

208 个必须搞掂的面试难题(中英文问及答)

LeanSmall 收集整理

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第一部分：业务热情(1~3问)

问：为什么在这个行业里你能做得特别出色？

答：我是一个做酥皮点心的师傅，所以我对甜点比较了解并能帮助开发新产品。新的防腐剂终于能够除掉生面团上面的不同条纹了，这意味着我们能比以前投资更多的产品了。

表明因你的天性好奇、热爱读书等原因，你是如何跟踪新产品的。你有没有足够的兴趣进行额外的研究并把适当的精力运用到你的工作上？给予具体的回答。

Q: Why would you be particularly good at this business?

A: I was a pastry chef, so I understand dessert products well and can help you with new product development. Recent preservatives have come a long way toward eliminating texture difference in pastry dough. This means we can investigate many more products than before.

问：你是如何关注当前时势的？

答：我仔细研读《华尔街日报》、《时代周刊》、《慈善机构投资者》和几家共同基金时事通讯。我还有一大群分析家朋友。

通过描绘一些符合你目标的出版物或贸易团体来证明你对该企业或职业领域的兴趣。

Q: How do you stay current?

A: I pore over the Wall Street Journal, the Times, Institutional Investor, and several mutual fund newsletters. And I have a number of friends who are analysts.

问：为什么你认为你对该行业会保持长久的兴趣？

答：撇开晋升的机会不说，该行业的技术变化得如此快，所以这里有广阔的就业机会。我尤其对多方面应用多媒体作为培训手段感兴趣。

你对该行业的发展前景有什么期望或设想？它使你无需晋升就可以获得发展吗？这家企业里什么使你最受鼓舞？你可以提供什么证据来证明你的兴趣来源于你极度的好奇——可能回到几年前的时间去找这个证据——而不是目前这些你可能放弃的一时兴致？

Q: Why do you think this industry would sustain your interest over the long haul?

A: The technology in the industry is changing so rapidly that I see lots of room for job enhancement regardless of promotions. I am particularly interested in the many applications for multimedia as a training tool.

第一部分：业务热情(4~7问)

问：5年之内你想处于什么位置？

答：我希望有机会在工厂或国内办事处工作。我也希望通过管理一个小团体发展我的管理技能。

不要给出具体的时限或工作头衔。谈你喜欢的东西，你天生的技能，实际的

问题和在你所选的领域或行业里你希望有什么机会,你希望从那些经验中学点什么。不要谈论你在那些与你所应聘的工作无关的领域或行业里的目标。这是听起来很明显的道理,但是很多求职者会犯这个错误。不经意间你就表现出了对当前的领域或行业缺乏真正的兴趣。不用说,一失言马上就会把你从进一步的考虑中淘汰掉。

Q: Where do you want to be in five years?

A: I'd like to have the opportunity to work in a plant as well as at the home office. I also hope to develop my management skills, perhaps by managing a small staff.

问:描述你的理想职业。

答:不管发生什么事情,我都愿意在与培训有关的领域里工作。和在大学中教学的工作相比,我还是对商业感兴趣。但我相信从事教育是我的天性,我擅长销售是因为我愿意花时间去教我的客户。现在我热切盼望我能培训那些新招聘进来的人。

谈及你喜欢的东西,你天生的技能,实际的问题或在这份特定工作或行业里你所期盼的机会,你希望从那些经验里学点什么东西。避免谈具体的时限和工作头衔。

Q: Describe your ideal career.

A: I'd like to stay in a field related to training no matter what happens. I was too interested in business to work at a university, but I believe that teaching is somehow in my blood. I've been good at sales because I took the time to educate my clients. Now I look forward to training the new hires.

问:如果你有无限的时间和经济来源,你会怎样使用它们呢?

答:我希望能参加几次不针对金融专家的有关金融管理的行政研讨会。我还希望能让我的部门放长假,把每一个人都派去参加外界的一些活动。最后,我很可能去旅游并考察一下外国竞争者,同时一路享受当地的美食,您呢?

虽然娱乐的事情谈起来很有诱惑力,但一定要紧扣工作或与行业相关的事务,或者紧扣与你应聘的这份工作的技能相关的努力上。例如,你正在应聘教书工作,你可能对义务教授成年人读书识字的项目感兴趣。这就证明了你自己的工作领域的激情,即对教育重要性的一种信仰,即使是作为一种兴趣而毫无报酬都无所谓。

Q: If you had unlimited time and financial resources, how would you spend them?

A: I'd love to be able to take several executive seminars on financial management that aren't geared toward financial experts. I'd also love to be able to shut down my department long enough to send everyone through an Outward Bound type program. Finally, I'd probably

travel and look at foreign competitors, and enjoy the food along the

way. What would you do?

问：假如现在是你在我们公司做首次年度总结，我该告诉你一些什么呢？

答：您要感谢我把工作完成得很好，并说明您渴望能够继续看到我工作的好成绩。更重要的是，我希望您能告诉我，您很欣赏我为一些重要项目加班加点工作的行为，还有我富有创造性的思维是如何有助于对存在的问题提出改革方案的。

很明显，在回答该问题时，你想给人留下积极的印象。“但愿您能更准时地出现”绝对不是一个好答案。记住，重点谈一两点你个人的优势。

Q: If this were your first annual review with our company, what would I be telling you right now?

A: You'd be thanking me for a job well done and would be explaining how you look forward to continuing to see good work from me. Furthermore, I would anticipate your explaining how you really appreciated my putting in extra time on some key projects and how my creative thinking helped come up with some innovative solutions to existing problems.

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第二部分：动机和目的(1~2问)

问：告诉我一些有关你自己的但在你的简历上又没有反映出来的东西。

答：你可能不知道我16岁就开始管理自己的投资组合，我认为你能理解我对投资销售方面的兴趣是重要的。在过去的8年里我平均每年获得12%的盈利。

不要只是重复简历上已有的东西，讲讲那些虽与你过去的从业经验无关但能反映你的个性和经验的独特的天赋或技能。

Q: Tell me something about yourself that I didn't know from reading your resume.

A: You wouldn't know that I've managed my own small portfolio since I was sixteen, but I believe that it's important for you to understand my interest in investment sales. I've averaged a 12 percent return over the past eight years.

问：告诉我你了解这家公司的什么。

答：去年夏天我作为一个实习的餐馆分析员与所有牛排连锁店联系密切。你们做得特别好的是集中精力在有限的品种上，使各地能保持高度统一。商业游客都信任你们在美国任一个店的产品。但我特别感兴趣的是你们的不动产资金小组和扩展计划。

描述你第一次或是近来邂逅该公司或其产品及其服务的情况。是什么促使你想在那里工作而不是在另一家不同的公司里做同样类型的工作呢？招聘者会仔细观察反映你真正兴趣的方面，而不仅是你对该公司所做的一些表面上的调查了

解。把公司的年度报告背出来不大可能会给招聘者留下印象，但把来自顾客和员工的一些反馈意见说出来可能会给招聘者留下印象。

Q: Tell me what you know about this company.

A: I served as an intern analyst to a restaurant last summer, so I followed all the steak house chains closely. What you've done especially well is focus on a limited menu with great consistency among locations; the business traveler trusts your product anywhere in the U. S. I'm particularly interested in your real estate finance group and expansion plans.

第二部分：动机和目的(3~6问)

问：你从我们公司的顾客、员工，或者别人那儿了解了我们公司的一些什么情况？

答：我确实给你们小册子上提到的几个客户打过电话。我与之交谈的顾客中有两人解释了他们为什么年复一年地购买你们的产品。你们的供销运作是很棒的，但还有没有一些可提高的服务项目呢？

叙述通过你个人与公司代表们的接触后，你的兴趣又是如何增长的。为面试进行而富有创造性地思考。例如，在你面试之前，和一些零售商或公司生产线上别的供销点的工人交谈。他们能告诉你一什么？给出一到两个你所了解到的例子来解释你为什么对这家公司感兴趣。什么是你可以用来证明你兴趣的最有力的例子？

Q: What have you learned about our company from customers, employees, or others?

A: I actually called several of the key accounts mentioned in your brochure. Two of the customers I spoke with explained why they continued to buy from you year after year. Your distribution operation is phenomenal. Are there any service improvements you think could still be made?

问：为什么你想在这里工作？

答：我几年前就错过了你们公司的一次招标，之后我意识到电脑产品变得越来越相近了，且零售价格的竞争愈趋激烈，以致服务成为了一家公司在竞争中脱颖而出的最好的方法。贵公司在所有的竞争者中享有最好的服务记录，而我相信从长远看，它将主宰这个行业。

你的准备和调查研究工作应在这里明显表现出来。给出一到两个你对该公司感兴趣的原因，并表明什么最激发你的兴趣。什么是你可以叙述来表明你个人对该公司的认识的最有说服力的事情呢？它的产品还是它的员工？答案包括公司的信誉、对该工作本身的描述，或者是跻身于该企业的欲望。

Q: Why do you want to work here?

A: I lost a bid several years ago to your company. I realized then that products in the computer industry are becoming increasingly similar. They're so similar now, and retail prices are so competitive, that service is the best way for a company to distinguish itself from the competition. This company has the best service record of all its competitors, and I believe it will dominate the business in the long run.

问：公司有什么特别的方面使你最感兴趣？

答：我最感兴趣的是你们公司在拉丁美洲的发展。我父亲是一位军官，所以我们在拉美住了3年。我知道你们刚和那里的两家加工公司合资，接下来几年你们有什么计划呢？

这是可以展示你对该公司的特定知识的另一个机会。如果你做了适当的调查研究，你回答这个提问是绝对没问题的。

Q: What particular aspect of the company interests you most?

A: I am most interested in your Latin American developments. My father was an army officer, so we lived for three years in Latin America. I know you have just entered joint ventures with two processing companies there. What are your plans for the next few years?

第二部分：动机和目的(7~10问)

问：对我们最新的产品和广告你有什么见解？

答：你们的新广告好像是要表明早餐时间是家庭欢聚的时间，带有一定的健康意义。你们这样做是不是要纠正最近有关高脂食物的负面报道，而避免与传媒直接交锋？

你应该对该公司的新产品和广告运作充分熟悉，从而能对之做有见识的、明智的评价。提供具体的建议和肯定的评价。

Q: What do you think of our newest product and ads?

A: It seems that your new ads are trying to show that breakfast time is family time, with a certain wholesomeness. Are you doing this to balance against the recent bad press about high fat foods, without attacking the issue directly?

问：告诉我你认为我们公司在业内有什么突出的优点？

答：以你们的低价策略和总部设在低消费区的运作，即使是在不景气的年份，相对实力和你们最相当的竞争对手而言，你们也还是处于有利地位。

描述你认为公司做得非常好的事情，尤其是相对其竞争力而言。解释经济实力对于一个公司来说是何等的重要。

Q: Tell me what you think our distinctive advantage is within the industry.

A: With your low cost producer status and headquarters operation in a low cost area of the country, you seem in a better position to be able to spend aggressively on R&D, even in a down year, compared to your closest rival.

问：作为一家企业，你认为我们哪些领域最易受攻击？

答：你们的现金状况和强大的生产阵容使你们成了一个吸引人的收购目标。这是我惟一最担心的事情。我曾为一家与别的企业合并的机构工作过，但我知道我能安然渡过风暴。

公司与其竞争对手相比做得不够的地方。解释经济实力对于一个公司来说是何等的重要，如果你热衷该企业，那么你对该工作的前景很可能早就胸有成竹了。

Q: Where do you think we're the most vulnerable as a business?

A: Your cash position and strong product presence make you an attractive target for a takeover. That's my only major concern. I have already worked for one organization that merged with another, but I also know I can weather the storm.

问：如果你来经营这家公司，你会有什么不同的做法？

答：我可能会进行调查研究，看是否低价卖掉轻工制造业而开始一个有挑战性的供应商关系项目。有建设性地表明你对该行业有足够的知识，有说服力地回答这个问题。获得这种知识的方法之一是通过与大量的公司内部人员交谈。这就是为什么这个问题能很快把那些“闲逛者”从认真的工作候选人中淘汰出来的原

因。你同样可把问题调转，请教招聘者的意见。这样你可能会学到有价值的东西。

Q: What would you do differently if you ran the company?

A: I might investigate whether to sell off the light manufacturing businesses and start an aggressive supplier relations program.

第二部分：动机和目的(11 ~ 12 问)

问：你在应聘别的公司吗？应聘什么职位？

答：实际上我铁心要找一份餐馆经理的职位，所以我只是应聘餐馆管理培训项目。我最近面试过几家大型国有快餐连锁店，如 SUPER BURGER 和 CLACKEY S CHICKEN。

通常情况下，应聘者会通过说出一些与本行业无关的大公司及一些完全不同类别的工作名称来，给面试官留下印象。大错特错！面试官想听到的是你在面试的是同行业里同类公司（诸如他们的竞争者）的同类工作。这就证明你肯定是在找你兴趣范围里的工作，因此聘用你的风险会比较低。

Q: What other firms are you interviewing with, and for what positions?

A: Actually, I've definitely decided to pursue a career as a restaurant manager, so I am applying only for restaurant management training programs. I've recently had interviews with several other large national fast food chains, such as Super Burger and Clackey's Chicken.

问：你认为你的资深能力完全超出这份工作所需的能力吗？

答：不是。我的经验和资历只能是使我做得更好，并且，在我看来，我的设计技能有助于我多卖一些书。我的商业经验能助我高效率地管理艺术部门，由此我可为公司省钱。最后，我认为我能够吸引更好的自由职业作家，因为我有很多行业关系。既然公司的投资想获得更高的利润，那么我的资历更有益于公司。再者，我能和我的上司建立长期的合作关系，如果我做得好的话，我期望能扩大我的责任范围以利用我其他方面的技能。

大多数的人都没预料到他们会被问到他们是否有丰富的工作经验。这个问题很容易就给面试人选来个出其不意。准确地说这就是面试官的目的（企图/意向）。这位候选人毫不犹豫地回答了这个问题并对他自己的能力表现得完全自信。

Q: Do you believe you're overqualified for this position?

A: Not at all. My experience and qualifications make me do my job only better, and in my opinion, my good design skills help to sell more books. My business experience helps me run the art department in a cost efficient manner, thus saving the company money. Finally, I think I'm able to attract better freelance talent because of all my industry contacts. My qualifications are better for the company, too, since you'll be getting a better return for your investment. Again, I'm interested in establishing a long term relationship with my employer, and if I did well, I would expect expanded responsibilities that could make use of even other skills.

第二部分：动机和目的(13 ~ 15 问)

问：如果我们的竞争对手给你一份工作，你将会怎么做？

答：我会拒绝。我对这个行业里的其他公司不感兴趣，我想在耐克公司工作是因为我曾穿着耐克牌的产品，在多次赛跑中获胜。正因为我对使用耐克牌产品有真实的经历，我认为我有足够的说服力把公司的产品卖给零售商。

面试官试图断定面试者是否真正对该行业和公司感兴趣，或者他是否随便地挑选公司。对比你对该公司及其竞争者的认识，谈及你所接触过的公司产品或接受过的公司服务。从长远看，你认为哪一家经营者是最具生存能力的，为什么？这也同样是你询问面试官的见解的好时机。

Q: What would you do if one of our competitors offered you a position?

A: I'd say no. I'm not interested in other players in this industry. I want to work for Nike because I won a number of races wearing the Nike brand. Because of my positive experience with Nike, I know I'd be convincing selling your product to retailers.

问：为什么你准备辞去现在的工作？

答：我的兴趣在于回到银行业。我能负责很多公司的人力资源的管理工作，但我认为，作为一个贷款人的经验已为我招募新的贷款人纳入培训项目做了特别的准备。

给出 2 ~ 3 个你准备辞去目前这份工作的原因。集中体现你当前工作在发展方面受到的限制或缺少挑战。一定要指出为什么你相信现在这个职位会提供给你

挑战的机会和你期望的另一些职责。

Q: Why are you ready to leave your current job?

A: My interest lies in returning to the banking industry. I can work in human resources management in many environments, but I believe that my experience as a lender prepares me exceptionally well for recruiting new lenders into the training program.

问：是什么促使你想从事这类工作？

答：我读书时是幸运的，我遇到了很优秀的老师，我也想成为那样的老师，他不仅仅是鼓励孩子们如何学习，而且要树立一种能激励别人也想从教的榜样。从长远来看，那是我们在教学舞台上改变我们的教育能力的最好机会。

面试官会想知道你对公司的产品和服务所抱的信心。运用个人的经验来证明你的兴趣和实力。在面试一份你理想的工作时，你的动机就是做你喜欢的事情而获得报酬。面试官会想知道你的兴趣是否和该特定的工作一致。

Q: What motivates you to do this kind of work?

A: I've been fortunate in my own schooling; I had wonderful teachers. I want to be that same kind of teacher, who not only encourages kids to learn but also sets an example that inspires others to want to teach. In the long run, that's our best chance of turning around the quality of education in this state.

第二部分：动机和目的(16~18问)

问：做这份工作，你想要什么样的工资待遇？

答：据你的工作简介，上面提到你们更喜欢一个有工程学博士学位的人，我希望你能考虑我的技能符合你们的最高要求的标准这个事实。所以，我希望的是一份属于这个职位工资范围里最高的工资。你能透露一下你们的工资范围吗？

招聘者想淘汰那些金钱目标不现实的人。这个问题一针见血，它逼你对一个敏感的话题做出反应，假如你提一个太低的工资，你就显得没见识；太高了，那你又把自己的价位定得太高或失去了讨价的机会。最好就是反问招聘者，问他这个职位的工资范围，然后让他对比你的学历程度和这个职位一般的要求作出考虑。

Q:What salary would you expect for this job?

A:Based on your job description,which mentions that you prefer someone with a master's degree in engineering,I hope you consider the fact that my skills meet your highest standards.Therefore,I'd expect a salary at the high end of your pay range for the position classification.Can you give me some indication of your range?

问：你可以带来什么别的人选不可能提供的新技能或新见解吗？

答：因为我已为这个行业里历史最长的一家公司工作过，我可以帮助公司避免一些我们在建立市场上所犯的错误。我认为保住主要的顾客基础比获取新的客户更为重要。

这个问题是问求职者为这份工作带来意外价值的动力。你是否仔细考虑过这份工作？是否斟酌过当前的工作部门里存在的限制和弱点及你自己独特的能力？假如你和另一位人选势均力敌，不分上下，要是你能证明“我可以提供你所要求的，然后还有别的什么”，那么这份工作就是你的了。

Q:What new skills or ideas do you bring to the job that other candidates aren't likely to offer?

A:Because I've worked with the oldest player in this industry,I can help you avoid some of the mistakes we made in our established markets.I think that retaining your core customer base is more important than securing new accounts right now.

问：前一份工作里，什么是你希望完成但却不能完成的事情？

答：我曾被一笔预算困住，以致不能实施印制广告等市场活动，我想开发互动传媒，因为那些8~25岁的人对以计算机为载体的媒体有兴趣。

回答这个问题应与回答：“为什么你准备辞去目前的工作？”用同一种方法。保持积极的态度谈及过去那份工作中你喜欢的东西和你在该工作上的才能，要避免过多地谈过去那份工作的缺陷。

Q:What would you like to accomplish that you weren't able to accomplish in your last position?

