.

See page 14 for a list of questions you may want to ask.

#### **After the Interview: The Hard Part is Over, But There is More To Do**

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**Reflect on the interview, give yourself feedback and make notes of what you have learned.** As soon as possible after the interview, take a few moments to write down things that were discussed in the interview and what questions were asked. Evaluate what went well and what can be improved. Were there questions you would have answered differently? Did you forget to mention something important? Were you happy with your performance? Self-evaluation will help you prepare for future interviews.

**Follow-up with the interviewer(s).** Many candidates don't do this, which means they have missed an opportunity to differentiate themselves, reiterate their skills and interest in the job, show their appreciation and to mention anything they may have forgotten in the interview. Don't be this candidate!

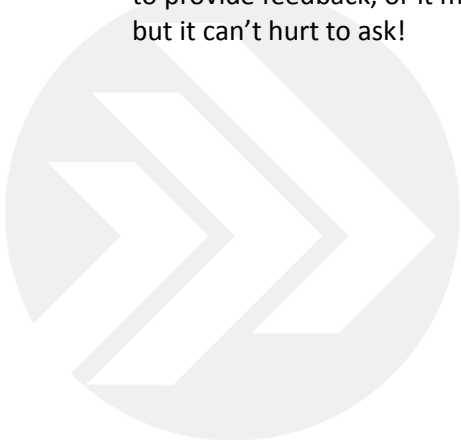


A typical follow-up is a thank you email sent within 24 hours of the interview. A hand written card is also nice, but should be dropped off in person to ensure it is received in a timely manner. Your email should include:

1. Thanking them for the interview
2. Why you are a good fit
3. Specifically why you want to work for them
4. Positive closing saying you look forward to the opportunity to join their company

**I haven't heard back, what should I do?** One question you can ask at the end of the interview is "When can I expect to hear back from you?" or "What is the next step and what is your timeline for this recruitment process?" Their answer will help you know the appropriate time to follow-up. If and when you follow-up (through email or a phone call) simply ask if you can have an update on where they are at in the recruitment process.

**Asking for feedback creates a positive impression and you might learn something.** Showing that you are open to feedback and want to learn and improve will add to your overall positive impression and you might get some great insight that will help you be successful in future interviews. Some companies have policies that don't allow them to provide feedback, or it might be very general, but it can't hurt to ask!





## INTERVIEW QUESTIONS

### Common Questions & How to Answer Them

These questions are used to determine your interests, motivations, goals, strengths weaknesses and potential. You need to have well prepared and tailored answers to these questions.

#### **Tell me about yourself.**

This question helps the conversation get started. Provide the interviewer with a high-level overview of who you are and how you are qualified for the position including your education, past relevant experience and extracurricular activities. Add in something unique about yourself to help them remember you.

Tip: don't assume the person interviewing you has read your resume.

#### **What are your strengths?**

Keeping the position in mind, tell them about your strengths and provide an examples.

Tip: Prove it! People have a tendency to simply list a bunch of skills, which are meaningless without examples to prove it.

#### **What is your weakness?**

Select a weakness that is not a competency related to the job and use this formula to demonstrate how you have improved:

**W** (weakness) – tell them what it is, but don't spend too much time talking about it.

**A** (actions) – explain the steps, ideally three, you have taken to improve

**R** (results) – provide at least three positive results that have come from your action steps.

Tip: The recruiter cares more about your actions and results than your actual weakness.

Sample Answer: "If I had to choose a weakness it would be my public speaking skills, I wouldn't describe myself as a natural born presenter. I recognized this and I have taken steps to improve by joining the Toastmasters Club at school, making time to practice when I have to give a presentation in class as well as researching presentation techniques. As a result, I'm more confident and don't shy away from presenting. My professor commented on my improvement and I got an A on my last in-class presentation."

#### **What do you know about our company?**

##### **Why do you want to work for us?**

##### **Why should we hire you?**

These are very important questions that could have a significant impact on your interview results. Demonstrating that you have researched and understand the company will prove that you are sincerely interested in the company and position. These questions help the interview determine your "fit" in the organization.

