



# THE INTERVIEWING STYLES INVENTORY

*Estimated time to complete = 10 minutes*

## What Styles do You Use?

**INSTRUCTIONS:** The following thirty situations examine questions that are often used during selection interviews. For each situation pair, circle the one statement that best describes the question you might ask. *This is not a test*, avoid picking what you think is the correct answer or what you think you *ought to do* over what you think you would really do.

The real value of this instrument begins with identifying patterns in your current practices. This will help you change and fine tune your interviewing questioning technique. In some cases, you may find that neither statement pair describes the question you would ask; in this event select the response that is *closest* to what you think you would do. Again, avoid trying to second guess the best answer and focus on what you would actually do.

*Please print and complete this. Be sure to bring with you to the workshop.*

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## Thirty Statement Pairs

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Circle the letter of the one response that comes closest to describing which question you might ask for each of the 30 pairs. If you don't think you would do either, then select the one letter that comes closer to what you would do. Don't leave any blank:

1.    A.    I would describe that we are looking for someone who is strong and who can lift large boxes and ask her to describe those skills.  
      B.    If I needed someone who could lift 50 pounds, I would ask if she had any problems that prevented her from lifting 50 pounds.
2.    A.    I would ask him to describe his working relationships with peers.  
      B.    If I had reason to be suspicious about it, I would ask if he had ever been arrested for a crime.
3.    A.    I would ask this person "How would you handle this specific situation?"  
      B.    I would ask this person about the job relevant tools they had used.
4.    A.    I would give her a specific work problem and ask how she would handle it.  
      B.    If the job involved much travel, I would ask her if the considerable travel is a burden for her family.
5.    A.    I would explain that I need someone who knows Excel and ask him how familiar he is with it.  
      B.    I would try to understand in what situations he performed well and how.
6.    A.    I would try to learn in what situations she had worked with this equipment and what kinds of problems she had with it.  
      B.    I would explain that I need someone with good trouble shooting skills on this equipment, and ask her to describe what she knows.
7.    A.    I would explain that I need someone with good listening skills with customers, and ask him to talk about his experiences.  
      B.    I would ask him how he would deal with a difficult customer.
8.    A.    If I had a concern about it, I would ask him about his health problem.  
      B.    I would ask him to describe a time he had to deal with a stressful design problem and what he did to resolve it.
9.    A.    I would ask her to describe how she developed good working relationships with members on the project.  
      B.    I would ask her to describe the work methodology she used on the project.
10.   A.    I would ask her to describe those situations where she did her best work.  
      B.    I would pose a problem when her supervisor was not around, and ask her to tell me how she would handle the situation.

*Turn the page >>*

11. A. I would give him a test to see if he knows how to read schematic diagrams.  
B. I would give him an IQ test to see if he is intelligent enough to do the job.
12. A. I would describe a situation and ask her to tell me how she would handle the angry customer.  
B. I would ask her to describe a time she had to deal with an angry customer.
13. A. I would tell him that I needed someone who knows how to use UNIX operating systems and ask him to describe his experiences with it.  
B. I would pose a common problem using UNIX and ask him to tell me how he would handle it.
14. A. I would probe what she knows about this job area.  
B. I would probe how she does her work in this job area.
15. A. In a diverse work environment, I would ask him what other languages he can speak besides English.  
B. I would probe what he does to make sure he has communicated well with others in a culturally diverse work environment.
16. A. If important to success, I would take the time to probe how her family would feel about her being gone half the time.  
B. If important to success, I would explain that the job involves 50 percent travel and discuss if that is ok with her.
17. A. I would ask him to describe his past working relationships with his peers and what kinds of problems he has had with them.  
B. I would explain that I need a team player and ask him to tell me about his strengths in this area.
18. A. I would ask him if it would cause problems with his family working long hours.  
B. I would ask him to tell me how he would handle working long hours.
19. A. I would ask her to describe the diagnostic tools she has used in these situations.  
B. I would pose a problem and ask what diagnostic tools she would use.
20. A. I would ask this person to describe their experiences working with this category of equipment, to list which types, and the problems they have fixed.  
B. I would tell this person that I need someone who can fix a specific problem with this type of equipment and ask them to explain their experience.
21. A. I would pose a technical problem and ask this person to describe what they would do.  
B. I would ask this person to provide an example of how he had resolved a similar technical problem in the past.

*Turn the page >>>*

22. A. If I sensed that this person might not have the stamina for the job, I would explain how important this is and ask them about it.  
 B. If I sensed that this person might not have the stamina for the job, I would ask if they thought they could keep up with the younger workers.
23. A. If creativity were important, I would explain why and ask her to tell me about a time she was creative.  
 B. If creativity were important, I would pose a problem and ask her to describe several solutions she might use.
24. A. I would ask him to provide specific examples of when and how he had to plan a project.  
 B. I would explain that one of the requirements is project planning and ask him to explain when he had done this before.
25. A. I would ask the applicant if she had not finished an important deadline on Friday afternoon, what she would do.  
 B. I would ask the applicant if her religious beliefs would allow her to work on Saturday to get an important deadline accomplished.
26. A. If leadership were important, I would ask the person to define leadership and provide me with examples of when they were an effective leader.  
 B. If leadership were important, I would ask the person to describe a time when it was difficult to get everyone together on a project. Then I would ask them to describe what they did about this problem.
27. A. I would ask him to provide several examples of when he had to work in a hot manufacturing environment wearing an uncomfortable safety suit.  
 B. I would note, in a friendly manner, that being from the Middle East that he must be used to hot weather. We would discuss the hot foundry environment.
28. A. I would ask her to describe a specific time when she had to make a tough decision when she couldn't consult her manager.  
 B. I would pose a typical work crisis and ask her if she had to make the call now, without consulting anyone else, what would she do.
29. A. I would ask her if she had ever had to move several thousand pounds of inventory by herself, and if so, how did she do it.  
 B. I would diplomatically bring up her smaller physical stature and ask if she thought she could handle such a heavy inventory load.
30. A. I would ask him to describe the study habits that helped him get good grades.  
 B. I would ask him to describe what his best subjects were in graduate school.



Thanks for completing this. Download the ISI Scoring Sheet and use it to calculate your profile.