



Interview Guideline

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POSITION: MTS Product Test Engineer, ATE INTERVIEWEE: Interviewee
DEPARTMENT: Product Test INTERVIEWED:
CREATION DATE: 2013-05-28
INTERVIEWER: Jake

INTERVIEW GUIDE OVERVIEW (DO NOT READ OUT LOUD TO CANDIDATE)

The purpose of this interview guide is to help you evaluate candidates. The questions shown here are drawn from a behavioral analysis of this position, conducted by you or a previous manager. Guidelines are suggested for evaluating the strength of candidates' answers.

We recommend you ask the questions *exactly as they are worded*. This is particularly important if multiple interviewers are interviewing 1 or more candidates (which we also recommend).

Please take notes in the space provided. *Write down what the candidate SAYS, rather than your impressions*. That will help you share the behavioral reasons for your conclusions and decision.

Remember to be as pleasant and friendly as you can be. You can deliver a demanding interview while also being polite and kind.

INTRODUCTORY STATEMENT

(PLEASE READ THIS OUT LOUD)

Thank you for interviewing with me today. Here at AMD we use a behavioral interviewing style. I'll be asking a series of questions about experiences you've had and how you handled them. I've got a series of between 10 and 15 questions, and this might take us an hour, perhaps a little more time. Don't be surprised if others here ask you the same questions in other interviews - that's normal. We want to be sure that every person we hire has the same qualities that have made us so successful.

There will be times when I will ask you for more information, and don't worry, that's normal. I will be taking notes - please don't let it distract you. The way we'll do it is, first, I'll ask you some questions, and then I'll answer any questions you might have of me. When you're done with your questions, we'll finish up. I'm excited you're here - let's get started.



Question 1

Describe a situation when you presented to a group and how you went about ensuring your presentation was effective.

What behaviors to look for: How did they prepare? Did they rehearse? Did they consider the audience? Did they distinguish between informing and deciding? Did they apply an effective structure or logic to the content's presentation?

WEAK

Did not prepare
Did not consider audience
Did not pre-plan response to questions
Lacked answers to key challenges

STRONG

Prepared assiduously
Rehearsed
Planned for specific audience
Clear and crisp supporting visuals
Achieved presentation objective

NOTES:



Question 2

What tools do you use to ensure your communication is effective? Can you tell me about a time when one of them worked particularly well?

What behaviors to look for: What was their thought process for communicating? Do they communicate differently depending upon the content and the recipient? What did they do to customize their message for different people or situations?

WEAK

Only one or limited ways of communicating
No tailoring for audience
Lack of message planning
Singular delivery not flexible
Did not achieve planned objective

STRONG

Planned delivery carefully
Considered audience thoroughly
Rehearsed based on planning, message, and audience
Planning led to excellent outcome
Answers to questions tailored to audience member asking

NOTES:



Question 3

Tell me about a time when you have had new information and you have had to help others to understand it.

What behaviors to look for: Did they consider the source in creating their communication with others? How did they, if at all, consider the audience in their comms? What did they add and why in terms of "what this information means for you"?

WEAK

- Communicates the same to everyone
- Does not tailor communication to recipients
- Communicates narrowly, reducing impact
- Does not communicate the why message

STRONG

- Tailors communication to recipient
- Communicates with urgency without sacrificing quality
- Prepares for questions
- Adds value with what this means for you/us metadata

NOTES:



Question 4

Tell me about a time when open and frequent communication built trust between you and another.

What behaviors to look for: Did they initiate communication or just respond? What did they do to make sure there was frequent communication, even when there wasn't necessarily a business need? Did the communications take multiple forms, or just one? Did they address tougher subjects when necessary?

WEAK

- Relies on other person to make contact
- Uses role power before relationship influence
- Does not offer to give before getting
- Communicates in a limited way
- Communicates only about business matters

STRONG

- Has a strategy for maintaining relationship
- Gives without prospect of getting
- Communicates in multiple ways
- Builds trust by sharing personal information
- Communicates to maintain relationships for future work

NOTES:



Question 5

Tell me about a situation where you worked to build or relied on an already built a network of associates or friends outside of your team to achieve something.