Tip: Tell the interviewer how your personal and professional values align with the company's and what is going to motivate you to represent their company.

#### **What are your salary expectations?**

You need to research to be able to answer this question. Don't just throw a figure out there of what you'd like to make without having an idea of what salary is suitable for the position and for someone with your qualifications. When asked, you should give a range rather than a specific amount.





Salary research tips:

- Use the Career Development Centre's [Grad Survey found on our website](#)
- Compare it to similar jobs
- Use the Government of Canada's "[Explore Careers by Wages](#)" website
- Google it
- Ask friends and family
- Consider the industry i.e. government, non-profit, private sector, etc.

Sample Answer: "I'm really excited about this opportunity and would like to know more about your total compensation. The Asper School of Business conducts a salary survey each year and based on their report last year's graduating class was earning \$38,000 to \$41,000. I'd be comfortable earning in this range as well and I'm open to discussing this."

## **Behaviour Descriptive Questions And How to Answer Them**

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Behaviour Descriptive Interview (BDI) questions are designed to help the interviewer evaluate your future performance based on your past behaviour. If you successfully demonstrate that you have performed a competency in the past, you likely will be able to continue to do so in the future.

BDI questions are past tense questions, for example, "Tell me about a time when you dealt with a difficult customer". To answer a BDI question successfully, you need to tell a specific story, something that actually happened in the past. You also need to put emphasis on the actions you took and the results from your actions. The **S.O.A.R.** formula will help you tell your story.

### **S = Situation**

- Briefly describe the specific situation, draw from your volunteer, work, academic or extracurricular activities.

### **O = Opportunity/Obstacle**

- Explain what you had to overcome or how you made things better by articulating the issue or defining the problem.

### **A = Action**

- What did you do in this situation? How did you solve the problem? What techniques or skills did you utilize? Include strong action words here like managed, initiated, developed, and analyzed. What were the reactions of other people involved and how did you react?

### **R = Results**

- Many interviewees will forget this part of their answer and it's the most important part! It is very important to explain the outcome of the problem or opportunity. How did you resolve the situation – what were you able to accomplish or contribute? Think in terms of your own personal accomplishment but also what value you added to the organization through your actions?

### **Examples of BDI Questions**

Competency: Stress management

- Tell me about a difficult situation when it was desirable for you to keep a positive attitude. What did you do?

Competency: Time management

- Tell me about a time you had to handle multiple responsibilities. How did you organize the work you needed to do?





**Competency: Teamwork**

- Tell me about a time when you were working as part of a team and one of the members wasn't pulling their weight. What did you do?

**Competency: Customer focus/problem solving**

- Tell me about a time when you had to handle a difficult customer. What did you do?

Tip: The emphasis of your answer (or story) should be on your actions and results. Think about providing three actions and three results for a complete story. So the formula would look like this S.O.A.A.A.R.R.R.

**Other Types of Questions**

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**Factual Questions** – used to confirm specific details, often yes or no answers “Are you legally eligible to work in Canada?”

**Technical Questions** – specifically related to the position “What is the difference between accounts receivable and accounts payable?”

**Situational Questions** – a hypothetical situation that you may face in the work environment. Your response should include your intended action and result “What would you do if a client was unhappy with the service they received?”

**Role Play Questions** – often used in sales or customer service positions where the interviewer takes on the role of a customer and may ask a question such as “Why should I choose your company?”

**Know Your Rights – Illegal Questions**

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*The Human Rights Code* of Manitoba is the provincial law which protects people against discrimination. Questions which cannot legally be asked in an interview include:

- Age
- Disabilities
- Ethnicity, ancestry, race
- Membership in organizations
- Religion
- Sexuality and/or family status

Illegal questions, intentionally or unintentionally, do get asked during interviews. If you are asked a question you feel is inappropriate respond with “I’m not sure of the relevance of the question to the role, can you tell me how it relates specifically to the job?”