A:I was hampered by a small budget that limited our marketing efforts to print ads and other traditional resources.I'd like to explore interactive media,because the eight to twenty five year old category responds to computer based media.

第二部分：动机和目的(19 ~ 20 问)

问：在过去短短的几年时间里，你的职业动机是如何变化的？

答：当我开始做销售的时候，我从没意识到假如我离开销售行业会有多大损失。现在，即使我在找一份市场工作，但我还是想找与销售领域密切相关的公司。你们公司能吸引我的原因是你们的账户小组的概念可以使我与顾客的需求保持一致。叙述你从过去的工作中学会的东西，特别是你的技能和本领有特别明显的表现之处，你目前的动机应该和你面试的这份工作有很大的联系。

Q: How have your career motivations changed over the past few years?

A: When I started in sales, I didn't realize how much I'd miss it if I left. Now I want to stay close to the field organization, even though I'm looking for marketing jobs. Your firm attracts me because the account team concept would keep me in tune with customer needs.

问：我为什么要聘用你？

答：我叔叔在这个行业里有过一个小规模的制造公司，尽管他后来卖掉了它，但我在那里工作了 5 个暑假，做过各种各样的临时工作。因此，我认为我是从最底层做起并了解这个行业的，且你要相信我知道作为一个工厂的经理我该学会一些什么东西。

不要重复你的简历或应聘历史，提供一个或两个例子来说明为什么你要和这家特定的公司进行交谈。什么是你用来证明你的兴趣最有力的例子呢？这个问题通常都保留不问，但它总是在招聘者的脑子里。即使这个问题不问到，你也应该找机会在面试过程中说出来，大约就在你结束谈话的时候。

Q: Why should I hire you?

A: My uncle had a company that was a small scale manufacturer in the industry, and although he later sold the business. I worked there for five summers doing all sorts of odd jobs. For that reason I believe I know this business from the ground up, and you can be assured that I know what I'd be getting into as a plant manager here.

第三部分：技能和经验(1~5 问)

问：你的关键技能是什么？

答：作为高级系统分析人员工作 6 年以后，我拓展了大量的关键技能，包括商务模型、过程重建、软件包评价和在 UNIX 和 C 语言环境下的优秀编程技能。我非常高兴这些技能都是你们需要的，你想听一下我具体的工作例子吗？

谈及你的工作技能以及你如何把它们运用于这份工作上。避免陈词滥调或过分笼统，应提供具体的例子，拿你当前在任的工作或以前的工作与正在面试的这份工作作比较。

Q: What are your key skills?

A: After working six years as a senior systems analyst, I've developed a number of key skills, including business modeling, process reengineering, software package evaluation, and excellent programming skills in UNIX and C environments. I was very pleased to discover that these are the skills you're seeking. Do you want to hear about specific examples of my work?

问：你的实力是什么？

答：我的实力是人际关系技巧，我通常都能使别人支持我的观点。对人我有着较好的判断力且对他们的才华和解决问题的能力有较好的直觉。这种技能在我看来和这份工作直接相关。我知道你要求有 3 年的相关工作经验。虽然我的简历表明我只有两年的工作经验，但这并不代表我只上了两年和本领域相关的夜大，并在某一专门团体里表现得比较积极。我还通过阅读企业贸易新闻来获取知识，我肯定我的综合知识和技术水平与那些有 3 年实际水平的人相当。眼下我还正在学习时间管理课程，我已看到了这门课程在我目前从事的这份工作中起到的作用。

描述两三项和该工作最相关的技能。避免老生常谈或过分笼统，应提供详细的例子。描述能把这些技能运用于新职位的新方法。假如你不得不谈你缺点的话，那就诚恳一点，但要避免露馅，避免指出那有可能成为你获得这份工作的主要障碍的缺点。例如，指出你仅有他们要求的工作经验是明智的，面试官肯定很重视这些，你还可以解释你是如何够资格去做这份工作的。

Q: What are your strengths?

A: My strengths are interpersonal skills, and I can usually win people over to my point of view. Also, I have good judgment about people and an

intuitive sense of their talents and their ability to contribute to a given problem. These skills seem to me directly related to the job. I notice that you require three years work experience for this job. Although my resume shows that I have only two years experience, it doesn't show that I took two evening college courses related to my field and have been active in one of the professional societies. I also try to gain knowledge by reading the industry's trade journals. I'm certain that my combined knowledge and skill level is the equivalent of that of other people who actually do have three years work experience. I'm also currently enrolled in a time management course; I can already see the effects of this course at work on my present job.

问：你的经验如何与这份工作有关呢？

答：在我目前从事的工作里，我最近完成了三项工程再设计项目。我收集了所有需要的市场数据，发展了一项测量水准项目，组成一支队伍去做评价和分析工作。因此，我已经准备好了去解决你这项工作里列出的第一年首要的重新设计项目。在过去的工作里，我是工程设计队和新滑轮引擎仪器检测队的联系人。这些经验有助于我与你们的技术队伍和检测队伍保持密切和谨慎的工作关系，以解决这项工作。

对比你当前从事的工作或以前的工作与这份工作的要求。相似点对于你来说是明显的，但对于招聘者来说却未必。如果需要的话可就这份工作提出问题，使面试官接受你的理论依据。

Q: How is your experience relevant to this job?

A: In my current job I've recently completed three reengineering projects. I gathered all the necessary market data, developed a benchmarking program, and put together a team to do the evaluation and analysis. As a result I'm ready to tackle the major reengineering project that you've listed as the priority of this job during the first year. In my past job I was the liaison between the project engineering group and the instrumentation group in the testing of a new turbo engine. This experience will also help me tackle this job, which involves a close and careful working relationship between your technical group and your field testing group.

问：对于这项工作你认为什么技能是最重要的？

答：评价你们所有新产品的规则和竞争要求的能力是重要的。在我最近的工作里，作为市场策划者和政策调整分析员已获得了大量的经验，我的第一份工作也是一样。

描述你过去的工作经验与这份工作最相关的地方,对比你当前从事的工作或以前的工作与这份工作的要求。

Q: What skills do you think are most critical to this job? A: The ability to evaluate all of the regulatory and competitive requirements for your new product are critical. I've had considerable experience in this area as a strategic marketing and regulatory policy analyst in my most recent job, and also in my first job.

问: 你在这份工作里想提高什么技能?

答: 我希望提高我的谈判技巧。我在翻译合同和实施合同上都有大量的经验,但对谈判主要合同的实际条件、要价、标准等事项,我的经验有限。我相信这份工作能提供机会让我成为谈判队伍里的一员,使我有机会获得一些必要的技能来领导这个队伍。

叙述你在目前就任的工作中还不能充分施展的几项才能。例如:因为你的上司计划在他的工作岗位上至少还要干5年,所以你负责管理整个部门的机会就可能受到妨碍。

Q: What skills would you like to develop in this job?

A: I'd like to develop my negotiating skills. I've had considerable experience interpreting and implementing large contracts, but I've been limited in negotiating the actual conditions, costs, and standards for a major contract. I believe this job will offer me the opportunity to be a member of a negotiating team and thereby to begin acquiring the skills necessary to lead the team.

第三部分: 技能和经验(6~10 问)

问: 假如你不得不留在你目前就任的职位上, 你会多花一点时间在什么方面? 为什么?

答: 如果我还干这份工作, 我宁愿获得更多有关劳资谈判的经验, 特别是我想帮助谈判劳动合同, 解决4级程度冤情, 准备提请仲裁。我在人力资源所有其他方面的背景资料都比较牢固, 我相信劳动关系经验能使我的技能更丰富完善, 以使我将来能有机会上升到部门领导或副经理的位置。

你对你的工作最感兴趣的是什么? 叙述大量的任务给了你最大的满足。此外, 表明你有兴趣提高工作的等级, 处于领导位置上等。

Q: If you had to stay in your current job, what would you spend more time on? Why?

A: If stay in my current job, I'd like to gain more experience in labor negotiating. In particular, I'd like to help negotiate labor contracts, resolve grievances at the step 4 level, and prepare grievances for arbitration. My background in all other areas of human resources is strong, and I believe labor relations experience will round out my skills so that I can have the opportunity to move up as a department head or a vice president in the future.

问：你如何丰富你目前就任的工作？

答：回想 1993 年时，我是一家电报和无线电公司的研究助理。正当我们取得飞速发展时，我们的价格分析员为了另一份好工作突然辞职了。在找人填补他位置的过程中，我协助完成了几个主要的政府项目之一。我常加班加点，并且努力学习，并使这个项目获得肯定。我因此而受到赞扬，并被告知我将纳入下次举办的价格小组。

展示一项能不断地为你的工作增值的能力。有什么新的机会能挑战你的技能和智力？面试官想确信你不会对你的工作感到厌倦或对之不抱幻想。

Q: How could you enrich your current job?

A: When I was a research assistant for the cable and wireless company back in ninety three, at a time when we were experiencing rapid growth, our pricing analyst abruptly resigned for a better job. During the search to fill his position, I volunteered to help out with one of the major government projects. I worked considerable overtime, studied on my own, and helped bring the project to conclusion. I was commended for my effort and was told I'd be in line for the next opening in the pricing group.

问：你对你的成功如何解释？

答：我从来都不假定我的顾客满意我们的产品，所以我总是尽力跟踪每一位顾客。

顾客对我们产品的质量和性能提供了很好的见解，顾客们同样也很赏识这种追踪调查，特别是有些事情处理不当的时候，你还有机会及时纠正。另外，我能传递信息给我们的设计和生产单位去帮它们改善工序和提高产量。

说话要坦率但不能自大。提起一些别人对你工作能力或才华的评价。这个问

题与“什么使你与众不同？”问法很相似。

Q: How do you explain your job successes?

A: I never assume our customers are satisfied with our product, so I do my best to follow up with every customer. This feedback has provided valuable insight into the quality and characteristics of our products. The customer, as well, always appreciates this follow up, especially when something hasn't gone right and you still have the opportunity to correct it on a timely basis. In addition, I'm able to pass on information to our design and production units to help improve both process and product.

问：和同领域里背景相似的人比较，你如何评价自己？

答：在全国所有的销售员队伍里我一直排在前 10%。我为一家国有新闻刊物推销广告版面，我的顾客代表了全美国的主要大型广告代理。我总是喜欢把产品卖给广告代理执行部门的这种挑战，因为它们总是定一个高的标准，并且真正了解我们的产品。这充分地显示了我爱竞争的天性。我在我的出版公司和行业里一直都是名列前茅的。

诚恳而自信，但不要骄傲自大。为你的回答提供清楚、有说服力的理由。如果你在全国销售领域里排在前 10%，那么这是提出来的好时机！

Q: Compared to others with a similar background in your field, how would you rate yourself?

A: I've been consistently ranked in the top 10 percent nationally for all salespeople in my field. I sell advertising space for a national news publication. My clients are primarily large and agencies that represent corporate in America. I've always enjoyed the challenge of selling to advertising agency executives because they always set high standards and really know our product well. This brings out the very best in my competitive nature, and I'm consistently at the top, both within my publishing company and within the industry.

问：你的写作能力有多强？

答：在我获得了工商管理硕士之后，我就真正集中精力进一步提高我的写作技巧。我参加过一个企业家培训班，其主要任务是拓展、拟写和不断改写一个非常复杂的商业计划。

一个极好的回答，准备一个商业计划或类似的东西展示给招聘者看。在面试后把这份商业计划留下给招聘者。招聘者可能正在寻找一个有写作能力的人选，

特别是需要大量写作的工种，如财政分析者或撰稿人。

Q: How good are your writing abilities?

A: I really concentrated on further developing my writing skills while I got my MBA. I took an entrepreneurial class in which the chief assignment was developing, writing, and continually rewriting a very involved business plan.

第三部分：技能和经验(11 ~ 12 问)

问：你认为一个助理编辑的广泛职责是什么？

答：我肯定不同的公司有不同的责任要求，但最基本的是，一个助理编辑要会打字、文件归档和一般的行政工作。也许还要阅读书籍和写书评，写退稿信，与作者进行一些简单的书信交流，还有协助编辑处理需要完成的工作。

面试官可能会以这种或者那种形式问你这个问题。这个问题与“在你以前的那份工作中，你的愿望与现实有什么相异之处？”那个问题很相似，但更巧妙一点。虽然从根本上说，这两个问题都是在确定同一样东西，但是这种提问形式更巧妙一点。许多首次应聘者对他们的公司抱有幻想，而且对于从事平凡的抄写员的工作感到意外与不快。雇主想确信你对该工作抱有现实的态度，还有你会愉快地在那个职位上工作好几年。

Q: What would you say are the broad responsibilities of an editorial assistant?

A: Though I am sure it varies from company to company, I think it would be safe to say that being an editorial assistant involves a lot of typing, filing, and general administrative work. I would probably be expected to read and evaluate book proposals, write manuscript rejection letters, have some limited correspondence with authors, and generally assist the editor in whatever needed to be done.

问：你熟知什么电脑系统和软件？

答：我用过装有办公软件的个人电脑，软件包括 WORD、WORDPERFECT、LOTUS 123 和 EXCEL。同样我也有使用 MACINTOSH 系统的经验。通过对电脑网络的研究，我已对局域网熟悉起来。我们使用某公司的电脑系统和软件，它们就培训我们如何排解一些基本的故障问题。

在今天的商业环境里，电脑操作能力是必需的。WORD 文字处理程序和 EXCEL 电子制表经验是必要的，熟悉数据库的操作或制图程序也一样有用。大多数行业使用 PC 机，但很多创新型领域，如出版业和广告业就使用 MACINTOSH。假如你正在面试这个领域里的一家公司，你会发现熟悉 MACS 的好处。

Q: What computer systems and software do you know?

A: I've used PCs with general office software such as Microsoft Word for Windows, WordPerfect, Lotus123, and Excel. I have some experience with Macintosh systems as well. And through my search for a computer network, I've gained some familiarity with local networks; the computer company we used trained me on basic troubleshooting issues.

第四部分：努力与职业道德(1 ~ 5 问)

问：举出一个例子说明你是如何不顾困难把一个项目坚持到底的。

答：实际上我已逐渐退出某个账目，但作为一个顾问仍保持着对其跟踪服务，因为那个顾客威胁说要是他不跟我交易，他就撤销账户。3 个多月来，我一边做补偿调整工作，一边逐渐减少出面次数，这样就使那顾客觉得愉快多了。

示范你是如何收集资料和预见并解决困难的。你的回答应集中在如何解决困难和执行方案上，而不是集中在困难的本身。

Q: Give an example of how you saw a project through, despite obstacles.

A: I actually rotated off an account but kept my hand in it as an adviser, because the client had threatened to pull the account if he wasn't dealing with me. Over three months I was able to make the client more comfortable with my replacement while I slowly decreased my presence.

问：告诉我你做决策的一个例子。

答：我曾努力把我们的生产系统转变为专用路线。最大的问题就是说服厂里的工人，因为他们要学会用不同的方法来做这工作，但这个策略是可行的。我向他们保证在几个月内这份工作就会变得很容易了，那时我们每个职员每周能节省 4 个工作时，

我还说服了管理部门用一半储蓄去提高利润分红，这样做也赢得了员工们对我的支持。

描述你坚持达到目标的一个事例。个人目标(例如:一个可以反应你发展一项新技能的兴趣的个人目标)在这里会更适合。说明你怎样收集资料、预见困难和对付压力的。

Q: Share an example of your determination.

A: I led an effort to change our production system over to dedicated lines. The biggest problem was convincing the factory workers that this strategy made sense, even though they'd have to learn to do their jobs differently.

I assured them that within a few months their jobs would be easier, and we'd save about four man hours per employee per week. I convinced management to increase the profit sharing account using half of those savings, which also helped get the employees on my side.

问: 让我听一下你勤奋或有恒心的实例。

答: 上次在我们系统安装的过程中, 顾客改变了要求。在新的花费由顾客负责的情况下, 我的同事同意了顾客的要求, 决定按时完成工作。虽然知道这份工作要 3 个月时间才能完成, 但我们每周花 70~80 个小时, 最后我们完成了。

描述你自己的职业个性, 包括有毅力、勤奋刻苦和有责任感。说明你如何收集资料、运用时间管理技巧或有超前意识。举出具体例子。

Q: Share an example of your diligence or perseverance.

A: About halfway through our last system installation, the client changed her requirements. Our partner agreed that, at the new costs the client would incur, we could still meet the original completion date. It took about seventy to eighty hours a week for us to get the job done, but we did it, knowing that it would be over within three months.

问: 描述你解决棘手的问题或是谁都不愿意接受的任务的情况。

答: 我必须决定在我的部门里要取消哪项开支才可以使花费降低大概 5%。

我尽可能地保持客观。最后结果是通过减少每个科组领导的旅游开支, 让他们负担所要减少的经费的 25%, 这是我们销售分部的一大笔经费。在可能的时候减少出差, 并通过买打折机票而实现大部分的节约。

描述你曾愿意甚至是自愿去解决的一个曾被尝试但未能解决的问题。或者描述你完成的即使在短期内不甚受欢迎, 可对公司的长远利益有重要作用的事情。例如, 你的回答或许应包括对待一个难对付的员工或改进工序计划。

Q: Describe a time when you tackled a tough or unpopular assignment.

A: I had to determine which budgets would be cut within my division to yield an overall 5 percent cost reduction. I tried to remain objective and keep the personalities of department heads out of the decision. Ultimately, I ended up getting each department head to commit to a 25 percent reduction through frugal travel expense planning, which was an enormous part of our sales division's costs. We accomplished most of the savings by combining trips and by securing two week advance airline reservations whenever possible.

问：你现任的老板会不会把你看做是一个有超前意识的员工？

答：绝对会。实际上，在我年度工作评语里她说我是她员工队伍中最可靠和适应能力最强的人。我认为主要归因于我善于应变和超越别人的能力。您想听一个例子吗？

随时准备提供一个你毅然坚持到底并获得重大成果的重要项目。说明你在解决一个棘手问题时的可靠性和自觉性。假如你描述你“长时间工作”，则要保证说明你这个时间是高效的，而不是低效率的。

Q: Would your current boss describe you as the kind of employee who goes the extra mile?

A: Absolutely. In fact, on my annual evaluations she writes that I'm the most dependable and flexible person on her staff. I think this is mostly because of my ability to juggle and prioritize. Would you like an example?

第四部分：努力与职业道德(6~10问)

问：你去年上班请假几天？为什么？

答：去年我请假4天，3天是因我染上了流感，而另一天是因我的亲属过世。无故旷工或迟到的记录，或反映职业道德的欠缺，或是操作能力低下都可能对你不利。以你的工作自觉性、责任感还有你的守时和可靠性及可靠的出勤记录去向面试官说明。如果你认为你有可能因出勤或不可靠而得一些不佳的看法，那你最好准备一个详细的、令人可谅解的解释。

一个相似的问题：“你会准时吗？”也有可能被问到。

Q: How many days were you absent from work last year? Why?

A: I was absent four days last year, three because I came down with the flu, and one due to the death of a family member.

问：讲述你没能发挥你能力的一次事例。

答：我第一次被引见给董事会的时候，我没有料到他们会问其他一些问题。除了我准备汇报的事情外我没有准备其他任何东西。现在我的上司和我都绞尽脑汁提前准备所有的“怎么样”。

这个问题要求求职者去叙述一次消极的情况。根据问题的意思讲一件早期因没工作经验而造成工作失误。然后说明作为上次的经验教训，你现在有了更好的判断能力。

Q: Tell me about a time you didn't perform to your capabilities.

