**Marketing Profile**

Preliminary Statements:

• Thank you for your time.

• We have a list of questions we have prepared and will ask every applicant the same questions.

• We will go through each question, then give you the opportunity to ask a few questions.

• If you are ready to get started, let’s begin.

1) Why is it important to be assertive? What example can you provide? Positive assertiveness requires that we not avoid or ignore problems, and not force a resolution, but collaborate to uncover hidden agendas, ask questions, see others' perspectives, and brainstorm solutions that work for all parties.  Look for a strong example of these behaviors.

2) Could you tell me about a situation when you had to be candid with a customer or team mate. How did you communicate your perspective? Look for an answer that demonstrates an appropriate and courteous example. Constructive candor is helpful, blunt commentary is not.

3) What is the most creative project you have been involved in? This is a good initial question to showcase a creative project.  The example could be from work, volunteering, or a school project (for new to the workforce applicants).  Look for innovative answers, a flair for the creative, and a fully conceptualized project.

4) How do you go about setting expectations for yourself? This question will highlight the applicant’s own standards. Look for a clear and logical summary and for the applicant to take responsibility for their own performance, and not rely exclusively on their supervisor.

5) Could you give me an example of a time when you had to work a minimum of direction or guidelines? How were you able to ensure that you were on target? Some people wait for directions, others manage up and get the information they need.  Look for someone to set clear goals and objectives, assign roles and responsibilities, and take the initiative, demonstrating assertiveness and confidence, without being too bold.

6) What interests you about this industry and how have you learned about it? Learning about what interests the applicant in the industry will help the hiring manager to understand what they may prefer to work in or focus on. In addition, if the candidate is just starting out in the industry, this question may help the interviewer to understand how dedicated they are to joining the organization and the industry in general (i.e., how much work they might be willing to put in), and why they’re willing and interested in doing so.

7) How have you demonstrated consistency, and why is consistency so important? Consistency reflects on fairness and dependability.  Look for answers that demonstrate an understanding of why consistency is essential in any job function, whether it is with a system or process or with people.

8) Could you tell me about a time when you were faced with making a decision without having all the facts? Look for examples of whether the applicant reached out for the specific facts and information needed.

9) Could you tell me about how you started on a new project or assignment? Walk me through the steps you took to begin the project. Look for a person who is able to conceive a plan, plot it out, schedule resources appropriately, and work independently, while checking in with management on progress.

10) In past jobs, how much direction did you get from management for projects? Did you prefer detailed plans or did you make it up as you went along? This answer will provide insight into how self-directed the person is and how comfortable they are with making their own plans. Some applicants are not comfortable with ambiguity and may prefer to have detailed work plans, others prefer winging it. Consider the job they are applying for and whether their inclination is a good fit.

11) Could you give me an example of a challenge you faced in getting cooperation from another department or co-worker? Even if the applicant was not in a management or supervisory role, they need to work with others, and this often means taking the lead.  Examples could be from non-work situations if they have not had much work experience.

12) Could you give me an example from work of your commitment to a certain value (customer service, accuracy, integrity). Giving applicants this open -ended question reveals a pervasive value of the individual.  Look for appropriate examples.

13) In a past job, how did you demonstrate that you were adaptable? Applicants who are not open to change will have a harder time coming up with an example.  Look for examples of how willing the applicant is to change course with a minimum of frustration or depression.

14) How much authority do you currently have in your job (or in a past job)? How do you go about resolving a situation if you lack authority? Look for how much authority the applicant has or had in their job.  Consider whether this level is appropriate for the job applied for. Also consider whether they "managed up" and attempted to gain support from their supervisor or manager.

Points to Wrap Up:

• What questions do you have for me?

• Next steps…

• Thank you for your time. We appreciate it very much.