## SAMPLE INTERVIEW QUESTIONS

### General and Open Ended Questions

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- Tell me about yourself.
- What are your greatest strengths?
- Name one thing about yourself that you would like to improve.
- What has been your most satisfying experience?
- Where do you see yourself in five years?
- Describe to me the kind of environment you would like to work in.
- Describe your ideal job. What is the most important thing you are looking for in an employer?
- What have you learned from participation in extracurricular activities?
- If you were going to hire for this position what would you look for in a candidate?
- Tell me something that you are proud of.
- Tell me about a recent goal you set for yourself.
- What have you learned from your mistakes?
- Tell me what you know about the \_\_\_\_\_ industry.
- Tell me about an emerging issue in our profession/industry.
- Are you willing to relocate?
- What are your salary expectations?
- What would you describe as the biggest responsibility that you have had?
- If you could construct your own job, what factors would you include?
- Tell me something about yourself that's not on your resume.
- In what ways do you believe you can make a contribution to our organization?
- I am interviewing 10 candidates all with similar backgrounds today, tell me why I should hire you.
- What do you want me to remember about you?
- Why are you interested in working for us?
- Why should we hire you?

### Education

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- Why did you choose your current program at school?
- What courses have you liked most? Least? Why?
- What are the main things you've learned in your program? University?
- What is your GPA? Do you think your grades are a good indication of your academic achievement? How would you improve your GPA if you had a chance to do it over again?
- How did you earn the scholarships / awards listed on your resume?
- Describe your most rewarding experience at University.

### Previous Experience

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- Why did you leave your previous employer?
- What have you learned from your previous jobs?
- What was the greatest challenge in your last job? How did you deal with it?
- How would your last boss describe you? What did you like most about your last job? Dislike?
- Tell me about a contribution you made at your last job.

### Decision Making

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- Give me an example of a time you had to make an important or difficult decision. How did you make the decision? How does it affect you today?
  - Describe a specific problem you solved for your employer or professor. How did you approach the problem? What role did others play? What was the outcome?
  - Describe a situation where you had to make a quick decision and take action.
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## Self-Motivation

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- Are you a self-starter? Give me an example.
- How do you stay enthusiastic in your job, despite the parts of it that you don't enjoy or find challenging?

## Analytical Skills

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- Describe a project that best demonstrates your analytical skills.
- Tell me about a specific time when you had to analyze information and make a recommendation.

## Teamwork

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- Tell me about a time when you were part of a successful work group or project team. Why was it so successful? What was your role?
- Tell me about a time when you were working as part of a team or a group and one of the members wasn't pulling his/her weight. What did you do?
- Do you prefer working by yourself or with others? Why?
- Describe the most difficult person you've ever had to work with.
- Describe a time when you put your needs aside to help a co-worker or classmate understand a task. How did you assist them? What was the result?

## Leadership

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- Describe your leadership style.
- What characteristics do you feel are important to be a successful leader?
- Tell me about a time when you influenced the outcome of a project by taking on more of a leadership role.
- Give me a specific example of something you did that helped build enthusiasm in others.

- Give me an example of a time you had to persuade other people to take action. Were you successful?
- If I asked someone to describe your leadership style what would they say about you?

## Organizational, Time Management & Planning

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- Tell me about a time you had to handle multiple responsibilities. How did you organize the work you needed to do? How did you manage your time?
- Tell me about a time when you had to plan or organize something on short notice.
- Tell me about a time you organized an event that was very successful.
- What do you do when you have too many tasks to accomplish in the allowed time?
- Tell me about a time you missed an important deadline.

## Communication Skills

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- Tell me about a time when you had to deal with a difficult customer or client? How did you handle it? What was the result?
- Tell me about a time when you had to present complex information (oral or written) in a way that was clear and easily understood.
- Describe a situation where you were able to successfully convince or persuade someone to do something your way.
- Describe the most significant report or paper that you have written.
- Describe the most significant presentation that you have had to deliver.
- Give me an example of a time when you were able to successfully communicate with another person that you did not get along with.
- What does effective communication mean to you? When have you demonstrated your effective communication skills?



### **Initiative**

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- Give me an example of a time when you took initiative rather than waiting to be told what to do.
- Give me an example of a successful project or new initiative you've been involved in. What was your role?
- Tell me about a time when you went above and beyond the call of duty to get the job done.
- Give me an example of a time when you initiated a change in process or operations.
- How did you prepare for today's interview?
- Every job seems to have slow periods. Tell me about a time when you had free time in your last job. What did you do with the free time? What were your co-workers doing? How often did these slack periods occur?