A: The first time I had to give a presentation to our board, I failed to anticipate some of their questions. I was unprepared for anything other than what I wanted to report. Now my director and I brainstorm all the whatifs in advance.

问：员工们有的注重思想，有的注重实干，你如何评价自己呢？

答：对我来说在每个项目上都有明确的方向是重要的，那就是为什么与思路清晰的管理者在一起，我能成为很好的支持者的原因。我总是能很好地完成任务。

通过这个问题，面试官在寻找一个恰当的人选。假如工作以团体为主而该应聘者偏爱独立工作，那问题就出现了。在完成过去的工作项目时，你是否按工作任务所指定的界限进行呢？

Q: Employees tend to be either concept oriented or task oriented. How do you describe yourself?

A: It's important for me to have clear direction on each project. That's why I'm good in support roles, with managers who have very specific ideas. I'm thorough at carrying out the tasks.

问：你的同事会告诉我有关你注意细节方面的什么呢？

答：我的同事总是靠我给他们指出他们工作中忽略的东西，所以他们很可能会告诉您，我在工作中考虑得很周密。

在这里，面试官感兴趣的是应聘者的独立性和完成工作的能力。你负责任

吗？你是否卓有成效地为团体活动做贡献而不是被卡在一些无关紧要的细节上？你能有效地利用你的时间吗？假如是的话，举出一个别人称赞你的例子。

Q: What would your colleagues tell me about your attention to detail?

A: My coworkers always count on me to help them think through what might have been overlooked, so they probably tell you I think through processes from A to Z.

问：日常工作中，你怎样应付压力？

答：我每周至少出去吃一顿饭并借此清理一下我的大脑。我自己有一个原则，即直到我觉得冷静了才对事情作出反应。我先思考，然后行动，我已学会了加班加点地干活。

在这里，叙述一个你已解决的压力较大的项目，及你在这个项目中组织每一步骤时所采取的具体行动，以及如何把工作坚持下去的事例，这可能会有好处。在压力下你是如何保持心境的平和及保证你的职业水准的？

Q: How do you manage stress in your daily work?

A: I try to get out for lunch at least once during the week to clear my head. I also have a personal rule that stops me from reacting to any problem until I feel calm about it. I think, then act, but I've learned to do that over time.

第四部分：努力与职业道德(11 ~ 15 问)

问：如果事情不按你所计划的发展，你又如何重新部署呢？

答：我开始想像有可能出现的最坏结果，然后找出能避免那糟糕结果出现的预防措施。这样做之后，我通常都能取得和原定目标不相上下的结果。我前面叙述的那个培训例子就是证明。

描述曾经出现的困难迫使你改变原来的计划，但你还是达到了预期的目的。你是否得到别人的协助支持才能实现这个目标的？吃一堑，长一智，你以后又是如何预见困难的呢？

Q: How do you regroup when things haven't gone as planned?

A: I start by trying to imagine the worst possible outcome; then I back up and identify precautions I can take to avoid that scenario. In this way I usually end up with a result close to the original goal. The training example I described earlier is proof of that skill.

问：在你目前的工作中，你是如何对工作任务的轻重缓急排序并用什么措施来处理的？

答：我的办法就是每天一大早就首先处理两大客户的事务。这样，如果有什么问题出现的话，即使最挑剔的顾客也被照顾得很好。说明你是如何收集资料、如何预见困难和如何应付压力的。叙述一下你的一些个人工作习惯，这些习惯能使你按轻重缓急的次序去安排工作且又能避免管理过细或运作停滞。几年来，有什么方法使得你能越来越好地把握时间？

Q: How have you prioritized or juggled your workload in your current job?

A: I juggle by working only on my two major accounts early in the day. That way, if interruptions occur, my most critical customers are taken care of.

问：说说在最近的一份工作里，你是怎样改进职业技能的。

答：最令我骄傲的是我对数据库技术的应用。例如，在我们的邮寄服务里，过去对邮件进行人工分类需花费几天的时间，现在通过快速的特征搜索法只需五分钟就完成了。

描述一下为了提高工作效率而提高了工作技能。一些典型的例子有可能包括：学会一个新软件的应用、参与专业研讨会或者参加成年人学习班。

Q: Describe a professional skill you've developed in your most recent job.

A: I'm most proud of my new skills in applying database technology, for example, in our mailing services. What used to take us days of manual sorting now takes five minutes through a quick search feature.

问：为什么服务是一个如此重要的问题？

答：服务是令消费者满意的重要因素。它和成本一样重要甚至比成本更重要。如果顾客得不到他所期望的或更好的服务，他就不会是你公司的回头客了。此外，这个顾客在你的公司的体验会影响市场上大批顾客对你公司的看法。

人们肯定会相互交流信息。这不仅影响效益，也影响将来的销售。在很多场合，服务能成为一个公司有别于其竞争者的原因之一。信誉差的服务会使一个公司在市场上的地位大打折扣。

面试官想断定这个人选是否懂得对顾客的服务能在市场上树立积极形象的重要性，以及顾客服务质量对新销售业务的影响。出色的顾客服务能极大地帮助建立长期客户关系及促进业务的运转，这是盈利公司的生命线。公司的客户关系越长久，公司的盈利可能性就越大。

Q: Why is service such an important issue?

A: Service is a major contributor to customer satisfaction. Just as important as, or maybe even more important than, cost. If a customer isn't receiving a level of service that meets or exceeds his or her expectations, that customer wouldn't be a customer for very long. In addition, that customer's experience with your company may affect how potential customers in the marketplace view your company. People do talk and share information. This may affect not only profits but future sales as well. In many instances service may be the one thing that distinguishes a company from the competition. A bad reputation for service may compromise a company's position in the marketplace.

问：告诉我某次你遇上一个怒气冲冲的客人的情形。你是怎样处理这种尴尬场面的？

答：我在电话公司的顾客服务部时经常会接触到一些怒气冲冲的顾客。发生这种事情时，我尽可能心平气和地与顾客交流，目的是为了让顾客以公事公办的态度来处理事情，且重点是解决问题，大多数时候我能处理好问题，使顾客满意。不过我印象特别深的是一次顾客在电话里用脏话骂人，我尽力保持平静且不让我个人的感受融入这种情景，我不理会那些粗言秽语，我只是对之作了一些记录，继续尽力地帮助他。可他仍是骂个不停，所以，我礼貌地叫他稍后再打电话来找我们的经理。因为在那种情况下，我知道我是没办法解决这个问题了。

在许多情况下，当别人发脾气或心烦意乱时，你如何反应是很重要的，特别是在服务业里你的反应尤为重要。面试官在寻找能证明你有能力从事大量接触公众的工作的证据。举出一次你遇上的麻烦，而你又是如何解决问题的例子。你回答时应举例说明你的成熟态度、你的交际能力和洞察别人的需要和感受的能力。

Q: Tell me about a time when you had to deal with an irate customer. How did you handle the situation?

A: My customer service position at the telephone company involved dealing occasionally with irate customers. When that happened, I'd try

to talk in a calm, even voice, in order to get the person to respond in a businesslike manner and focus on trying to resolve the situation. Most times I was able to rectify the problem and pacify the customer, but I remember one incident in particular in which the caller became verbally abusive. I tried to remain calm and professional and not to let my personal feelings enter into the situation. I didn't respond to the abuse, I just made a note of it and continued to help the customer as best I could. When the abuse persisted, however, I politely asked him to call back and ask for my manager, because at that point I knew I couldn't resolve the problem.

第四部分：努力与职业道德(16 ~ 22 问)

问：你的私人生活是否存在对你的职业造成影响的问题？

答：我总是很注意把自己的私人生活与职业生活分开。我认为在给病人治病时，重要的是保持客观。一个临床医生应该能够控制自己的感情而不带偏见地给病人看病。假如你把个人的问题或感受发泄到病人的身上，那只能对病人造成伤害。

这个问题对于在医疗服务领域工作的人尤为重要。面试官想知道作为一个独立个体，你是如何完善你的人格。假如你有不能克服的个人问题，这些问题就会影响你和你病人的关系，也有可能影响你对病人的诊断，同时影响你的治疗方案和治疗建议。使面试官深信你能把私人的感受和职业行为分开来。例如，假如你不能积极处理好危急关头的事情，你就不可能真正帮助你的病人面对创伤问题，因为那会引发你太多个人的强烈情绪。

Q: Are there any issues from your personal life that might potentially have an impact on your professional career?

A: I am always careful to separate my personal life from my professional life. I believe it's important to remain objective when treating patients. A therapist should always be able to take an emotional step back in order to make an unbiased assessment of a patient. It only hurts the patient when you try to project your own issues and feelings onto that patient.

问：什么时候你的交往能力受到了考验？

答：一次一个顾客要求退还那件她明显已穿过的晚装的钱。她抱怨说衣服干洗后变了另一种颜色，而洗衣服的人告诉她是布料不好。虽然我认为她是不诚实的，但我马上就退还她的钱。我认为不让别的顾客听到她的话而怀疑我们的高质

量产品更为重要。叙述你客观地解决和顾客或伙伴的一个矛盾的实例。你是怎样表现你的同情心及如何建立和谐气氛的？

Q: When have your skills in diplomacy been put to the test?

A: A customer came in once and demanded money back for an evening dress that had apparently been worn. She claimed it was a different color after dry cleaning and that the cleaner said the fabric was faulty. I quickly told her we'd happily return her money, even though I didn't think she was being honest. I decided it was more important to keep other customers from hearing her and maybe doubting our high quality merchandise.

问：告诉我某次你不得不延长工作期限的情形。

答：一次工作已经进行两周了，可是在工作进行当中，很明显地顾客又要求我们多加几项特性。我重新和顾客商谈，记下他的目的和要求，给他一张像菜单一样的价格表，那上面他可以有更多的选择，但必须付更多的钱和等待更长的时间。他选择了一个他认为改变要作出 3 个星期相应调整的中间档次。

为了使一项工程的全部目标圆满地实现，描述一下你的责任感和自觉性。假如你不调整工作期限的话，将会使什么目标大打折扣？

Q: Tell me about a time you had to extend a deadline.

A: Two weeks into a job, it was clear that our client expected us to add more features as we went along. I renegotiated with the client, outlined his goals, and showed him a price structure similar to a menu, from which he could choose more features at a higher cost and in a longer time frame. He opted for something in the middle that he understood would cause a three week adjustment to the schedule.

问：你想努力提高或改变什么方面的个人技巧或工作习惯呢？

答：我必须学会拒绝。我过去常爱帮助别人，甚至到了别人滥用我的好意的地步。现在我向能有回报的人提供帮助。总的来说，交换是比较公平的。随着时间的推移，我们办公室人员的合作也大大提高了。

这个问题与“叙述你在最近的工作上是如何改进职业技能”相似。可是，在这里你很可能想谈及从最早的工作或在相对较久远的时间里，你技能的发展，但要使面试官相信这种特殊的工作习惯不再是一种工作阻碍了。

Q: What personal skill or work habit have you struggled to improve?

A: I had to learn to say no. I used to be helpful to the point that other

staff abused my goodwill. Now I offer to help by countering with something I'd like help on in return. On balance I believe the trade off is more equitable, and cooperation in our office has improved over time.

问：你在桌上放什么书？

答：我放一本好的字典在桌上，我也会放一本 Strunk and White，这是一本好的参考书，能查找高中或大学里学过但又忘掉的语法知识，或者在遇到特别困难的情形也可使用。

招聘者可能有兴趣判定你对你的职业有多重视。一本好字典和好的参考书对于一个从事写作的人来说是手头必备书，你可能也会把喜爱的小说放到桌上。

Q: What books do you keep on your desk?

A: I keep a good dictionary on my desk. I also keep Strunk and White, which is a good reference for looking up all the grammar rules that you learned in high school and college but forgot, or for particularly difficult situations.

问：你愿意到另外一个城市定居吗？

答：我宁愿留在这里，不过可能的话我会考虑一下。尽管在某些初次面试中，你也许会被问到许多像这种能代表你利益的问题。尽管这样的问题对一个初次面试的人来说不公平，回答不好的话，你也许什么都得不到，甚至还会失去所有的东西。假如你在初次面试时被突然地问到这样的问题，只需说些如“当然有可能”或者“我愿意考虑一下”之类的话。

后来，如果你得到了这份工作，你会知道具体的工作条件，然后决定你是否愿意接受这个职位。记住，在提供工作阶段，你有大部分的谈判权利，而且雇主也许会很愿意为你提供你所需要的东西。如果那些不成问题，你也许会想说明一下，经过重新考虑，你已决定了不迁往别处，但是你想让雇主知道可以考虑把你安排在其他在将来开放的职位上。

Q: Would you be willing to relocate to another city?

A: I'd prefer to be based here, but it's certainly a possibility I'd be willing to consider.

问：经常需要出差的工作适合你的生活方式吗？

答：对我或我的家庭来说，这种经常需要出差的顾问工作是完全没有问题的。我的妻子是航班上的乘务员，我们俩都无法过朝九晚五的生活。

Q: Does the frequent travel required for this work fit into your lifestyle?

A: The frequent travel in this consulting position is no problem for me or my family. My wife is an airline flight attendant, so neither of us follows the typical nine to five routine.

第五部分：创造和领导能力(1~6问)

问：你的脑袋是什么颜色的？

答：我的脑袋是红色的，因为我总是充满激情，我时刻都在为新的计划和主意而燃烧。

小心你随时都会被问到一些滑稽的问题。面试官的目的不是想难倒你，而是发现这一刻你会作出什么反应。当问一些标准的问题时，因为人们准备过了，面试官就很难去真正了解一个人。例如，一个广告业招聘者，就会尽可能避免这种情况。回答这种问题不存在对或错。实际上，招聘者不会真正在乎你的回答。他只是不想听到如：“我不知道，我想它是蓝色的，因我是这样想像的”这样的回答，关键是要看你是否有创意和如何思考，一定要解释你为什么这样回答。

Q: What color is your brain?

A: My brain is red because I'm always hot. I'm always on fire with new plans and ideas.

问：假如你一进电梯，就发现电梯里的人都面向电梯壁，你会怎么做？

答：我想我会向前看并大声说：“你们知道，向前看要舒服得多。”像广告和制图这种创意性领域里的面试是不同于别的工作面试的。广告业招聘者会采用不同的面试形式和步骤，通常是引导一种行为式的面试。招聘者问这类问题，是要发掘在特别真实的生活环境中你的行为是什么样的。

Q: If you got on an elevator where everyone was facing the back, what would you do?

A: I think I'd face the front anyway and say aloud, "It's really much more comfortable facing forward, you know."

问：考虑一下以下的情景：一天晚上，你工作到很晚，是留在办公室最后的一个人。你接到一个找管理人员的紧急电话，是销售代表打来的，现在他正在会见一个潜在的客户。他要对一个问题作出答复，否则的话，明天就太晚了。你能回答这个问题，但这超出了你应有的职权范围。

这种情况下你会作出什么反应？

答：我会收集所有有关的资料、文件证明，然后回答他这个问题。第二天早上我会给管理人员留张纸条，告诉他这件事的详情，说明我所作的决定和解释我的思考过程。这个回答显示出求职者对他自己的能力充满信心，而且他在处理紧急事件的时候是靠得住的。同样，你的回答应表明，在棘手的情况下，你绝不胆怯做一名决策者，即使这种情况下的决定超出你的职权范围。

Q: Consider the following scenario: You're working late one evening and are the last person in the office. You answer an urgent telephone call to your supervisor from a sales rep who's currently meeting with a potential client. The sales rep needs an answer to a question to close the sale. Tomorrow will be too late. You have the expertise to answer the question, but it's beyond your normal level of authority. How would you respond?

A: I'd get all the pertinent information, taking well documented notes. I'd then answer the question based on my knowledge and the information provided. I'd leave my supervisor a note and fill him or her in on the details then next morning. I'd be sure to explain my decision, as well as the thought process behind it.

问：你认为那些生产好产品的公司为什么会失败？

答：参与产品设计或生产的人员必须对产品完全了解和充满信心，并能定期使用它。只有这样他们才能对产品进行不断的改进，满足顾客的需要。任何产品都必须不断改进，从而满足顾客日益变化的需求。只有让员工都参与产品的生产并对之保持热情，才能使改进成为可能。

这是个关系到求职者作为领导者是否有远见的问题。假如你被问到这样的问题，你最好谈及一项产品或想法失败的具体例子，而失败是由于员工或其他顾客缺乏热情。你不要过分地吹毛求疵，应谈及你采取了什么与众不同的措施。

Q: Why do you think that some companies with good products fail?
A: Employees who are involved in the design and/or manufacture of a product must totally understand and believe in the product and use it on a regular basis. Only in this way can they continually modify and improve it to the customer's satisfaction. Any product must be constantly fine tuned to meet the changing needs and demands of the consumer. Only by getting the employees involved with the product and excited about it can this improvement occur.

问：你的应变能力如何？

答：从前，在我们新产品投产时，都是我们的总工程师发布一则关于新产品优良性能的评论。但是当我负责一项新产品的投产时，我决定让我们 3 个最大的客户录制一盘宣传我们新产品的录像带，用于我们的市场推销活动。这种做法大大提高了我们的信誉，而且销售量超过了 6 个月的销售定额。现在我们通常都采用这种方式来推出我们的产品。

这是个考察求职者的创造力和主动性的问题。举一个你如何改变计划或方向并且取得同样或更好效果的例子。你要侧重谈你怎样获得至关重要的信息或者是你如何改变个人作风获得与别人合作的机会。

Q: How resourceful are you?

A: At one time, for all of our new product launches, our chief engineer would release a press statement about its virtues. But when I was given responsibility for a new launch, I decided to get three of our largest customers to videotape an endorsement or use in our marketing campaign. The result was a far higher level of credibility, and we exceeded our six month sales quota. We now use personal endorsements routinely when we launch our products.

问：向我证明你的说服能力。

答：在我做暑期实习生期间，我被派去对一主要公共设施的所有通讯费用基准进行调查研究。我必须取得属于几个不同部门的员工的一致意见。遗憾的是，因我是实习生，被拒绝合作。我不得不和每个员工单独会面，并说服他们，我现在所做的一切最终都是有益于他自己的部门及整个公司。经过一个月的努力，我终于说服了他们，计划得以圆满地实施，最后拿到了因努力而挣得的奖金。

这是个考查领导能力的问题，不过尽可能别用你被指定为领导者的例子。可能的话，描述你没有真正职权的一次经历，但你运用你的说服能力获得人们对你的支持。描绘你努力的目标和你的努力的结果。大家为什么会信任你？

Q: Give me proof of your persuasiveness.

A: During my summer internship I was assigned the task of conducting a benchmarking study for all the communication expenditures for a major utility. I had to get the consensus of employees in several different departments. Unfortunately, they resented the fact that I was just a summer intern, and they refused to cooperate. I had to schedule individual meetings with every employee and persuade each one that what I was doing would be ultimately beneficial to his or her own department and to the company. After a frustrating month I finally got everyone's cooperation, the project went flawlessly, and in the end I received a bonus

for my efforts.

