

## Traits Based Interviewing Questions

According to Marketing Personnel Research (MPR), Inc., a firm specializing in productivity improvement by selection and management of talented personnel for all positions in an organization, the following behavioral traits are desirable in an office or clerical worker. So the next time you interview a candidate for an office or clerical position, ask these questions and listen for answers which reflect the examples in the evidence of trait column.



TRAIT	QUESTION	EVIDENCE OF TRAIT	NO EVIDENCE OF TRAIT
Achiever	What three accomplishments do you take most pride in?	<ul style="list-style-type: none"> <li>examples mention personal recognition, awards, and freedom to act</li> </ul>	<ul style="list-style-type: none"> <li>difficulty naming accomplishments</li> <li>examples give no evidence of personal need for recognition or autonomy</li> </ul>
Discerner	<p>Sooner or later we all have days or times when we are disappointed in our performance.</p> <p>Tell me about a time when this happened to you and what you did about it.</p>	<ul style="list-style-type: none"> <li>analyzed and tried to improve</li> <li>asked others for feedback/criticism</li> </ul>	<ul style="list-style-type: none"> <li>has never been disappointed</li> <li>described disappointment as a result of someone else's fault</li> </ul>
Empathetic	You answer the phone and at the other end of the line is a customer who is extremely upset at your company and starts to take it out on you. What would you do?	<ul style="list-style-type: none"> <li>sympathetic to customer plight</li> <li>willing to listen</li> </ul>	<ul style="list-style-type: none"> <li>gets defensive</li> <li>shows no sensitivity to feelings of customer</li> </ul>
Work Intensity	<p>What kind of a work day tends to make you the most tired?</p> <p>During days like that, what do you do to keep your energy level up?</p>	<ul style="list-style-type: none"> <li>slow day is tiring</li> <li>likes to stay busy</li> <li>takes on more work</li> </ul>	<ul style="list-style-type: none"> <li>fast paced day is tiring</li> <li>takes time off</li> </ul>
Service Oriented	What are some of the things that motivate or make a job fulfilling for you?	<ul style="list-style-type: none"> <li>chance to be of service to customers or co-workers</li> <li>working for a company providing quality service</li> </ul>	<ul style="list-style-type: none"> <li>non-service</li> <li>non-altruistic focus, e.g. "recognition of my efforts"</li> </ul>
Proactive	How is your attitude or outlook typically affected by the attitudes of others?	<ul style="list-style-type: none"> <li>attitude is not appreciably altered by the moods of others</li> <li>feels in control of their own attitude</li> <li>not susceptible to ups and downs of others</li> </ul>	<ul style="list-style-type: none"> <li>when others are down or negative, they get down themselves or begin to lose focus</li> <li>suggests the way others look at things has an impact on how they look at things</li> </ul>

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Relates Well to People	How important is it for other people to like you?  How would you rate that on a 1-10 scale, with 10 being high?	<ul style="list-style-type: none"> <li>• 8 or higher</li> </ul>	<ul style="list-style-type: none"> <li>• six or lower</li> </ul>
Responsible	Have you ever missed a deadline or failed to complete some task assigned to you that others expected you to complete?  (If yes) How did you feel about that? Why did you feel that way?	<ul style="list-style-type: none"> <li>• no</li> <li>• yes, but shows acceptance of responsibility</li> <li>• takes ownership of task</li> <li>• shows concern that the deadline was missed</li> <li>• tried their best, but does not look for excuses or put blame elsewhere</li> </ul>	<ul style="list-style-type: none"> <li>• yes, but unwilling to take responsibility or show concern</li> <li>• tries to fix blame elsewhere or make excuses</li> </ul>
Values-driven	What principles guide your conduct? (Note: if they state “professionalism,” ask what it means to them.)	<ul style="list-style-type: none"> <li>• ethical content, e.g. honesty, integrity, truthfulness</li> </ul>	<ul style="list-style-type: none"> <li>• high performance, but no reference to ethics</li> </ul>

The next time you need assistance with hiring, please contact: Talent Hog  
(877) 577-HOGS