### **Problem Solving**

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- Tell me about a time when you had to solve a problem and rules or guidelines were not in place.
- Tell me about a time when you identified a potential problem and resolved it before it became serious.
- Tell me about something challenging you faced in your most recent job, how did you handle it?

### **Creativity**

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- Tell me about a time when you came up with an innovative solution to a challenge your company or class was facing. What was the challenge? What role did others play?
- Tell me about the most creative school or work related project that you have done.

### **Flexibility/Adaptability**

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- At one time or another we are all asked to help out with something when we don't seem to have the time. Tell me about a recent time when this happened to you and how you handled it.
- Can you think of the last time that you were asked to help out on a task that was not directly your responsibility? What was it? What was the situation with your own workload?
- Describe a time or a situation where you had to deal with significant change. How did you handle it?

### **Interpersonal Skills**

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- Give me an example of a time when your effective interpersonal skills contributed to your success.
- Tell me about a time when you handled a difficult situation with a co-worker. What happened?
- Tell me about a work situation that required you to adapt to a wide variety of people. What did you find difficult and what did you enjoy?
- Tell me about a time you built a rapport with a difficult customer or client.

### **Goal Setting/Results Oriented**

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- Describe two specific goals you set for yourself and how successful you were in meeting them. What factors led to your success in meeting your goals?
- Tell me about an accomplishment that you're most proud of? How did you go about achieving this result? What steps did you take?
- Describe a specific task or assignment you found especially difficult to accomplish. What was it, and what made it difficult? How did you overcome the difficulty? What was the end result?



## JOB SPECIFIC INTERVIEW QUESTIONS

### Accounting & CPA

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- Why do you want to be a CPA?
- What do you know about the CPA program?
- Tell me about an emerging issue in the accounting profession.
- You want to compare three companies' financial performance for the past five years. One company is small, one is medium-sized, and one is large. What is a financial technique that accountants can use to overcome this size difference and achieve a meaningful comparison?
- When using ratio analysis to analyze financial statements and company's performance, what are some things to consider?
- You have heard of the terms Financial Accounting and Management Accounting, to be sure. What are some of the differences between the two types of accounting?

### Actuary

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- Why did you choose the actuarial profession?
- Tell me about a current issue facing the insurance industry.
- Tell me about your computer skills. Programs? Level? Examples of where you have used them.
- If you had to explain what the Normal Distribution was to someone who knew little about math, how would you go about doing this?
- If you had a hypothetical death benefit plan that was being marketed through telemarketing, what would be the major profit drivers?

### Banking & Investment Banking

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- Tell me about a current issue in the banking industry.
- What enticed you to apply to a position at our bank?
- Why do you want to be an analyst/investment banker?
- Describe a situation when you investigated an individual's issue and found a specific need.
- Why would you make a good investment banker?
- What, in your opinion, are the key ingredients in building and maintaining successful business relationships? Give me examples of how you have made these work for you.

### Consulting

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- What do you think are the attributes of a successful consultant?
- Tell me about a business problem that you have solved. Walk me through the process.
- How would you bring in new business to the firm?

### Finance

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- What do you think an financial analyst does?
- Do you follow the market? Share your thoughts with me.
- Do you have any investments? In what? Why?
- How do you feel the market will turn out at fiscal year end?
- Where would you invest given the current market conditions and why?
- Can you tell me the stock price of any company off the top of your head?
- What stocks do you follow? Why?
- Tell me how you would value a company?



- How would you determine the discount rate?
- What is the exchange rate today?
- Tell me about a time when you used financial data to prove a point.
- What is a hedge fund? What is a bond?
- Explain the concepts of cash flow and net income.
- Name three well known investment banking firms.
- Give me an example of a calculated risk you have taken. What was the result?