第五部分：创造和领导能力(7 ~ 12 问)

问：你的上司对你的主动性会作出什么评价？

答：做任何工作我通常都能找到工作中低效的原因，我总是首先为改进而提出解决方法。最初的几个月，向上司提出改进意见时，他有点惊讶和紧张，最后，他接受了我有好主意这个事实，并且鼓励我把最好的构思详细地写进每个月的计划里，以便他能给我提供资料改进那些正规管理基础上的解决方案。我的首份任务就是改进我们其中一个制造厂的存货控制。因为已有的存货和记录数目不相符，于是我制定了一个全新的订购存货制度，并用其数据来追溯存货的来历。例如，什么时候用的、怎样用的，我的建议也做必要的调整。第一年，我把我们非得承担的存货总值降低了 23%。结果是，我的上司把我看成了一个常起带头作用的人。

描述一个你自愿去继续解决一个存在问题或避免一个潜在问题的项目。你是如何用你的见解主动地博取你上司的好感的？侧重在这个构思的创新性、你的途径以及你所取得的成效上。

Q: What would your last supervisor say about your initiative?

A: In any job I hold I can usually find inefficiencies in a process, and I always try to take some initiative to come up with a solution for improvement. My last supervisor was a little surprised and flustered the first few months when I was constantly coming to him with my ideas for improvements. He finally accepted the fact that I had some good ideas and encouraged me to write up in a proposal every month my one best idea so that he could get me the resources to tackle the solution on a formal basis. My first big project had to do with improving the inventory control in one of our manufacturing shops. Because the records for inventory receivable were inconsistent, I set up an entirely new inventory order system and used that data to trace the history of the inventory, for example, when it was used, how it was used, and my recommendations for necessary replacement. I reduced the total value of the inventory we had to carry by 23 percent the first year. As a result, my supervisor would always use me as an example of someone who's constantly taking the initiative.

问：描述一下在你的工作经历中，当现有的工序不管用时，你对此怎么做。

答：我工作过的电信公司的入户订单系统简直混乱不堪，定单不能及时地处理。我搞了一份工作流程表来表明这是影响生产效率的障碍，然后说服我的老板，

应当花 10 万美元建立一个全新的系统。他勉强同意了，但要求我这个新系统最好要能省钱。一年之后，这项计划给投资带来了两倍的收益。

面试官想知道这位求职者起什么样的带头作用，采取什么创新方法改变一种错误的工序。证明你可以创造性地解决问题并且能对付计划行不通的困境。你是否达到了你要的效果？

Q: Describe a time in your work experience when the existing process didn't work, and what you did about it.

A: The order entry system at the telecommunications company where I worked was a mess. Orders weren't being processed properly or in a timely manner. I did a work flow analysis to identify the bottlenecks, and then I convinced my boss that we needed to spend one hundred thousand dollars on a totally new system. He reluctantly agreed, but with the caveat that "This had better save us money." After one year, the project had paid for the investment twofold.

问：描述一次你不得不改变领导风格。

答：通常我是那种很有远见而且喜欢授权给下属的领导，但是我希望我下达的命令能立刻执行。当我被派去负责一项扩大产品出口的任务时，9 个人来协助我一起工作，接着我开始授权。我很快意识到，尽管这群员工有很好的国际背景，但他们对我计划的反应却不太令人满意。实际上，他们想参与计划的设计。我同意花半天的时间与他们谈论，然后我意识到他们也有很好的点子。使计划进展的惟一方法是鼓励工作组的全体人员为我们的出口问题提供解决方案。我想这些人会一致认为，在必要的时候，我能灵活地、乐意地去改变我的领导风格。

你回答这个问题时应强调你能让不同的人都感到称心，所以能产生较好的工作关系。叙述要具体，你如何主动改善不理想的情况？

其他参与者对你会有什么评价？

Q: Describe a time you had to alter your leadership style.

A: I'm normally a strong leader who has good vision and enjoys delegating, but I expect my orders to be carried out promptly. When I was assigned a project to increase our product exports and was given a committee of nine people to work with, I immediately assumed I had the best plan and began my normal routine of delegating. I quickly realized, though, that this group of employees, with international backgrounds, wasn't responding well. In fact, they asked to have input into my plan. I agreed to spend half a day talking with them, and then I realized that they, too, had good ideas. The only way to move ahead on the

project was to encourage the entire group to offer solutions to our export problem. I think these people would agree that I'm flexible and willing to modify my leadership style when the need arises.

问：以前的同事或部属如何描述你的领导风格？

答：我的同事可能会说我的领导风格是少说多干有魄力的。决策时我不会小题大做，在决策过程和执行计划的行动中，我设法让每个人都参与。我的同事确实相信我给整个集体带来了积极的干劲并且启发了别人。

面试官正设法断定当应聘者的证明人或其同事接到电话时会对应聘者作出什么评价。实事求是地回答，不要过分渲染或过分谦虚。坦白地描述你的领导风格，举些反映你个人工作方法的具体例子。以前的同事总的来说是否积极地评价你对部门的贡献？

Q: How would a former colleague or subordinate describe your leadership style?

A: My colleagues would probably say that my leadership style is the strong, silent type. I don't make a big deal about being in charge or making decisions. I try to involve everyone around me in the decision making process and in carrying out a plan of action. My colleagues truly believe that I bring a lot of positive energy to our group and that I help motivate others.

问：描述你作为领导最称心如意的情景。

答：我的一项才能是解决复杂的问题，并且使问题的难度降到最低，我也擅长教导别人。因此是不管什么时候遇上复杂难题，别人总是设法让我找出解决办法，然后教他们如何去继续。所以我发现在这种情况下，我是有影响力的领导人。但在高级行政管理部门，我不是一个特别有影响力的领导。我的爱好是处理、解决一些实际情况和数据。当有其他问题，如政治上的或感情上的因素要考虑时，通常我宁愿别人带头，而我决心做个好队员。除此以外，所有其他情形下我都以一个正常领导者的身份出现。

描述你作为一名富有创造力的领导，你所有的经历和人们对你的信任的一些情景。在这些情景中人们为什么倾向于听从你的领导？这是应得权力的问题，而不是完全权力的问题。相反地，假如你需要讲述你是个能提供帮助的人而不是领导的情形时，你能确认这种问题，尽管你不太注意继续做下去，或者你觉得自己太固执己见了或偏向于公平地管理集体。之后用你已经把领导人这个角色扮演得很好的事例作结束。

Q: Describe the situations in which you're most comfortable as a leader.

A: One of my talents is to take complex issues or problems and break them down into the simplest parts. I'm also good at teaching other people. As a result, whenever I'm faced with a complex problem, other people tend to let me find a solution and instruct them on how to proceed. As a result, I've found that I'm an effective leader in this kind of situation. I'm not a particularly effective leader, though, in a highly charged political environment. My preference is to deal with facts and data. When there are other issues like political or emotional factors to consider, I often prefer that someone else take the lead, and I simply resolve to be a good team player. In all other situations I normally surface as a leader.

问：描述一下你与地位较高的人及地位较低的人一起工作的融洽程度？

答：每天两次送邮件的那个邮差已经成了我的好朋友。我曾经邀请他到家里与我的家人见面，而且在周末我们经常一起参加棒球比赛。我与总经理的关系也很好，我俩有共同的兴趣，包括航海和在冬天猎鹿。

这里要说得具体，告诉面试官你已经形成了一种能和各种各样的人一起工作的风格。

Q: Describe your comfort level working with people of higher rank and people of lower rank.

A: The person that delivers our mail twice a day has become a good friend. I've invited him to my house to meet my family, and we often go to baseball games together on the weekends. I can also relate well to my general manager. We both have common interests, which include sailing and elk hunting in winter.

第六部分：工作协调能力(1~7问)

问：在你最近的一份工作里，最值得夸赞的是哪方面？

答：我最喜欢的就是作为一个招聘者，当你招聘到最佳的人选时那种成功的感觉。我总是对新招聘来的员工和他们的经理进行定期检查。良好的发展报告使我倍受激励。

面试官感兴趣的是求职者对工作的适应程度。什么是你做得特别好的？且在下一份工作中你想做得更好的是什么？作总结时侧重你在你的事业中探索的新经验。你的回答应该与你正在面试的职位密切相关。

Q: What were the most rewarding aspects of your most recent job?

A: My favorite aspect of being a recruiter is the feeling of accomplishment you get when you know you've made a good match. I always make periodic checks on the recent recruits and their managers. Positive progress reports keep me motivated.

问：你现在从事的这份工作有什么局限性？

答：我的工作现在受到限制，因为这个产业已处于停滞状态。实际上这也磨炼了我在维持市场方面的技巧。通过一些令顾客满意的活动稳定顾客，这些活动能提高我们的名气，使我们在竞争中获胜。

简单地讲一两个原因，说明为什么现在的工作不能使你有所发展。思考一下这个问题：“为什么你准备辞去现在的工作？”最重要的是保持积极的心态，侧重你工作中做得好的和你想强调的东西。

Q: What are the limitations of your current job?

A: My job now is limited because the industry's simply not in a growth mode. Actually, that's why I became skilled in defensive marketing—retaining customers through customer satisfaction programs that enhance our reputation and give us an edge over the competition.

问：这份工作里，你最不感兴趣的是什么？

答：我不希望做的一件事就是通过约见一个又一个小客户的代表。我发现在最近的销售领域里，我通过给予我的主要客户较好的服务，使得我们之间的合作增长了 20%。

你可能想问面试官：“本职位前任员工在该工作中发现了什么困难？”不管他给你的答案是什么，你都要适当地做出反应，谈一下在这份工作中你最感兴趣的是什么。

Q: What interests you least about this job?

A: One of the things I hope not to do is prospect extensively by meeting one on one with small account representatives. I found in my last sales territory that I gave superior service to my major accounts by focusing my on site time with them. I was able to grow my key account business 20 percent.

问：你对这份工作的哪方面最有信心？

答：我相信我确实可以有效地吸引众人的注意力。每当我站在前面提出一个新的构想时，我很快就赢得人们的支持。把你做得最好的事情推销出去，并且设法找到与它一致的工作，而且这份工作是你所熟知的工作的一部分。询问面试官，你的技能是否对最近的某个项目有所帮助。设法让面试官相信你所能提供的确实是该公司、该工作和该行业所需求的。

Q:What aspects of this job do you feel most confident about?

A:I believe that I can engage an audience really effectively. When I get up in front of a room to present a new idea , I can usually get people on my side rather quickly.

问：从事这份工作，你最担心的是什么？

答：我的临床经验给了我胜任这份工作的自信。除了我从没正式管理过一家诊所这个事实外，我担心那些后勤人员是否能有效地回答来电。要从热线电话中获取你想要的结果，员工必须能有效地接听电话并回答有关问题。

你可以扭转问题，反问面试官他是否担心你的资历。然后化解那些顾虑并表达你的自信，那就是你的技能是最适合该职位要求的，你的兴趣正与该职位相一致。提供证据来消除面试官所有的顾虑。

Q:What concerns you most about performing this job?

A:My clinical experience gives me confidence that I can perform the job. Other than the fact that I've not formally managed an outpatient clinic, I'm worried about whether the support staff is readily available to answer the phones. To get the results you want with your hot line, staff will have to be available at all times to answer questions about our services.

问：你能提供哪些和这份工作最紧密相关的技能？

答：我的工程学学历使我逻辑思维能力较强，我知道这种能力在估计顾客的需要时是很有用的。我的学历同样有助于咨询公司，帮它们把业务推销给那些聘任了很多工程师的制造商。

你的回答应与：“关于这份工作你最感兴趣的是什么？”这个问题所准备的答案相似。用例子来支持与你履历最密切相关的信息。

Q:What skills do you offer that are most relevant to this job?

A:My engineering background gives me a logical problem solving ability that I know will be useful in assessing client needs. That

background will also help your consulting firm sell business to manufacturers who themselves employ many engineers.

问：就你的履历表来看，与这份工作相关的你的缺点是什么？

答：您最担心的是什么？如果您担心的是我为无利可图的机构工作的诚意，那您听了关于我的家庭为慈善事业奋斗的叙述后，会对我的动机感到放心。

在这里最好的方法是把问题转向，让面试官透露他所认为的你的缺点是什么。然后借这个机会改变面试官的主意。仍然给出具体的例子来证明你适合这个职位的能力。

Q: Considering your own resume, what are your weaknesses in relation to this job?

A: What are you most concerned about? If you're worried about my sincerity in working for a nonprofit organization, I hope that my discussion about my family's philanthropic efforts will make you more comfortable with my motives.

第六部分：工作协调能力(8~14问)

问：在你的上一份工作里，现实与你的期望有何差距？

答：最难预见的事就是，公司的其他部门如何看待我在市场研究部门的工作。遗憾的是，我发现许多机构宁愿向外面寻求专业的研究服务，这就是我决定与你们公司联系的缘故。

面试官试图断定，求职者在过去的工作中是否能客观考虑他对工作的适应能力。如果在很大程度上，你对这些事情都能作出好的判断，那么你很可能为了这份工作已细心地审查了你自己。面试官还想确定含混不清的事情不会在这份工作中重现。

Q: How did the realities differ from your expectations in your last job?

A: The hardest thing to foresee was how other departments within the company would view my market research department's work. Unfortunately, I found that many groups prefer to go outside for specialized research services, and that's really the reason I decided to contact your firm.

问：你怎样充实你目前从事的（或最近的）工作？

答：假如我决定呆在我目前的工作岗位上，我会自愿地负责通讯方面工作，设法使我们所有的办公室和互联网相连或联系上别的信息资源。

不要过细描述消极的事，描述你如何提高工作质量，使你的技能增加，从而敬岗乐业。别让面试官有这种印象，那就是假如你有什么不满意，你就不再对一项解决方案或一个计划的改进起作用。结束面谈时应侧重讲下一份工作中你要追求的，你的回答应和该职位所提出的要求紧密联系。

Q: How would you enrich your current (or most recent) job? A: If I decide to stay with my current job, I'm going to volunteer to be on the communications task force, which is trying to get all of our offices linked to the Internet and other resources

问：做这份工作，你能随时出差吗？

答：如果受到充分的重视，我可以在任何需要的时候出差。就目前而言，我通常是每月出差一次。

你的回答要和你正在申请的职位的要求一致，要反映出你对该工作和时间要求的真正理解。假如你对此不明确，可询问工作的规律性，并表示愿意定期地延长工作的时间。

Q: Would you be able to travel as necessary to perform the job?

A: If I have adequate notice, I can arrange to be available for travel at almost any time of the year. As it is, I usually travel about once a month for my current job.

问：为什么对于一个有着你这样条件的人来说，这是一份特别好的工作？

答：您刚才告诉我本职位的前一位职员做得非常出色，我自信在电子制表和数据统计上我有同样的技能。同样我会和你的审计组配合得很好，因为我来自那种环境，并且知道客户做什么使协商关系更富有成效。

在这里，最好的回答是用对比方式，描述一下你最近的工作里的经历和成果。

Q: Why is this a particularly good job for someone with your qualifications?

A: Based on what you've told me about the last person who excelled in this job, I'm confident that I've the same skills in spreadsheet

analysis and statistics. I'd also work well with your audit team, because I come from that kind of environment and know what a client can do to make the consulting relationship more productive.

问：什么是你最有效率或最理想的工作环境？

答：我喜欢每天清晨至少用一个小时准备一天的工作，这段时间内不受任何干扰，我通常在早上7点左右开始工作。此外，我喜欢有开放式的办公室，喜欢常有信息反馈，喜欢做什么事情都充满活力。同样，别人忙忙碌碌地工作，也有助于我更高效率地工作。

面试官想知道求职者的工作环境对他的工作带来的影响。你对这个职位、部门的硬件设施，以及特定工作队伍的态度适应得如何？强调你在各种环境下的工作能力，以及你在不怎么理想的工作环境中如何通过努力提高了效率。

Q: What is your most productive or ideal work setting?

A: I like having at least one hour of uninterrupted time in the early morning to plan my day. I usually start around 7 A.M. Otherwise, I enjoy an office with open doors, constant feedback, and lots of energy and activity. It helps me work more productively when I sense how busy everyone else is, too.

问：日常工作中，你喜欢固定的工作模式还是多变的工作模式？

答：我喜欢工作多变且富有挑战性，这就是我经常请求从事艰巨任务的原因。我们前两次商讨的那两个方案就是我自己要求的，我不会让自己空虚无聊的。

你的回答要与工作的要求相符。描述既能保持你的兴致，从而学到新东西，又不会让你厌烦的环境。

Q: Do you prefer continuity in structure or frequent change in your daily work?

A: I enjoy change and challenge, which is why I frequently ask for the tough assignments. The last two projects we discussed were ones that I asked for. I don't allow myself to get bored.

问：有效的时间管理已成为提高生产力的一个必不可少的因素。举例子说明你学会并应用到工作上的时间管理技术。

答：我会定期使用日程安排软件，它能有效地帮我安排好每日、每周、每月或者每年的工作。它还有计划表的特点和提示选择功能，有助于在限定的时间内及时完成任务。一般来说，我总是朝着目标奋斗而且非常自觉。我喜欢每次用一

定的时间和精力制定一份计划方案。我已发现这种方法有助于节省时间，这样使我能够实施我的新方案，并最终为部门节省了时间和金钱。

回答这个问题时，谈谈你在工作中应用过的能节省时间和资源的分配时间的技巧。在这种公关领域里，时间是很珍贵的，面试官想看看你是不是一个珍惜时间的人。试举一个例子说明你是如何因为合理安排时间而提高生产力的。

Q: Time management has become a necessary factor in productivity. Give an example of a time management skill you've learned and applied at work. A: I regularly use scheduling software, which helps me effectively plan for the day, week, month, or year.

It also has a to-do list feature and an alarm option, which is helpful for meeting timely deadlines. In general, though, I'm very goal oriented and self-disciplined. I like to focus clearly on one project at a time for a set amount of hours. In the past I've found that this has helped me save time, which in turn has given me the opportunity to implement new procedures that have ultimately saved the department time and money.

第八部分：管理模式与人际技巧(1~5问)

问：谈谈你所认识的卓有成就的经理、管理者，或其他处于领导位置的人。

答：我曾碰到过一位非常优秀的教授，在他给我们上新课之前，总会复习上一课的重点。他细心地观察我们的反应，我们一旦有疑惑，他就会重复所讲的内容。有时他会问些反馈性的问题“你们还有什么困难吗？”，他从来不作太多的假设，也不会让我们因为未能迅速掌握一个概念就觉得自己很愚蠢。

请谈谈一个管理者的管理模式和人际技巧。重点在建设性上，那就是他是何工作的，而不在于他做什么类型的工作。他是何能够取得如此骄人的成就并能得到你的赞许的？

Q: Tell me about an effective manager, supervisor, or other person in a leading role you've known.

A: The best professor I ever had always reviewed me most important points from our last class before he moved on to new material. He also watched our faces carefully and repeated information whenever he saw a blank stare. Sometimes he would just ask for feedback by saying, "What are you having difficulty with?" He never assumed too much or made us feel dumb for not grasping a concept quickly.