What behaviors to look for: What did they do to build relationships? Did they simply flatter others? Did they reciprocate with help when others needed it? Was this just one relationship, or were there several people with whom they interacted? Do they create relationships routinely, or only to advance an agenda?

WEAK

Focuses on what other person can do for them
Network is limited
Relationship building limited to this occasion
Indicates disdain for relationship building
Uses expertise or role power almost exclusively

STRONG

Creates strategy for building relationships
Articulates benefit of wide ranging relationships
Gives before getting
Regularly maintains relationships habitually

NOTES:



Question 6

Tell me about an effective relationship you have created and kept over a long period. How did you achieve that?

What behaviors to look for: What do they describe as "long"? What actions did they take to keep the relationship active? Was there reciprocity - a willingness to share as well as benefit? What different forms of communication do they use? How do they communicate in ways that are helpful to the other person?

WEAK

Long is less than 1-2 years
Relies on other person to make contact
Does not offer to give before getting
Communicates in a limited way
Has only internal relationships

STRONG

Has a strategy for maintaining relationship
Gives without prospect of getting
Communicates in multiple ways
Has relationships in different companies/industries
Demonstrates different communication styles

NOTES:



Question 7

Tell me about a time when you worked particularly effectively with other teams or departments.

What behaviors to look for: What relationships were already built that made the effort easier? What did they do to build relationships even if there were none? What was done to build trust as quickly as possible? Was there collaboration, or simple quid pro quo thinking?

WEAK

- Avoided contact, used short deadlines to preempt input
- Had no pre-existing relationships, even when expected
- Did not seek to build trust
- Did not include others' inputs

STRONG

- Leveraged pre-existing relationships
- Took time to explain situation & requirements
- Asked for others' issues and concerns
- Negotiated action benefiting both parties

NOTES:



Question 8

Tell me about a time when you had to support a group decision which was not your idea. What did you feel and what did you do?

What behaviors to look for: Did they openly acknowledge that their idea wasn't going to be used, and that was acceptable? Did they actively support the idea, or think that simply not working against it was sufficient? Did they "murder the unchosen alternative"? Did they stop working on developing their own "parallel track" idea?

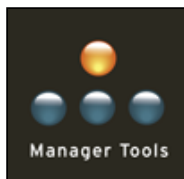
WEAK

Supported idea grudgingly
Developed other ideas on the side
Expresses frustration/distress at idea not being used

STRONG

Describes benefits of the idea chosen
Openly supports idea
Demonstrates action taken to support idea & ensure success

NOTES:



Question 9

Describe a time when you held firm to meeting a standard even though time was against you. What was the issue, and how did you handle it, in detail?

What behaviors to look for: What actions did they take to ensure quality? What efforts did they make to address deadlines? What did they do afterwards to relieve future pressures on this work or other work? Did they collaborate or did they force others' work?

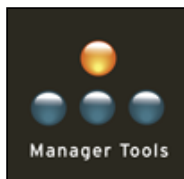
WEAK

Describes situation emotionally
Does not describe strategy for achieving deadline
Achieved deadline through brute force or role power
Allowed situation to happen multiple times

STRONG

Has a clear understanding of the situation
Has a clear strategy for achieving deadline
Collaborates with others to gain resources
Conducts a post situation review

NOTES:



Question 10

What specific situation can you share where you regularly communicated the importance of quality, and how did that affect results?

What behaviors to look for: Did they communicate clearly and to the right people? Did they persuade as oppose to threaten? Did they become known for championing quality, and did others say or do something that validated that?

WEAK

Does not have a strategy for communicating quality
Communicates only when there are problems
No evidence of benefits of quality achievement

STRONG

Communicates about quality regularly, according to plan
Communicates benefits of quality achievement
Assists others with achieving quality standards

NOTES:



Custom Question 1:

What is the most fascinating thing you've learned in the past 2-4 weeks?

NOTES:

Sample



Custom Question 2:

What was the most recent book you read?

NOTES:

Sample