## **Human Resources**

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- What do you think are the key qualities for human resources professionals?
- What is employment equity?
- What is workers compensation?
- What are the steps in processing a suspension or termination of an employee?
- What are the components of an effective performance review program?
- What tools do you use in determining the salary for a position?
- What is a grievance and describe a grievance process.
- What can you tell me about the employment market right now? Winnipeg or Canada?
- What industries/professions are in currently demand?
- Can you tell me what Behavior Descriptive Interview questions are?
- Can you give me an example of an illegal interview question?
- Name one emerging issue in the human resource management field.

## **Marketing**

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- Tell me the difference between advertising and marketing.
- Tell me about a marketing or advertising campaign that you thought was great and why.

- If you had a new product and wanted to arrange for shelf space in a national chain how would you do this?
- What are the most important questions you need to ask before beginning to plan a marketing/advertising campaign?
- What do you think about our advertising campaign for \_\_\_\_\_ product?
- Tell me about a marketing program that you initiated at school or work.
- What was your favourite product launched in the last few years? What did you like about it?
- Give me an example of a good (bad) marketing campaign you've seen. What did you like (dislike) about it?

## **Sales and Marketing**

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- Sell me this pen.
- Tell me about the nicest compliment that you have received from a client/customer.
- What attracts you to the \_\_\_\_\_ industry?
- How would you go about identifying new prospects?
- What strengths do you feel are important in being successful in sales?
- How do you keep yourself positive and motivated for selling?
- Provide an example of when you received a 'no' from a customer and later turned it into a 'yes'.
- What were your sales goals in your past sales job? How did you perform?
- Tell me about the most difficult or challenging sale that you have made.
- Can you tell me about a time when you went beyond the customer's expectations in order to meet their needs?





## Questions to Ask at the Interview

Always ask questions! Here are some great example questions from TheMuse.com.

### The Job

- What does a typical day look like?
- What are the most immediate projects that need to be addressed?
- Can you show me examples of projects I'd be working on?
- What are the skills and experiences you're looking for in an ideal candidate?
- What attributes does someone need to have in order to be really successful in this position?
- What types of skills is the team missing that you're looking to fill with a new hire?
- What are the biggest challenges that someone in this position would face?
- Is this a new role that has been created?
- Do you expect the main responsibilities for this position to change in the next six months to a year?

### Training and Development

- How will I be trained?
- What training programs are available to your employees?
- Are there opportunities for advancement or professional development?
- Would I be able to represent the company at industry conferences?
- Where is the last person who held this job moving on to?
- Where have successful employees previously in this position progressed to?

### Performance Management

- What are the most important things you'd like to see someone accomplish in the first 30, 60, and 90 days on the job?
- What are the performance expectations of this position over the first 12 months?

- What is the performance review process like here? How often would I be formally reviewed?
- What metrics or goals will my performance be evaluated against?

### The Interviewer

- How long have you been with the company?
- Has your role changed since you've been here?
- What did you do before this?
- Why did you come to this company?
- What's your favorite part about working here?

### The Company

- I've read about the company's founding, but can you tell me more about \_\_\_?
- Where do you see this company in the next few years?
- What can you tell me about your new products or plans for growth?
- What are the current goals that the company is focused on, and how does this team work to support reaching those goals?
- What gets you most excited about the company's future?

### The Team

- Can you tell me about the team I'll be working with?
- Who will I work with most closely?
- Who will I report to directly?
- Can you tell me about my direct reports? What are their strengths and the team's biggest challenges?
- Do you expect to hire more people in this department in the next six months?
- Which other departments work most closely with this one?
- What are the common career paths in this department?





### **Company Culture**

- What is the company and team culture like?
- How would you describe the work environment here—is the work typically collaborative or more independent?
- Can you tell me about the last team event you did together?
- Is there a formal mission statement or company values? (Note: Make sure this isn't Google-able!)
- What's your favourite office tradition?
- Do you ever do joint events with other companies or departments?
- What's different about working here than anywhere else you've worked?
- How has the company changed since you joined?

### **Next Steps**

- Is there anything that concerns you about my background being a fit for this role?
  - What are the next steps in the interview process?
  - Is there anything else I can provide you with that would be helpful?
  - Can I answer any final questions for you?
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