问：你认为哪种类型的管理模式是有成效的？

答：有些人充当教练而不是专家，我总能从他们身上学到有价值的东西。当别人有问题向我请教时，我会尽力提供帮助，就如和他一块分析推理一样，在帮助他时我也在学习，但我从来不给对方答案，我想帮他树立独立解决问题的信心更重要。这个问题与“讲讲你所认识的卓有成效的经理或管理者”很相似，举一个你个人或众所周知的领导人卓有成效的领导的例子。为什么该领导能有这么大的成就？谈谈你自己的管理模式和你与同事和领导之间的人际关系，并且谈谈你如何从你所钦佩的领导人身上学到好的习惯。

Q: What type of management style do you think is effective?

A: I've always learned well from people who act as coaches rather than experts. When someone comes to me with a problem, I try to act as if I'm reasoning through the problem with the person, learning as I go. I never just give an answer. I want employees to develop confidence in creating answers for themselves.

问：描述一下你个人的管理方式。

答：我重复别人告诉我的东西，但我用一种有助于他们独立发现问题和找到答案的方式重新归纳它们。有时，我只是不断地提问，直到他们找到解决方法为止。这种方法，是我从一位成功从事审讯工作的律师朋友那里学来的。

谈你的管理方式和你与同事、领导之间的人际技巧。谈谈你是如何从所敬佩的领导人身上学到好的习惯。

Q: Describe your personal management style.

A: I repeat what someone has told me, but I reorganize the information in a way that helps them see the problem or answer themselves. Sometimes I just ask questions until they see a clear solution. I learned this from watching a friend who's a successful trial lawyer.

问：你觉得你跟哪一类型的人一起工作能使工作最有成效？

答：我倾向于和有自信并且性格直率的人一起工作，与懦弱的人一起相处则较难，因为我工作节奏快且处事果断。

重点谈积极的方面，你是哪种类型的上司、员工和同事？请记住，面试官想知道你如何与公司的其他人处得好，而不是公司里别的员工如何适应你。

Q: What type of people do you work with most effectively? A: I tend to

work well with people who are confident and straightforward. It's more difficult for me to be around timid people, because I move quickly and am decisive.

问：同事给你印象最深的是什么？

答：我敬佩性格好、诚实而且正直的人，并能与他们合作得很好。我认为，自信和热情在任何工作环境里都起积极的作用。

雇主想知道你的人际关系技巧怎么样。更可能的就是，你不但要跟你所在的部门的人交往，更要与公司的其他人交往。显现出你能在这方面表现出色。

Q: What things impress you in colleagues?

A: I admire and work best with people who are of good character and have integrity. I also think confidence and enthusiasm is positive in any business environment.

第八部分：管理模式与人际技巧(6 ~ 10 问)

问：你的上司所做的事情有哪些是你不喜欢的？

答：我惟独不喜欢的一件事就是当着大家的面询问反馈信息，我愿意私下听取正反两面的反馈，以使我有时间且不受任何干扰地对该问题进行思考和作出反应。我相信这是提高学识或改变将来的行为的公平做法。

介绍一下你从困境中学到的积极经验，尽可能地避免对前任老板或经理进行批评。

Q: What are some of the things your supervisor did that you disliked?

A: The only thing I really don't like is to get feedback in front of others. I want to hear good or bad feedback in private, so that I have time to think and react to the issue without other distractions. I believe that's the fair way to improve learning or to change future behavior.

问：你如何组织和安排那些重点项目？

答：我会事先集体讨论，假定最好、最糟糕和最可能出现的情形。接着我会拟定一个比较切实可行的时间表。我发现在计划执行中最好和最坏的一面都会同时出现，当这些问题出现时，我就能容易地调整我的计划，因为我已经想像到会

发生什么事情和我该如何作出反应。

告诉面试官，你在完成复杂任务的一般方法上的一个好主意。你可以从以下方面着手：你如何安排时间、设置时间下限、任务轻重缓急的排序、分派任务和决定你该做什么。

Q: How do you organize and plan for major projects?

A: I love to brainstorm a best, worst, and most likely scenario. Then I set a timetable that's realistic. What I usually find is that some combination of my best and worst cases evolves; I can adjust my schedule easily as these things unfold because I've already visualized what could happen and how I'd react.

问：描述一下你在巨大压力下工作的一次经历。

答：在连续不断地工作了两个星期后，我还得完成最后的 1/4 的工作。

打进打出的电话多得令人难以置信，因为我不能随身带着办公文件。很幸运，我有个得力的秘书和不错的文件系统。最后，我们把每件事都处理得井井有条。

回答这样一个问题，最好的办法就是集中在你的时间安排技巧上。举一个有足够细节的例子，谈你面临的严峻形势及你如何轻松自如地解决了问题。

Q: Describe a time when you've worked under intense pressure.

A: I had to complete an end-of-quarter report once while I was on the road for two consecutive weeks. The amount of lephoning back and forth was incredible, because I couldn't bring my office files with me. Luckily I had a great secretary and a logical filing system, so we located everything we needed.

问：在典型的工作日，你如何安排时间？

答：我总是给予已建立起关系的顾客优先权，因为他们提供给我们更好的机遇和回报。最后一件事，是处理商业信件，尤其是内部的商业函件，这些都放在快下班或周末去做。

面试官想要一个证据来证明求职者能根据工作队伍的需要、部门的调整及任务的性质，来对工作做出轻重缓急的安排。他还想确信你不会为了避免工作的单调而优先娱乐，从长远来看，必要的惯例对于工作来说是很重要的。

Q: How do you manage your time on a typical day?

A: I've always given priority to work with established clients, because they offer a better risk/return value. The last thing I do is general correspondence, especially internal correspondence, which I take care of at the end of the day or week.

问：描绘你按别人的建议行事的例子。

答：我改变了我的办公时间，因为几个员工都觉得除了早上，其余时间就很难找到我。

展示你灵活的一面和你的人际关系技巧。人们乐意向你提建议吗？他们会相信你能公平客观地听取他们的意见吗？当你确实接受建议时，你会对他们表示赞赏吗？使面试官相信你的管理方式是合理的、公正的，而且你欣赏别人的好建议。

Q: Describe a time when you acted on someone's suggestion.

A: I changed my open office hours because several of my employees found it difficult to visit me except in the early mornings.

第八部分：管理模式与人际技巧(11 ~ 15 问)

问：描述你在上司面前为自己的见解辩护的一次经历。

答：我说服上司改变公关公司。我确信以芝加哥为基地的公司不能满足我们在西海岸的利益，通过向上司展示客源统计变化后，我说服了他。

这与描述“你按他人的建议行事的经历”是相对立的。你能提出有建设性的建议并且让他人明白你的想法吗？请举出具体的例子来说明。

Q: Tell me about a time when you had to defend an idea to your boss.

A: Once I had to convince my boss to change PR firms. I really believed that our interests on the West Coast weren't being met by our Chicago based firm. I was able to convince him after showing him the demographic shift in our customer base.

问：你想改变你的管理形式的哪些方面？

答：别人向我征求意见时，我常常控制着自己不把答案直接告诉别人。我认为使别人学会如何解决问题更为重要。我越来越善于教导别人并提出问题，但我从不告诉别人该怎么做。

谈谈你正在努力改进的管理方式的一个方面。告诉面试官你采取的步骤，并给出证据来说明你取得的进步。

Q: What aspect of your management style would you like to change?

A: I've been working on holding back the urge to tell people the answers when they ask for advice. I think it's more important to teach people how to solve their own problems. I've gotten better at coaching and presenting questions and feedback without telling people what to do.

问：你有没有感到上司及同事对你的排斥？

答：我必须说明一下为何我曾认为黑白色调更切合保险小册子的内容。最初，办公室里没有人赞同这个想法，因为我们都习惯于彩色的册子，人人都认为黑白册子看上去显得低档。最后我终于说服大家，用更为巧妙的方法呈现死亡抚恤金这一大难题会更行之有效。

举出具体例子说明你为自己的观点辩护的例子。避开谈及个性抵触、怨恨情绪或愤怒的争吵。你如何令别人理解你的观点？结果如何？一定要以积极的语气结束谈话。

Q: Have you ever felt defensive around your boss or peers?

A: I had to explain once why I thought a black and white brochure was more suitable for the content of an insurance product brochure. No one in my office liked the idea initially, because we were all used to color brochures, and everybody felt that black and white looked cheap. Eventually I convinced them that a more subtle approach would work better to present information about a difficult topic—death benefits.

问：谈谈影响你管理风格的一次学习经历。

答：我早期在银行工作时，给一位副执行主席发信，但忘记给在他手下做事的两位副行政主席发副本。其中一位断定我有意作梗。从那以后，我对关键环节非常小心。

把你的回答内容稍作改变，用以回应这个问题：“谈谈你最不喜欢的经理或监督员”。在此描述一次正面或反面的使你获得有效管理经验的教训，或者描述一位经理让你做你认为难以实现的事情的手段，他是如何激发你的？

Q: Tell me about a learning experience that affected your management style.

A: Early in my job at the bank, I wrote a letter to an EVP but failed to make copies for the two AVPs who worked for him. One of them was impacted by the content of the memo and concluded that I had circumvented him on purpose. I've really been careful about chain of command ever since.

问：你有没有仿效过别人的管理形式？

答：我在许多方面效仿我的第一位上司。我在桌上为每个工作成员准备了一个文件袋。他们可把便条、想法、要我检查的工作或其他东西放在那儿，我就用这些材料来处理事情。这成为我们大家沟通的另一种形式。那么，当我们坐下来谈论时，要解决的问题都在手头上了。

你应该描述一位自己认识的上司，用积极的方式激发你去达到超出你自己目标的要求。详细说明他是如何实现这种做法的。

Q: Have you patterned your management style after someone in particular?

A: I've emulated my first boss in many ways. I keep a file for each member of my staff on my desk. They can throw notes, ideas, work they want me to review, or anything else in there, and I do the same with material I have for them. It's an extra form of communication whenever one of us gets an idea. Then, when we sit down to talk, the issues we need to cover are in one place, at our fingertips.

第八部分：管理模式与人际技巧(16~19问)

问：描述一位你敬佩的领导。

答：我一直很敬佩公司的董事长，他不是那种高高在上的人，他不占用特殊的车位或餐位，他给人的感觉就像他只是团体里的一员而已。举例说明你认为能干的领导，这个例子可以是个人认同的，也可以是大众认同的。为何你相信这位领导能取得如此的成就？你从你所敬佩的领导身上学到了什么？

Q: Describe a leader you admire.

A: I've always admired the president of my company. He's visible, he doesn't want a special parking place or table in the cafeteria, and he gives you the feeling that he's just another member of the team.

问：你怎样处理工作中遇到的批评意见？

答：第一次受到一个客户的抱怨时，我发现很难把这些抱怨和我的专业报账服务分开。那个客户对自动柜员机停工检修感到不满。我知道表示同情和理解往往能平息这种不愉快。我还认识到，没有客户会对每一样事情都感到满意，即使他们所有的经历都是积极的。

面试官正寻找一种能表明求职者责任感和职业特性的东西。描述具体的一项工作计划或习惯曾带给你的麻烦，直到后来你勇敢地面对并克服了这些困难。或者你可以谈谈你是如何对工作中遇到的特别严厉或者无理的批评与指责做出客观而专业的反应的。

Q: How have you handled criticism of your work?

A: The first time I had a complaint from a client, I found it difficult to keep the complaint separate from my professional service of the account. The client was upset about the downtime on ATM machines. I learned that showing empathy usually calms an unpleasant situation; I also learned that no client is going to be happy with everything, even if that client's overall experience is positive.

问：告诉我你最近一次说错话的情形？

答：我告诉我的朋友丽莎，我不会再参加年鉴俱乐部的聚会，因为我觉得编辑根本就是个白痴。后来我发现编辑居然是她的堂兄，我立刻向她道歉，并问她为什么在我说这蠢话时没有作声。幸好，我和她直到现在还是朋友。

每个人都会犯错，能认识错误是很重要的。面试官想了解你是不是具有是非感，还有你会采取什么措施去弥补过错。别人对你、你的公司或者你的客户留下一个坏的印象，这会给你的公司带来很大的不利。

Q: Tell me about the last time you put your foot in your mouth.

A: I told my friend Lisa that I'd no longer be attending yearbook club meetings because I thought the editor was a complete idiot. I later found out that the editor was her cousin. As soon as I found out, I apologized and asked her why she didn't say anything when I made that foolish comment. Luckily, she and I are still friends today.

问：告诉我，你与同事相处时遇到的问题。

答：我非常平易近人，而且易于与大部分人融洽相处。但我记得有一次，我们请了一个爱发号施令的新助手，他的态度冒犯了一位实习生。我把他叫到一旁，告诉他请求别人帮忙比命令别人去做事有效得多。不幸的是，我的意见似乎没起

多大作用。但从那以后，我们在聘用新员工时都更加小心了。

免讨论与个性抵触的问题，而应把重点放在你与你的同事的职业道德的不同之处，又或者把重点放在面试官有可能强调的其他方面。例如：你可以谈谈某些人追求完美的标准没有你那么高。

Q: Tell me about a problem you've had getting along with a work associate.

A: I'm pretty easygoing and tend to get along with most people. But I remember one time when we brought in a new associate who was very bossy to the point where he offended one of our interns with his attitude. I actually pulled him aside and told him that I found it more productive to ask people for help than to give orders. Unfortunately, my advice didn't seem to help much, but we were more careful when we hired new staff after that.

第九部分：解决问题的能力(1~5问)

问：你的专业技能如何成为你宝贵的财富？

答：尽管我从未想过要当作家或出版商，但我在市场推广部的大量工作都要靠良好的写作技巧和富有创意的设计才能。大学时在报社的兼职工作让我学会许多出版方面的知识，如何排版和如何写最有影响力的短句等技巧。市场推广方面的工作使我必须向图形设计师说明我的目标，以避免大量的复查工作。

描述你如何用专业技能解决问题。举个具体的例子，说明相同的技能怎样才能在不同情况或在你负责的工作中变得实用。如果你被聘用，在什么样的环境下你会发挥得最好。

Q: How have your technical skills been an asset?

A: Although I never planned on a career as a writer or publisher, much of my job in marketing has depended on good writing and creative layout skills. My part-time college job with a newspaper taught me a lot about desktop publishing, how to position something on a page effectively, and how to write short sentences with maximum impact. In all of my marketing jobs, I've been able to explain my goals clearly to graphic designers, which has helped me avoid costly design revisions.

问：描述你运用专业技能解决问题的情形。

答：在运送部件到达目的地时总是出现裂痕。我用原料学方面的知识判断这

与航运期间的存放温度有关，尽管我们的仪器都安全地存放在两端封闭的地方，但在到达目的地之前，仪器要放在无空调设备的船舱里 30 个小时。现在我们用另一家航运公司运送货物，我们用贴在货物上的标签显示极高或极低温度都是不允许的。

迅速向面试官说明问题，然后集中在你的专业技能如何帮你解决问题。你采取了什么行动？取得什么效果？

Q: Describe a situation in which you've applied technical skills to solve a problem.

A: One of our components kept arriving at distribution points with stress cracks. My materials science background helped me to diagnose the problem as one of storage temperature during shipping. Although our equipment was safely stored at both end points, it had been sitting in an air conditioned cargo space for up to thirty hours before reaching its destination. We're now using a different shipping company, and we've improved our labeling on large shipments to reflect the users warning about temperature extremes.

问：你的专业技巧和其他技巧结合起来如何能提高工作效率？

答：良好的经济学知识和电脑销售经验，为我提供了综合的技能并使我能在电脑行业方面从事金融调查工作。我的大部分熟人和他们的兴趣都与高新科技有关，因此很自然我有好奇心，而这有助于我与行业的变革同步前进。

这个问题给你一次推销你自己的机会，即为何你独特的复合技能奏效？举出一两个例子说明你常被要求去处理的事项。

Q: How do your technical skills, combined with other skills, add to your effectiveness on the job?

A: My strong economics background, along with my computer sales experience, provide a balanced set of skills to perform financial research on the computer industry.

Most of my contacts and hobbies are also related to high tech, so I offer a natural curiosity that helps me stay abreast of changes in the industry.

问：描述你如何运用解决问题的步骤。

答：一次我们接待了几个客人，他们被安排在地区周围免费的酒店住宿。我建议成立一个电脑小组建立一个预告系统，顾客的名字与先前的不满记录或免费

服务相对应。现在，当顾客登记入住时，我们输入名字，就马上知道这个顾客在我们的任意一家酒店中有过不愉快的经历。我们小心地对待这位顾客，承认我们意识到问题所在，并承诺尽可能地向他们提供完美的服务。这一做法既预防了那些想欺诈的顾客，又告诫了我们职员要特别小心对待那些再次光顾我们酒店的顾客。我们酒店的满意率提升了，欺诈事例减少了。

向面试官说明你如何一步步解决问题，如何做到圆满的成功。你用什么措施或准则来控制解决问题的步骤？结果如何？

Q: Describe how you've used a problem solving process.

A: We once had several customers who'd arranged numerous free hotel stays around the country using our 100 percent satisfaction guarantee. I suggested leading a PC task force to set up a warning system that flags any guest name corresponding to a previous reported complaint or free service. Now when a guest checks in and we type in a name, we know immediately that the person has had an unpleasant experience at one of our hotels. We proactively approach the guest, acknowledge we're aware of the problem, and offer our commitment to do everything possible to provide them with impeccable service. This practice warns the potentially fraudulent guest; at the same time, it warns our staff to be especially careful with any guest who's giving our hotel a second chance. Our satisfaction rate has improved, and fraudulent cases have decreased.

问：你怎样着手处理问题？

答：当要处理问题的时候，我通常会尽可能把所想到问题的原因写下来。然后找出原因之间的关系，以此来归纳主要问题的共同特征。通常，研究完这些问题后，真正的原因就显而易见了。

面试官除了想知道你取得的成果外，还想知道你解决问题所用的逻辑。你办事果断吗？你如何缩小选择范围来作出抉择？别人如何评价你的推理技巧？他们会用什么样的例子来说明你具备有效的决策方式呢？

Q: How do you usually go about solving a problem?

A: When I need to solve a problem, I generally start by writing down as many ideas as I can think of about possible causes. Next I look for relationships among causes so I can group together symptoms of bigger problems. Usually, after I study these groups of problems, the real cause becomes readily apparent.

第九部分：解决问题的能力(6~10问)

问：你如何衡量你工作中的成功？

答：我凭顾客的反映来衡量。顾客打电话向我推荐新客户时，我知道他们觉得与我合作愉快。但我认为拉住老客户比赢得新客户更令我感到满足。人们有尝试新公司的趋向，因为那类新公司拥有良好的声誉或产品，但顾客再次光顾是出于他们信任已建立起的合作关系。

你要依据什么样的结果或证据评估工作的成功？哪类反馈或奖赏制度对你重要？面试官想证实这些要求能在工作中得到满足。

Q: How do you measure the success of your work?

A: I measure reactions of customers. When my customers call me with a referral, I know they're happy. And I have to say that repeat business to me is more satisfying than winning a new account. People have a tendency to try a new company because of that company's reputation or product, but they come back because of the relationship they've learned to trust.

问：你做事切合实际吗？

答：通常我能找出潜在的问题，即使问题并不显眼。我想起一位投资银行家，他听过我们的金融不动产课程，并问我们为什么东京投资集团难以吸引当地投资。许多工商管理硕士尝试从一系列复杂的原因去思考，但我认为这与迅速摆脱市场不利因素有关，是非流动性投资引发的问题。我是说，如果主要投资当地不动产且通货膨胀已经使货币价远高于黑市价，投资者会感到不稳定，这样一来，结束投资就成为投资者的首选了。

向面试官举例说明你用过的实际可行的方法。怎样才算是简单明了且又是最佳的解决方法？其他人忽略了明显的问题吗？在这个事例中，你要更多地显示出常识性技能而非专业技能。

Q: How practical or pragmatic are you?

A: I can usually pick up on an underlying problem, even if it's not too obvious. I recall an investment banker who visited our real estate finance class and asked us what might cause the Tokyo investment community a problem in attracting local investment dollars. A number of finance M. B. A.'s in the class started trying to think of some complicated set of reasons. I decided it would have to do with getting out of a bad

market quickly, and that a nonliquid investment would create problems. I said investors would be unsettled if the primary investment is local real estate and inflation has caused the paper value to exaggerate the real street value. As it ended up, that was the answer he wanted.

问：你如何把握对事实和对直觉的判断？

答：事实确实重要，但人们通常忽略了时效的影响，特别是在做市场调查时。在一次调查中，我对涉及到的价格数据感到不对头，我怀疑顾客是否会像调查所示的那样花大量的金钱购买新车。因此，我们停下来并等候最后一季的价格结构。当利率攀升时，我们卖出了更多的车，而我们的对手却只能等待。

描述你曾靠直觉来处理问题，那类问题如果按照事实或常规步骤来处理的话，将会处理得一团糟。说明你具备突破常规去解决问题的能力。

Q: How do you balance your reliance on facts with your reliance on intuition?

A: Facts are important but often neglect pointb in time influences, especially with market research. One survey that I was uncomfortable with involved pricing data that was collected just after a major presidential election. The timing caused me to doubt that consumers would really spend as much as the survey indicated they would for new cars. So we ended up holding on to the last quarter's pricing structure. We sold more cars while, as interest rates climbed, some of our competitors had expensive inventory carryover.

问：在你上一份工作中最大的困难是什么？

答：我要让对电脑一窍不通的老雇员接受电子邮件系统。首先，我说明了减少用纸的要求；然后，我决定建立一个临时的电子邮件账户，这个系统设有每日一谜，谁要是答对了就把谁的名字记在该周的图表上。每周图表上有名字的职员可以到当地一家很不错的餐馆享用四人套餐。这个方法就如一个很好的设计方案一样促使大家使用电子邮件系统。

面试官想了解应试者在他上一份工作中改进的地方。如果你被问到这类问题，不要只是抱怨而不说明解决方案。不要仅仅指出问题，更要证明你有能力提出解决方案。

Q: What was your greatest problem in your last job?

A: I had to get longtime employees with few or no computer skills to embrace a new e-mail system. I started by explaining the need for less paper in everyone's job. Then I decided to create a temporary e-mail

account with one daily riddle on the system; everyone who responded correctly got their name put in a weekly drawing. Each week for one month a person from the drawing got dinner for four at a nice local restaurant. This approach went over well as a device to get people to use the system.

问：谈谈你没有预料到的问题？

答：我的上司要我解决正在执行的时间表的问题。我没有意识到在这些问题下工作的人会把我也当成敌人。当我意识到的时候，我已做了一部分基础工作了。如果我先问一下他们的想法，我就能早一点让他们支持我的做法。

这个问题要求你谦逊，但也使你能从这件事情得到教训。你还明白了什么？这次经历如何使你的判断力得以提高？

Q: Tell me about a problem that you failed to anticipate.

A: My boss asked me to solve an ongoing scheduling problem. I failed to realize that the person who had lived with the problem would see me as an antagonist. By the time I realized it, I had already done some of the groundwork. If I'd started by asking for the person's opinion, I would have been able to get him on my side early on.

第九部分：解决问题的能力(11 ~ 15 问)

问：你解决过长期存在的问题吗？

答：以往，我们一批一批地向顾客发传真件，有时每小时多达 10 份。所以有的客户对此感到不满。我设置了客户自助服务的租赁传真机系统，这让职员有更多时间处理传入的文件、保存信息，直到他们能亲自找到特定的顾客。

告诉面试官你在工作环境中或其他机构中所战胜的难题。面对困难你如何克服或智胜？

结果如何？什么促使你着手处理问题？

Q: Have you ever resolved a long standing problem?

A: We used to batch our guests' personal faxes sometimes as many as ten outgoing fax requests per hour to put less strain on our administrative staff. We had guests who weren't happy about that. I arranged a lease deal on an outgoing fax machine for guest self-serve access. This freed up more time for staff, and they were able to maintain

control of incoming axes, protecting incoming information until they could locate the appropriate guest in person.

问：描述一次你认为有必要作出不受欢迎决定的情形。

答：我制定规章禁止携带食品进入工作区，包括私人办公室，为了安全起见，工人不能带食物靠近昂贵的精密仪器。现在这已被遗忘了，但那段时期许多监管员对我生气。我认为这件事很重要而且解决方法也和其他新条例一样要坚续下去，如废除给高级职员分配车位的做法等。到目前为止，我们还能不断改进，使公司团结一致。

有时候重要的、长期的成果只需作出短期努力就能获得。这样的问题用来考察应试者对带有长期成果的重大价值作出判断的能力，如果你被问及这样的问题务必给出具体的例子。

Q: Describe a time you found it necessary to make an unpopular decision.

A: I had to start a policy of no food in work areas, including private offices, because the production workers were unhappy with the inequity. For safety reasons workers couldn't have food anywhere near expensive equipment. Now it's forgotten, but at the time a number of supervisors were angry at me. I thought the matter was important and that the solution was consistent with other new policies, like doing away with assigned parking spaces for high level employees. So far we've been progressive enough to keep unions out of our company.

问：谈谈你处理过的最难的问题。

答：我被提拔管理一个新的部门。那个部门有一位职员一开始就对我很反感。很快我知道了原因：她的好朋友刚刚从我现在做的职位离开。我当面与她谈这件事；我解释说我也曾让友谊面临考验，因为我与一位朋友工作交往过于密切，我们俩甚至花业余时间谈工作。谈话过后几周，她承认她没有想过与私人朋友工作交往过密潜在的后果。

从那以能，我们把工作关系处理得很恰当。谈这样的问题要说得简练，重点谈你采取的措施和取得的成果，要坦率，为何这样的问题对你来说难以应付？如何保持客观并具有专业水准？

Q: Tell me about the most difficult problem you've ever dealt with.

A: I was promoted to manage a new department. A coworker in that group resented me from the beginning. I soon learned that her best friend had been turned down for the position. I actually confronted her about it; I

explained that I had once put a friendship to the test because I had worked too closely with someone and we found that we spent our leisure time talking about work. A few weeks after our talk, she admitted that she had never thought about the potential results of working too closely with a personal friend. Our working relationship was fine after that.

问：描述你对问题的处理不满意的一次经历。

答：我想起因为我们曾因没有迅速答复顾客而令他失望。假期中我们的生产能力满足不了客户提出的发送全部定货的要求。最后那位客户要求打折。我觉得我方应该先提出给予折扣，不应等顾客提出。如果我方先提出的话，这件事处理得会好一些。

这个问题集中在应试者的素质水平上。描述你从一个处理不好的问题中看到长期隐患的情形。你有没有采取措施来处理这个问题？

Q: Describe a time when a problem wasn't resolved to your satisfaction.

A: I thought once that we had let a customer down by not responding quickly enough to resolve a problem; our production capacity wasn't sufficient to deliver the customer's complete order during the holiday season. That customer ended up asking for a discount, and I thought we should have offered the discount first, without waiting to be asked. The sense of goodwill would have been stronger.

问：谈谈你在没有规则及先例可循的情况下处理问题的经历。

答：我所担任的职务是最近才设置的。我用了一周时间弄清楚创设这个职位的原由。惟有这样，为该工作设立优先权的方法才能更清楚。

没有指导的情况下你能处理问题吗？描述你解决问题的过程，尤其是你采取的步骤和在特定尝试环境下使用的方法。表现出你面对挑战的信心和意志。

Q: Tell me about a time when there was no rule or precedent to help you attack a problem.

A: I was the first employee in a newly created position. I spent the first week developing an understanding of the history that had led to creation of the position. Only then did a method for setting priorities on the job become clear.

第九部分：解决问题的能力(16~20 问)

问：什么情况下你对作出抉择感到困难？

答：我特别不太擅长解说调查数据，我尽量与调查人员和图书管理员沟通，我需要他们的帮助，而我也在公司副总面前郑重地感谢他们。我们确实是同一个团队的，而且我很谨慎，并没有把公司在太平洋地区出版工业报告归功于自己？

一定要坦诚，什么样的情况会令你难以处理？你会召集哪些人，收集哪些材料来帮助自己作出抉择？

Q: When do you have difficulty making choices?

A: I am not particularly good at interpreting survey data. I've really worked to get to know our research staff and librarians. I rely on them and am careful to thank them formally in front of my vice president. We're definitely a team, and I'm careful not to take credit for our industry reports, which we publish for the Pacific region of our firm.

问：描述一次机遇，这次机遇让你觉得承担的风险比所得的回报要高。

答：有一次，我们有机会从一家解散了的公司手中购买廉价运输设备。尽管我们知道五年后要对分布的设备进行大检修，但我觉得花钱购买一些五年中闲置的设备不切实际。

如果市场情报能预示在最近两年内有新的廉价商品的话，我会抓住机会的。面试官想看到应试者乐于承担理性的风险而不是干蠢事。举例说明你作出反对某项计划或抉择的理由？如何使结果比原计划处理得更好？

Q: Describe an opportunity in which you felt the risks far outweighed the rewards.

A: At one point we had an opportunity to purchase conveyor equipment at thirty cents on the dollar from a company that had dissolved. Although we anticipated an overhaul of our distribution facility five years down the road, I felt it was too far into the future to spend money only to have idle capacity for a five-year period. If market conditions had shown more promise for new sales in the initial two-year period, I would have gone ahead with it.

问：告诉我一个曾令你对自己的表现感到失望的项目。

答：我以前在一家制造业公司工作时，必须对所有供应商的开价（发盘）作出分析，然后把建议提交给后勤部副部长。由于供应商开价并不统一，我的分析报告通常要对不同的项目作比较，这就令报告显得有点混乱，直到我把报告重新整理并提交给副部长时，我们已经错过了对价格进行审批的关键时刻。事后回想起来，我想我本该采取简单的方法解决问题，而不是把所有的东西都放在一起考虑，把问题复杂化。自那以后，我更加注意及时地提出建议。

描述你工作中遇到的一些阻碍，以及你是怎样尽力去克服它们的。你的技能起到怎样的作用？事后回想起来，你当时该采取什么不同的做法？吸取了什么样的教训？

Q: Tell me about a project in which you were disappointed with your personal performance.

A: In my last job for a manufacturing company, I had to analyze all of the supplier bids and present recommendations to the vice president of logistics. Because the supplier bids weren't in a uniform format, my analysis often consisted of comparing dissimilar items. This caused some confusion in my final report, and by the time I'd reworked it and presented it to the vice president, we'd lost the critical time we needed to improve our approval process for these bids. In hindsight I should have taken a simpler approach to the problem and not tried to make it so complex or all inclusive. Ever since, I've paid more attention to making recommendations in a timely manner.

问：请举例说明有一次你被要求完成一项任务，但却没有得到足够的资料，你怎样解决这种问题？

答：在上一次实习期间，我的上司——一个主管账目的行政人员，叫我收集好 500 份宣传稿去邮寄。我不是很确定宣传稿的次序和该往哪里寄，而我的上司已经出去与客户会面了。我担心把资料堆在一块会把次序弄乱，于是想方设法找到她的移动电话。

在电话里她向我详细说明了资料的次序。最后，我设法避免了有可能花费更多的工作时间，并且可能耽搁邮寄时间的错误，更别提一些令人头痛的事情。

虽然这个例子听似很琐碎，但却证明了应聘者的成熟和理性处理工作问题的能力。面试官想弄清楚你是否知道仅仅把工作完成是不够的。你的回答应该表现出你随机应变的能力和积极主动的特质。

Q: Give an example of a time when you were asked to accomplish a task but weren't given enough information. How did you resolve this problem.

A: At my last internship, my supervisor, an account executive, asked

me to assemble five hundred press kits for a mailing. I wasn't sure in what order the pages and press releases should go, but my supervisor had already left for a client meeting. Afraid of putting the information together in the wrong order, I managed to track down her cell phone number and called her in her car. She explained the order of the materials over the phone, and in the end I managed to prevent a mistake that would have cost hours of work and a delay in the mailing not to mention a few headaches.

问：谈谈一次你不能解决的矛盾冲突。

答：有一次，我没能挽留一个在我的制造工厂里干了 10 年的优秀员工。由于他的工作渐渐需要掌握电脑技术，于是我试着让他进夜校进修，但他却拒绝了。所以除了换掉他之外，我没有其他办法。回想起来，如果我鼓励他和其他员工定期接受技能培训，当他重新上岗时，也许他就不会被淘汰了。现在我很注重鼓励我的员工们参与一些研讨会和课程学习来提高他们自身的工作技能，避免变得落伍。

在这里，最好的方法就是谈一个不是该由你来解决的矛盾冲突。如果必须谈你个人所遇到的矛盾冲突，那就重点谈一下如果时光倒流，你能再做一次的话，你会采取的积极措施及你从这次经历中学到了什么。

Q: Describe a time when you failed to resolve a conflict.

A: I wasn't able to keep a good employee once who'd been in our manufacturing facility for ten years. His job description was rewritten to require computer skills. I offered to send him to night classes, but he refused the help. I had no option but to replace him. In retrospect, if I had encouraged him and other employees to acquire new training periodically, he might not have been overwhelmed by the time his position was reworked. Now I am vigilant about encouraging my group to attend seminars and courses to enhance their job skills and to avoid becoming outdated.

第九部分：解决问题的能力(21 ~ 22 问)

问：如果计划内某些事情出错，你感受如何？怎样去处理？

答：嗯，当然，我宁愿我的计划无论什么时候都能顺利进行。然而，生物技术行业的性质意味着任何的计划在任何时候都有可能发生变化。从一开始我就意识到了这一点，所以每当我遇上这样的事时，我都要努力去克服它。我经常都会预备好候补的计划以防万一，但有时你不可能预先对问题的发生做好准备，直到

问题摆在你面前时，你才知道如何去做。我基本上总能从容对付问题。

这个问题很巧妙，但应聘者还是明白了，并已使面试官相信他或她可以不失专业的冷静去应付计划中遇到的挫折。面试官不会直接地问你“你能在压力下工作吗？”尽管这是他或她想知道的。若回答“我不能在压力下工作”，这并不是回答这个问题的最佳方法。

Q: How do you feel when things go wrong with a project? How do you handle it?

A: Well, of course I would prefer that my projects run smoothly at all times. However, the very nature of the biotechnology industry means that many changes can and probably will happen to any plan at any time. I try to realize this from the outset and cross each bridge when I come to it. Often I try to have alternate plans ready to go in case of such an event. But sometimes you can't prepare for a problem until it's right there in front of you. Basically I just take it in stride.

问：一家不履行合约的公司 Z-65 走后门要求重新签订合同，如果你的经理要求你重新签订，而执行董事会的政策是决定再进行审查，那么你将怎样回复这家公司？

有时候，面试官问一些表面上看是不可能的问题，只是想看看你的反应。他们并不是要让你局促不安，而是要判断你是怎样去对待工作上的压力。不论你当时的感觉如何，被问到这个荒谬的问题也许是个好征兆。如果你被问到一個难以回答的问题时，思考一会儿，然后自信地微笑，但不必道歉，简单地说一说，例如“我不知道，但如果你们聘用了我，我肯定可以为你们找出应付的方法。”

Q: How would you respond to a defaulted form Z65 counterderivative renewal request if your manager ordered you to do so, and if the policy under which the executive board resolves such issues were currently under review?

sometimes recruiters ask seemingly impossible questions just to see how you'll respond. It's not so much that they want to see you squirm in your seat as that they want to judge how you might respond to pressure or tension on the job. No matter how you may feel at the time, being subjected to a ridiculous question like this one is probably a very good sign. If you're asked a tough question that you simply can't answer, think about it for a few seconds. Then, with a confident smile and without apology, simply say something like "I don't know, but if you hire me, I'll sure find out for you."

第十部分：成就(1~5 问)

问：谈谈你的一项主要成就。

答：我在 XYZ 批发俱乐部取得的业务成绩的确让我感到自豪。我相信这种类型的公司在今后几年会蓬勃发展。

用实例来证明你的成就。不要大篇幅地描述情形，重点回答你采取的行动和取得的积极成效。面试官想知道你能为公司做出什么贡献。

Q: Tell me about a major accomplishment.

A: I am really proud of the business I obtained with XYZ Wholesale Club. I believe that these types of companies will continue to thrive in the next few years.

问：谈谈你对团队作出的一次贡献。

答：通过我的努力向客户显示我们团队有更强的凝聚力。我认为我们的实践和准备工作已说明我们在系统安装细节上能做到全力负责。最后，我们与客户达成协议。

告诉面试官你在团队中工作时的主动性。以具体的例子证明你作出的贡献比团队所期望的要多，而全团队也会对你的贡献加以赞赏。你在团队中扮演什么角色？

Q: Talk about a contribution you've made to a team.

A: I helped my last team put together more cohesive presentations for a client. I think our practice and preparation made a statement about how committed we would be to the details of the system installation. In the end, we landed the account.

问：谈谈你为公司做过的特殊的贡献。

答：我在上一份工作中连续 3 年参加联合方式活动。我相信这是重要的活动，而且公司很难找到自愿者参加，因此我参与了。

让面试官知道你能作出比雇主期望的更大的贡献。如果你被聘用，在哪些环境里你发挥得最好？你能向机构作出哪些独特的贡献？你还能怎样做？

Q: Talk about a special contribution you've made to an

employer. A: In my last job I ran the United Way campaign for three consecutive years. I believe it's an important cause, and I know it's difficult for the company to find volunteers, so I stepped in.

问：谈谈工作以外的一个组织，这个组织由于你的参加而受益匪浅。

答：我加入了青少年成长组织。我是学经济学的。有的中学生看到报纸的内容和看到经济如何影响生活的内容就会很兴奋，我喜欢看到他们那兴奋的样子。

详细谈谈你自愿参加机构的主动性，比方说慈善机构等。换句话说，什么是促使你参加那些活动的重要因素？你的雇主能因你加入这些机构而在某种程度上得益吗？你属于哪种合作类型的公民？

Q: Tell me about an organization outside of work that's benefited from your participation.

A: I've been involved in Junior Achievement. I was an economics undergrad, and I liked seeing the high school kids get excited about what they read in the paper and about how economics affects their lives.

问：举例说明你作出的贡献比期望的要大。

答：我的上司要我接手所有未收集到的账户。我收回的账户数目比他定的指标高出 20%。我让大家相信我能够尽力解决基于大家需要的问题，而且我是通过询问他们的困难着手的。他们想做什么的话，通常都会听我的意见。

举例说明你曾经真正出色地完成了被委派的任务，同样你也可能在新的岗位取得类似的成绩。换句话说，你向面试官暗示，被聘用后你会在哪些环境下发挥得特别好。

Q: Give me an example of a time you delivered more than was expected.

A: In my last job my boss asked me to take over all the uncollected accounts. I was able to recover 20 percent more than his goal. I convinced people that I was willing to work out an affordable schedule based on their needs, and I did this by asking about their problems. Once they vented, they would usually listen to me.

第十部分：成就(6~10 问)

问：你喜欢什么样的挑战？

答：我在服务业做了八年，而且逐步地在更大、更有知名度的酒店工作。

我熟悉食品与饮料方面的业务和酒店管理的业务，我相信能做好会议营业经理这项工作。

根据上一份工作中所学的来谈你下一步自然要发展的技能。你认为下一步要处理好什么事情？尽可能详细地谈及你所了解的有关这份工作和部门在目前或日后的发展方向。

Q: What new challenges would you enjoy?

A: I've worked in the hospitality industry for over eight years and have progressively worked in larger, more prestigious hotels. I've learned the food and beverage side of the business and the hotel management side, and now I believe I'm ready to be a convention or conference sales manager.

问：如果你能再从头开始，你会选择哪种职业？

答：一直以来我喜欢销售这一行，因为我不断进步。回首往事，我希望在职业生涯早期能积累更多的市场调查经验，因为这对于了解定量模型类型和专业研究技巧很重要，而这对于地区营销经理来说很重要。

面试官想知道你的职业方向（包括这次面试）对你来说是否不太称心。谨慎地表明你喜欢这个领域。展示你的见识，这些见识能让新手少走弯路、少费时间等等。

Q: If you could start all over again, what direction would your career take?

A: I've always enjoyed consumer sales as I've moved up in my career. Looking back, I wish I'd gotten a bit more experience in market research earlier in my career, because it's important to understand the types of quantitative models and technical research techniques that are now important for a regional sales manager to know.

问：工作中你在哪些方面还没有得到发展？

答：在我公司的财务部门已经取得了很大的成就，这是家大公司。还在不同类型的两家工厂做过财务主任，在大公司办公室和商业规划领域做过资金预算工作。但是，至今我还没有机会在财政部工作。我学过金融专业，而且有几年金融经验，我相信现在我有能力担任这项职务，我下一步的目标就是要成为顶尖

的财政官员而不断努力。

描述一下你想担任的但没得到的职务。你认为接下来要着手处理什么事情？谈谈你为何没机会担任那项职务，注意不要说得消极。描述一下你为达到目标所付出的不懈努力。问问自己，现在的雇主是否认同你已有能力担任这项职务。

Q: What achievements have eluded you?

A: I've achieved considerable success at the finance department of my company, a large corporation. I've worked in two different plants as the director of finance. I've worked in capital budgets at the corporate office and in the business planning area. Unfortunately, I've never had the opportunity to work in the treasury department. Based on my graduate finance education and my several years' finance experience, I'm now convinced that I'm ready to handle this responsibility and that it'll be the next step in my learning curve toward a top finance executive position.

问：你认为要在这个行业有所发展，还需多久？

答：我个人认为对工作发展的衡量，主要是看获得的新技巧、新知识和新的专业见识。只要能按这种方式来衡量发展，我就是成功的。我相信要让自己的工作得以发展就要不断学习本职工作以外的相关领域的知识。

这个问题跟“5年内你想做到什么样的职务？”是相类似的。根据你对这个职务所了解到的情况来回答这个问题，尽可能详细地谈。不要提你下一步想得到的职衔，否则面试官会怀疑你是否会专注这份工作。

Q: How long do you think you'd continue to grow in this job? A: My own personal measure of growth in a job is acquiring new skills, new knowledge, and new insights into the industry. As long as I can measure this type of growth, I consider myself successful. I'm a believer in stretching a job by reaching out to learn more about other areas that are peripheral to the job I'm in.

问：这个公司里什么职位你最感兴趣？

答：我对贵商业房地产公司的高级规划部经理的工作感兴趣。我在商业房地产的多个领域内工作过，包括建筑设计、销售和租赁等行业，也曾与政府部门、代理机构及银行一起共事。我打算把这些知识和工作经验结合起来，在今后几年里担负起规划部的管理工作。

如果你熟悉的话，展示你在特定工作前景上的知识；如果你不熟悉的话，把回答转为提问“有着我这样技能的人适合走哪条职业道路”。主要谈及你感兴趣

的公司业务或部门，同时，也谈你希望在今后几年里掌握的技巧和迎接的挑战。

Q: What career path interests you within the company?

A: I'd like to work toward becoming a senior project manager within your commercial real estate firm. My background includes several areas within commercial real estate, including working in architectural design, working with governmental departments and agencies, working with banks in the finance area, and, finally, working in sales and leasing. I'd like to pull all this background together in the next few years and eventually have project management responsibility.

第十部分：成就(11 ~ 14 问)

问：请把这份工作和你所追求的做一下比较。

答：我把求职范围缩小到金融业大中型的保险公司。这些公司所要求的必要技能都很相似，如良好的定量分析能力、快速决策能力和应付顾客需求的良好人际关系技巧等。

你在其他方面追求的普通一致性在这里也很重要。你的选择一定要反映你的职业抱负，你追求的工作中有哪些共同的技能是必备的？

Q: Compare this job to others you're pursuing.

A: I've narrowed my job search to only those large securities firms within the finance industry. The basic skills necessary with all of these firms are similar: strong quantitative and analytical abilities, the ability to make decisions quickly, and good interpersonal skills to react to a customer's needs.

问：在工作中你是否获得了你希望的进步？

答：我在一家大型的汽油公司做了 6 年，在价格分析、资金预算和财务计划等方面积累了丰富的经验。我相信现在我有能力承担信贷公司财务部门的全部信贷工作。

回顾以往工作中取得的积极的经验，但也要切合实际地承认自己的不足。对于这个问题，不要表现出悲观和不切实际的期望，诚恳在这里显得尤为重要。

Q: Have you progressed in your career as you expected?

A: My six years with a major gas company have included solid experience in price analysis, capital budgets, and financial planning. I now believe I am ready to take on departmental responsibility for the entire finance function within a finance company.

问：5 年内你希望得到合理的报酬是多少？

答：在这 5 年里，我希望作出的贡献能得到认可和合理的回报。我知道薪酬水平受到许多因素的影响，包括公司的效益和影响我们行业的整体商业周期变化等，但我希望每年都能承担更大的责任，并根据我的努力和贡献而得到合理的报酬。

再次调转这个问题，询问一下从事该职业有什么发展前景。然后，根据你的技能和表现，认真考虑你所擅长的领域。让面试官决定晋升的适当时机，别再作无意义的猜测，否则你会变得自负、不切实际，或者相反——太过矜持或者犹豫不决。

Q: What do you reasonably expect to earn within five years?

A: My expectation for the next five years is that my contributions will be recognized and appropriately rewarded. I realize that salary levels are based on a number of factors, including the company's profitability and the general business cycle that affects our industry, but I expect to take on greater responsibility each year and to be appropriately compensated for my efforts and contributions.

问：你曾经担任过与你的长远计划不一致的职务吗？

答：回想 80 年代末，华尔街正值兴旺，我听别人劝说进入了一家在亚洲市场从事商品贸易、且能提供优厚待遇的公司工作。尽管我在该工作中表现得很出色，但我很快就明白那份工作因不能实现我的抱负和缺乏挑战而令我不开心。所以，两年以后，我又回到企业界为一家金属工厂做主管。从此，我就进入了金融领域，而我的长远计划就是待在这个行业里，在金融策划和管理方面有所追求并承担更重大的职责。

在这里，面试官试图断定应聘者如何明智地挑选与他的兴趣和抱负相一致的职业。假如你曾偏离你的择业方向，那么很可能你要让招聘者信服你应聘本职位，是走上了正轨。

Q: Have you ever taken a position that didn't fit into your long term plan?

A: Back in the late eighties, when Wall Street was booming, I was lured away with a high paying offer in a firm that was trading commodities on the Asian market. Even though I had success in the job, I quickly realized that the work wasn't fulfilling or challenging enough to keep me happy. So, after two years, I jumped back into the corporate world as a controller for one of the metal plants of my corporation. I've since moved up in the finance area, and my long term plans include staying in this industry and assuming greater responsibility in the area of financial planning and control.

第十一部分：个人兴趣和爱好(1~5问)

问：除了工作之外，告诉我一项几年来你一直对其保持兴趣的活动。

答：自从我祖母死于癌症，我就一直参与癌症协会资金筹集的工作。在我内心深处，我希望研究工作有所突破，以便及时挽救我家其他人的生命。

在这里，面试官想在应聘者身上寻找出持之以恒的精神和对兴趣从一而终的经历。你的爱好是否只维持了短短一段时间，或者你的兴趣每年都不同？你的兴趣与你所申请的工作是否一致？它们是否在某方面对公司有利呢？

Q: Other than work, tell me about an activity you've remained interested in over several years.

A: I've been involved in Cancer Society fundraising ever since my grandmother died from the disease. In the back of my mind I guess I'm hoping that the research can lead to findings in time to save the life of someone else in my family.

问：你在业余的时间里会做些什么？

答：我实在很喜欢外出——我经常去露营和远足，因此我对不同种类的布料有一定的认识，了解到不同的布料适合于不同的气候环境，这也是为什么我对你们纺织公司如此感兴趣的原因。

面试官希望你是一个全能型人才，而不是只有某方面的能力，他也在寻找彼此共同的兴趣或者相一致的地方。你总是应该在某种程度上把你的回答和该工作的要求联系起来。

Q: What do you do in your spare time?

A: I really enjoy getting outside—I often go camping and hiking. I've learned a lot about different fabrics that are good for various weather conditions. That's why I'm so interested in your textile operations.

问：你的生活方式健康吗？

答：我每周两次挤出时间休息。下班回家后我就带着狗出去散步，那是使我最放松的事情之一，它还有助我想出工作中出现的难题的解决方法，尽管我不是有意识地去想着解决这些难题。

你有发泄情感、能从工作中获得休息，以便每天都能以新面貌出现且以最佳的状态去工作的方法吗？描述一些能让你放松的具体事情。从逻辑角度或思维过程看来，你的个人兴趣与职业兴趣相一致吗？

Q: Do you have a balanced lifestyle?

A: I make an effort to get out of the office at a reasonable hour twice a week. I go home and walk my dog. That's one of the most relaxing things I do, but it often helps me think of solutions for problems at work, even though I'm not consciously trying to solve those problems.

问：什么业余活动能增进你的工作兴趣？

答：我一直都很喜欢打网球。在许多方面，这是一种讲究策略和速度的运动。当某种策略在第一局中不起作用的时候，你必须在第二局中改变它。你还必须保存体力准备进入第三局，而且要不断地观察和了解对手的反应。我是个坚毅的网球手——有时我力争拿高分——不过我会小心掌握时间。这也是我的工作方法。

面试官有兴趣知道，应聘者的个性是否在工作和业余活动中都反映出来。你对这个问题的回答会清楚地反映你的个性，也很可能反映你与该工作的相容性。

Q: What outside activities complement your work interests?

A: I've always enjoyed tennis. In many ways it's a game of strategy and pacing. When something isn't working in the first set, you have to change your strategy for the second set. You also have to pace your energy in case you go to a third set, and constantly watch and read your opponent's reactions. I'm a gutsy tennis player—I go for the big points sometimes but I'm careful with timing. That's the way I am at work, too.

问：谈谈你在业余消遣时所获得的对你工作有帮助的构思。

答：我在墨西哥度假时曾见过一个女人使用一块自制的跷跷板，当她要拿篮子里的衣服出来洗时，她就用这块跷跷板把篮子提起来。这使我想出一个制造新型支架的主意。上班后，我把支架设计出来了，现在我们的砌砖工人都配有一

个及腰的旋转工作台来运送材料，这样就可以减轻背部疲劳。

面试官想知道你是否有综合处理信息和把你所见到的应用到工作上的能力。要表现出你对该工作有天生的兴趣，而非不得已而为之。你能否能突破陈规而得出新的办法呢？一定要举些具体的例子。

Q: Tell me about a time you were in a recreational setting and got an idea that helped in your work.

A: I was on vacation in Mexico and saw a woman with a homemade seesaw she was using to lift her laundry basket when she needed something out of it. It gave me an idea for a new type of scaffolding, which I designed when I got back to work. Now our brick masons have a rotating bench that keeps their materials at waist level, which reduces back fatigue.

第十一部分：个人兴趣和爱好(6~10 问)

问：在你所喜爱的活动中，你的个性是如何表现出来的？

答：我喜欢烹饪和招待客人，这是一个销售人员的素质在我身上的体现。我喜欢与他人分享经验，而且为人爽直。我尤其不喜欢独处，总觉得我该干点什么的。

描述一下从工作到休息，你天生的技能与自身的价值是怎样在你所做的各种事情中表现出来的。你认为怎样才算是舒适的工作方式？例如：周到精细的个性就不同于爱冒险、爱刺激的个性。

Q: How is your personality reflected in the kinds of activities you enjoy?

A: I love to cook and entertain. That's the salesman coming out in me. I love sharing experiences with people, and I'm very outgoing. I don't particularly enjoy being alone. I always feel as if I should be doing something.

问：什么业余活动有助于你将工作做得更好？

答：我喜欢在午餐时间坐在户外与学生们聊天，这让我能呼吸新鲜空气，也能使学生们与我在一起时感到更舒适。这样，当有需要时，他们更乐意寻求我的帮助。

招聘者想知道你有发泄感情并从中得到放松的方法。几乎任何爱好或者业余活动都有助于你更有效率地工作，但如果你能直接把业余活动与工作表现联系起

来，那就再好不过了。

Q: What kinds of leisure activities help you perform your work better?

A: I enjoy sitting outside during lunch and talking with students. It gives me a chance to get fresh air, but it also helps the students get comfortable with me, so they're more likely to seek my help when they need it.

问：你做些什么事情使自己放松？

答：我有一个大家庭，周末对我来说就像度假一样。当我上班时，我集中精力工作；周末回到家时，我就把工作远远抛在脑后。我做过的最明智的事情之一就是搬到离城镇 20 公里的地方去，即使开车回家也可以让我放松。

承认休息时不去考虑工作的事情也不是一件坏事，该求职者在展现有关他个性的一些附加信息外，还让面试官知道他已为工作日储存了大量的精力。

Q: What do you do to relax?

A: I have a great family. Weekends are like a vacation for me. When I'm at work, I focus on work, but when I'm home on weekends, work really is far from my mind.

One of the smartest things I did was to move twenty miles outside of town; even the drive home is relaxing.

问：假如你发现自己精疲力竭，你将会做些什么事情来恢复精力？

答：我不会让自己陷入一种公式化的工作模式中直到精力耗尽，我是那种永远要求新的使命以保持自己的动力与兴趣的人。

你能否节制自己过度地耗费精力？你的工作效率不高时，你会发现吗？你会做些什么事情来对付你的压力吗？

Q: If you found yourself getting burned out, what would you do to revitalize your energy?

A: I don't allow myself to get involved in a routine to the point that I get burned out. I've always been the type of person who asks for new assignments so that I stay motivated and interested.

问：我们公司认为雇员应花时间参加社团活动，你怎么看待这种想法？

答：我也赞成这种想法。我前一份工作是当经理，当时，我告诉每一个雇员：他们可以每月一次在星期五下午上班的时间，为他们自愿参与的慈善团体服务，只要他们不同时在同一个星期五去就行了。出乎意料之外，生产效率一点儿也没有降低，我想星期五下午或许并不是高效率的时候。我就把下午的时间用在阅读。

描述一下你自愿为某社会团体或者组织作贡献的经历。你比预料中做得更好吗？你有效地运用了你的技能吗？作为一个队员你是否大公无私？说明一下你的个人兴趣是如何使你即使在没有任何报酬时，也能高效率地工作的？除了支票以外，什么动机能激励你这样工作？

Q: Our company believes that employees should give time back to the community. How do you feel about it?

A: I believe that, too. In my last job as manager I told each of my employees that they could spend one Friday afternoon a month at a charity of their choice on company time as long as they weren't all gone on the same Fridays. Ironically, productivity didn't decrease at all; they got more done in the morning—and I guess Friday afternoons weren't that productive to begin with. I've spent my afternoons with an adult reading program.

第十一部分：个人兴趣和爱好(11 ~ 16 问)

问：什么社区项目能用得上你的专业技能并且使你特别感兴趣？

答：作为一个营销人员，我已免费给本地中学的筹集资金者提供了意见，还帮助地方不动产办公室设法提高农业区不动产的价值。

面试官想知道应聘者是不是一个好的合作伙伴，这个问题也让面试官感觉到应聘者的价值。尝试把你回答的重点放在与工作有关技能的应用方面，不要偏离话题而描述一个不能说明你工作技能的事业上，避免讨论任何有可能引起争论的慈善团体或者组织。

Q: What community projects that can use your professional skills are particularly interesting to you?

A: As a marketing person, I've offered free advice to our local high school for its fund raisers, as well as to a local real estate office whose success could help my rural community's real estate values.

问：假如你有许多业余时间，你会怎样利用它？

答：拥有大量的业余时间是一件再高兴不过的事情了，也许我会去旅行，学另一门语言，花更多的时间在我参加的两个慈善团体上，我还会学更多的有关会计学的课程。

在回答这个问题时，说明你会利用时间提高你的技能，或者回报社会，或者做好事。可能的话，选择与职业或者工作相关联的活动。例如：如果你在销售部门工作，就说你会参加青年促进协会，教授年轻人有关经商职业的知识。你的回答要表现出你工作的干劲和能力，以及天生的好奇心。不要说像“我不知道，我只想放松”之类的话。

Q: If you had unlimited leisure time, how would you spend that time?

A: I don't think I could ever be happy with lots of spare time. I'd probably travel, learn another language, and spend more time with my two charities. I'd also take more courses in accounting.

问：在团队工作或纪律方面，一项运动或爱好是如何让你受益的？

答：高中时的足球教练教我要密切注意其他人，这样，别人会在你需要他掩护的时候来掩护你。我已把这种规则用在我所有的工作组里，特别是用在贸易领域里。

谈一次你不借助团队的力量去获得预期的成果。举出具体的例子，然后解释你如何把同样的技能或经验、教训应用于你的工作上。

Q: Describe how a sport or hobby taught you a lesson in teamwork or discipline.

A: My football coach from high school taught me always to watch out for the other guy. If you do, he'll cover you when you need him to. I've applied that principle in all my work groups, especially on the trading floor.

问：不上班的时候，你愿意继续按时间表去工作还是宁愿顺其自然？为什么？

答：我的作息时间是很有计划的，因为通常我一天要开 4~5 个会。周末，我喜欢制定计划，但并不一定是一套固定的计划。计划本身对我来说是调节了生活节奏，使我得到放松。如果一点也不计划，我会感到在浪费时间。

无论怎样回答，注意要紧扣你所面试的工作。例如：会计是一种要求严格和精确的职业，你的回答就应该表现出你是个热衷于制定计划和做事精确的人。然而，对于销售行业来说，这个问题从本质上来说反映了你的个性，同时它还反映了你对工作的适应能力。

Q: When you aren't at work, do you prefer to stick to a schedule, or do you prefer to be spontaneous? Why?

A: My workday is very structured because I'm generally in four or five meetings a day. On the weekends, I like to have a plan, but not necessarily a set schedule. That in itself is a relaxing change of pace for me, but I feel I'd be wasting time with no plan at all.

问：说说你放弃的一个兴趣。

答：早期，我想成为一个专门从事医学研究的医师。于是，我花大量的时间在化学实验室，接着我意识到我并不希望在往后的两年里继续呆在实验室里工作，那就是我改行选择从事销售医学仪器工作的原因。这就把我对医学专业的敬重与一份适合我个性的工作联系了起来。

说说你以前拥有的但现在放弃的兴趣或者爱好，确定这种兴趣在某种程度上与你面试的工作没有联系。谈一下你不感兴趣的原因和它怎样与你现时的兴趣不相容。一定要谈谈你现时的兴趣怎样与你的职业有关联。

Q: Tell me about an interest that you outgrew.

A: Early on, I wanted to be a research physician. Then I spent time in a chemistry lab and realized I wasn't looking forward to the next two years of lab work. That's why I've chosen marketing for medical equipment instead. It combines my respect for the medical profession with a job that's more suited to my personality.

问：描述一部你看过的、确实对你有启迪的电影。

答：我喜欢《飞越疯人院》这部令人感到压抑的电影中一个片段。有一个镜头是这样的：护士小姐拒绝打开电视，当时电视正在播放世界棒球联赛。因此，杰克·尼科尔森看着空白的荧光屏，并开始叙述比赛的情况，就好像那场比赛真的正在进行那行。其余的病人聚集在他的周围，伴随比赛的进行。我想那一幕就是想像的力量起作用的一个例子吧。

说明你可以从书本、电影等广泛的资料中吸取知识的能力，告诉面试官具体的一本或一部你能从中学到东西的书或电影。说说你如何运用那些方面知识并用在哪些方面。

Q: Describe a movie you've seen that really inspired you.

A: I loved one part of an otherwise depressing movie, One Flew over the Cuckoo's Nest. In one scene the nurse refuses to turn on the TV for

the World Series, so Jack Nicholson looks at the blank screen and starts narrating as though the game were actually on. The other patients gather around him and follow the game. I thought that scene was an example of the power of visualization in making things happen.

第十二部分：难以回答的问题(1~4问)

问：如果我告诉你，你今天的面试情况很糟糕，你怎么办？

答：首先我会问您，在这次面试中是否有某个具体的环节处理得不妥当。然后我会尽量回忆，在我与您的交谈过程中，我犯了什么错误。接着，我会重新考虑我对您的问题的理解上可能存在的问题。有必要的話，我会澄清它。最后如果时间允许的话，我会试着更全面、更恰当地对您给我指出的不恰当的地方再作补充。

面试官喜欢问诸如此类的压力型问题，目的是了解你是如何很好在压力下生存的。最佳办法就是保持镇定并且充分放松，不要动摇你的信心。

Q: What would you do if I told you that I thought you were giving a very poor interview today?

A: Well, the first thing I'd do is ask you if there was any specific part of the interview that you thought I might have mishandled. After that I'd think back and try to remember if there had been any faulty communication on my part. Then I'd try to review possible problems I had understanding your questions, and I'd ask for clarification if I needed it. Finally, if we had time, I'd try to respond more fully and appropriately to the problem areas you identified for me.

问：你被解雇过吗？

答：在我念大学时，有一年暑假实践，我在一家软件咨询公司工作。仲夏时，由于财务出现困难，一位新上任的董事长要求我们工作组全体辞职。尽管我的工作表现没有受到任何批评，但我还是与所有人一起被解雇了。假如你从未曾被解雇过，当然这会是一个很简单的问题。但是假如你曾经被解雇过，你就要准备详细地解释一下你的处境，而且有可能要回答随之而来的一系列非常具体的问题。假如结局超出你控制的能力，例如公司解体，大部分的面试官会表示理解。不过假如你被解雇是因为表现太差或者其他的问题，你就必须承认错误，并且说服面试官你已经改正了错误。

虽然这是一个难以回答的问题，但是你应该绝对诚实。如果不诚实，并且面试官从你的证明人那里得到很多资料的话，你可能会被立刻解雇，或者得不到报酬。

Q: Have you ever been fired?

A: During one of my summer internships while in college, I worked for a software consulting company. Midway through the summer a new president was appointed because of some financial difficulties, and he requested the resignation of my entire group. I was swept out with everyone else, even though my work performance had never been criticized.

问：你为什么经常换工作？

答：在过去的 5 年里，我经常调换工作是因为我这种职业迅速变化的缘故。我的工作以政府的合同为基础。前几年，国会拨款上下波动，许多公司的合约都被取消，而其他的公司则获得巨大的、不可预料的巨额合约。这种易变性造就了许多有利的机会，但也带来了许多不稳定的因素。由于贵公司的生意大部分以消费品为主，而不是以政府产品为主，我喜欢有机会在一个相对较稳定并易于预见的环境下工作。

此时要坦率一点，个人的发展、一项大的预算或者其他有助于转换工作的经历都是跳槽的有说服力的理由。让面试官信服你一直对他或她的公司感兴趣。

Q: Why have you changed jobs so frequently?

A: My frequent job changes over the last five years have been due to the rapid changes in my profession. My jobs have been based on government contracts, and over the last several years congressional appropriations have been up and down, causing some companies contracts to be canceled, while other companies land huge, unexpected contracts. This volatility creates some good opportunities, but it also creates a lot of uncertainty. Because your business is based mostly on consumer products, and not on government products, I welcome the opportunity to work in an environment where the business cycle is more stable and predictable.

问：为什么你上一份工作干了那么久？

答：我上一份工作干了 7 年多，在那段时间里，我完成了高等专科的学位，而且还被分配到不同的部门，接受两项长达 6 个月的任务。结果是我获得了一些额外的与那份特定工作没有联系的技能。因此，我想我已取得了很大的进步，而且准备好迎接下一个挑战。

面试官可会对你个人的提高和对付新任务的能力感兴趣。他或者她还很担心，你是否有安于现状的倾向。说明你是如何通过有意义的新方式去提高你的责任感。

Q: Why did you stay in your last job so long?

A: I was in my last job over seven years. During that time, I completed an advanced technical degree and also had two six month assignments in which I was loaned out to different departments. As a result, I acquired some additional skills that normally aren't associated with that particular job. Therefore, I think I've made good progress and am ready to accept the next challenge.

第十二部分：难以回答的问题(5 ~ 7 问)

问：告诉我，你最不喜欢的经理或者教授是什么样的。

答：嗯，从经理的角度来说，我十分幸运。我与我的教授们没什么过节。我走出大学校门的第一份工作是和一位难相处的经理一起工作。假如你走进他办公室向他请教，他会感到你在打扰他工作。所以，我们反而学会了互相帮助。我并不是说我很不喜欢他，因为在很多方面，他的确是个好经理，但我却宁愿他和我们多接近并给予我们更多的指点。

回答这个问题有点像穿越布满地雷的雷区一样，所以要当心！记住面试官并不是想了解你以前的上司，他或她想了解的是你对他们的评价。虽然面试官也许会引诱你去批评你以前的上司，但这样做会产生许多问题。尽管你的说法是完全真实和公平的，但面试官会认为你要么是与别人相处得不好，要么就是纯粹在指责别人。在这种困境中最好的解决方法就是选择一个并不太反面的例子，简单地提及它，然后，把回答的重点放在你从这些经历中学到了什么。

Q: Tell me about your least favorite manager or professor.

A: Well, I've been pretty fortunate as far as managers go, and I didn't have any problems with my professors. In my first job out of college I worked with a manager who was pretty inaccessible. If you walked into his office to ask a question, you got the sense that you were bothering him, so we just learned to get help from each other instead. I wouldn't say he was my least favorite manager, because he was a good manager in a lot of ways, but I would have preferred that he'd made himself more available to us and given us more direction.

问：你遇到过的雇主中，谁最严厉，为什么？

答：那该是富兰克林协会的汉森女士了。当忙碌的时候，她会把人推向极限，而且她对细节要求严格。但是她总是很公正，并且会奖励工作做得好、勤劳的人。她是一个严格的老板，但也是一个好老板。

再一次提醒你，无论如何你也要避免对你前任的老板作任何否定的评价。像

这位应聘者那样，绕过问题，回答积极乐观的一面。

Q: Who's the toughest employer you've ever had, and why?

A: That would be Ms. Henson at Franklin Associates. She'd push people to their limits when things got busy, and she was a stickler for detail. But she was always fair, and she rewarded good, hard work. I'd call her a tough boss, but a good boss.

问：你是如何处理与老板之间的紧张关系的？

答：我惟一感到的紧张那次就是我们都很忙碌，以致于无法互相了解对方的情况。我的老板不知道我正与另一位顾客因某些问题而纠缠不清，要求我在短期内完成大量的工作。我坚信员工会议的重要性，同事间应了解并尊重相互之间的时间需求。

在这里，最安全的做法就是举一个例子，说明你与你的老板产生误会时，你是如何去解决的。面试官想了解你是怎样避免类似的问题再次发生的。

Q: How do you handle tension with your boss?

A: The only tension I've ever felt was once when we both got too busy to keep each other informed. My boss overcommitted me with a short deadline, not knowing that I was bogged down with another client problem. I believe firmly in the importance of staff meetings so that coworkers can respect the demands on each other's time.

第十三部分：针对学生和应届毕业生的问题(1~2问)

问：为什么你没有取得更好的成绩？

答：学校对于我来说是一段精彩的人生经历。我实在喜欢新思想、专心学习、留心听课。我从来都不相信考试前一晚死记硬背以争取高分或通宵达旦以完成一篇毕业论文是最明智的做法。我确信自己就像许多争取好成绩的学生一样学习刻苦。

如果已经进入面试阶段，适当的做法就是使自己符合这个职位的基本标准，包括教育方面的要求。在这里，面试官往往试图判断应聘者处理困境的能力。千万不要辩护或推卸责任，这是非常重要的。相反，尝试从正面的角度来回答这个问题——例如，集中于你学到的东西和所付出的额外努力，这样做要比只集中在成绩上好得多。

Q: Why weren't your grades better?

A: School was a wonderful experience for me. I really enjoyed learning new ideas, I studied consistently, and I was attentive in class. But I never believed in cramming before the night of an exam just to get a higher grade or staying up all night to finish a term paper. I really believe I learned just as much as many students who went for the grades.

问：为什么你当初决定主修历史呢？

答：这是个艰难的抉择，因为我也对管理学、国际关系学和经济学感兴趣。但是，学习历史让我可以把三者结合起来，特别是通过对经济史的研究。另外，我知道我系的几位教授知识非常渊博，极具影响力。

证明你有充分的、合理的理由选择你的专业。如果你不能为自己的专业选择辩护，面试官就可能怀疑你对职业选择的考虑是否充分。你还要肯定选择专业的理由跟你的职业选择相符合。比如，如果你应聘银行经理职位，就不能说你是个英语专业的学生，因为你喜欢文学和写作。

Q: Why did you decide to major in history?

A: It was a difficult choice because I was also attracted to government, international relations, and economics. But the study of history allowed me to combine all three, especially by focusing on economic history. What's more, I found several of the professors in the department to be exceptionally knowledgeable and stimulating.

第十三部分：针对学生和应届毕业生的问题(3 ~ 4 问)

问：你是否发现某一课程特别有挑战性？

答：最初，我被去年的那门《化学入门》彻底难倒了。无论我怎样努力学，似乎都毫无进展。开始的 3 次知识竞赛我还失败了。于是，我尝试另辟蹊径，我不再独自埋头苦干了，而是请来一位主修化学的朋友帮忙。同时，课后我向教授请教。我发现，多花点时间做实验是非常关键的。最后，这一科我考了个 B +，并且完全理解了学习内容。另外我懂得了一个道理：进入一个新的学科领域，有时需要新的途径而不仅仅是努力学习，同时别人的帮助也可能是个决定性因素。

面试官想要看看你怎样应付困境。须证明你不会在困难面前畏缩，并且你会格外努力以迎接挑战。

Q: Was there a course that you found particularly challenging?

A: Initially I was completely overwhelmed by the introductory

chemistry course that I took last year. No matter how hard I studied, I seemed to be getting nowhere. I failed the first three quizzes. So I tried a new approach. Instead of just studying by myself, I asked a friend who's a chemistry major to help me with my studies. I also began seeking help from the professor after class. And I found that more time spent in the lab was critical. I ended up with a B plus in the course and thought I achieved a solid understanding of the material. More than that, I learned that tackling a new field of study sometimes requires a new approach, not just hard work, and that the help of others can be crucial!

问：你为什么不多参加课外活动呢？

答：我必须把更多的时间花在学习上。我来自小镇上的一所高中，虽然考试拿了很多个 A，但是这并不意味着我有很好的基础可以应付大学课程。因此，我学习非常努力。不过，我也挤出时间去了解这个城市和结交新朋友，周末时也会去参加一些非正式的社交活动。

面试官也许担心，如果你对户外活动的兴趣不浓，你可能最终把自己弄得精疲力尽。雇主们喜欢那些全面发展、对户外活动有兴趣的应聘者。如果你在大学里不曾参加过正式的课外活动，你仍然有必要谈谈你的爱好，就像你参加过的一些非正规的阅读或锻炼等活动。例如，你可以谈谈你热衷于跑步，即使你没有参加大学的长跑队。

对于那些以往的事业只局限于某一职业或产业的人来说，工作经验确实不成问题。你们有丰富的工作经验——但它们都与你现在的工作目标无关。没关系！别再三强调你的工作历史，必须强调的是你所学会的并对你现在应聘的工作有帮助的技能。例如，假设你以前从事房地产工作，在业余时间里你喜欢参加马拉松比赛。最近，你了解到一家运动鞋生产商的市场推广部有一空缺职位。你需要做的是强调雇主正在寻找的而你又拥有的技能。你不仅有很好的推销经验，而且熟悉这家公司的销售地区。这两者是很有效的结合！

Q: Why didn't you participate more in extracurricular activities?

A: I wanted to give as much effort as possible to my studies. I came from a high school in a very small town, where I received a lot of As, but this didn't prepare me very well for college. So I studied very hard. I have, however, found time to explore the city and make new friends, and I do socialize informally on weekends.

第十四部分：针对转职者的问题

问：你为什么要离开现在的工作岗位？

答：我从现时的工作中已学到了许多关于塑料工业的知识，我非常高兴曾有机会在 Fiske 有限公司里工作。然而，我发现自己的真正兴趣在于搞开发，而 Fiske 公司决定在未来两年内把这些都搁置起来。这就是我对贵单位如此感兴趣的原因，因为正如我所知道的，Randy 企业集团十分重视开发，而且它是一家颇受尊敬的业界领袖。

面试官首先关心的是转职者为什么总是打算转职，向面试官说明你的决定是经过深思熟虑的。解释一下你为什么决定选择这一特殊职位，同样也要说明这个职位将会怎样提高你的天赋技能及发展你的兴趣爱好。

Q: Why do you want to leave your current position?

A: I've learned quite a bit about the plastics industry in my current position and am very glad to have had the opportunities I've had at Fiske, Inc. However, I've found that my interests really lie in research and development, which Fiske has recently decided to phase out over the next two years. And that's why I'm so interested in this organization, because, as I understand, Randy Corporation places a great deal of emphasis on R&D, and is also a highly respected leader in the industry.

问：为什么你要放弃职业介绍所里一份已经稳定下来的工作，而去追求一个实质上你只是入门者的市场推广职位呢？

答：我非常喜欢在介绍所里工作，还学会了很多有用的技能。但同时，我几乎止步不前了。我的工作不再给我任何挑战。我考虑了很久，确信现在是改变的时候了。

正因我对市场推广有兴趣，去年我那十多岁的孩子和一些邻居的小孩计划卖 T 恤以帮助本地一个因火灾而失去家园的家庭时，我立刻干起来了：设计、分发宣传海报，在当地报纸上刊登广告，在食品杂货店和购物中心外面摆卖衬衣。刚开始，我真的不对这项工作抱太多的想法，但是当看见了自己的劳动成果，我开始感到兴奋了。我懂得了一个道理：你可能会取得一项巨大成就或拥有伟大的理想，但如果不为别人所知，那么你的才能就会被淹没。我终于感觉到自己似乎在做一件与众不同的事；而且，我做得很好。从那次以后，我选读了两门有关市场推广的入门课程，并计划在这个秋天报读一个业余学位课程。

此外，我可以把曾在职业介绍所里学到的许多技巧和能力运用到市场推广这一行。毕竟，职业介绍所同样是为社团委托人和求职者提供推销代理服务，并向社团委托人介绍求职者等。

面试官试图要确定两件事：应聘者选择职业的动机，以及他们是否有这样一种可能性——满足于一个比他或她的前一份工作要求较低能力及责任心的职位。你得消除他们的顾虑，详述你转职的原因，还必须说明你对这个职位有充分的认识并大体上了解这一行业。许多应聘者希望他们的新职业是以一份与之前所从事

工作同等水平的工作作为开始。但事实上,许多转职者如果不至于是从入门水平做起的话,也多半必须从新公司的底层做起,以积累新领域里的基本经验和知识。

毫无疑问,如果有一段时间你失业了,你就得面对一些麻烦问题。你正在疑惑自己是否还具备你所应有的素质。关键就是弄清楚你所有的技能是否适应时代要求。如果不是,那么你就该考虑接受再培训,可能是学习新的电脑课程或去当地的大学里学习。如果你的技能是现代化的,那就不用担心了。你需要强调的是以前工作的经验和技巧,还有你在失业期间保持与时代同步的方法(阅读商贸期刊,业余写作,参加研讨会等),以及你在家中学会的一些技能,它们也许可以转化到工作上来。

Q: Why would you want to leave an established career at an employment agency for an essentially entry level position in marketing?

A: I've enjoyed my work at the agency and have gained many valuable skills from it. At the same time, however, I feel as if I've stopped growing. I'm no longer challenged by my work. I've thought about this for a long time, and I'm confident that it's time for a change.

As for my interest in marketing, last year my teenage children and some of the other neighborhood kids decided to design and sell T-shirts to benefit a local family who'd lost their home to a fire. I pitched in by designing and distributing posters, placing advertisements in local newspapers, and selling shirts outside grocery stores and shopping malls. At first I really didn't give the project a lot of thought, but when I saw the fruits of my labor, I began to get very excited about it. I learned that you can have a great product and a great cause, but if nobody knows about it, you're dead in the water. I finally felt as if I was making a difference—and I was good at it, too. Since then I've taken two introductory marketing courses and am planning to enroll in a part time degree program this fall. Furthermore, I'll be able to use many of the skills and abilities I've gained at the employment agency in the marketing field. After all, working for an employment agency is marketing—marketing the agency to corporate clients and job seekers, and marketing job seekers to corporate clients.

第十五部分：针对再次求职的问题

问：你为什么要离开现在的工作岗位？

答：我从现时的工作中已学到了许多关于塑料工业的知识，我非常高兴曾有

机会在 Fiske 有限公司里工作。然而，我发现自己的真正兴趣在于搞开发，而 Fiske 公司决定在未来两年内把这些都搁置起来。这就是我对贵单位如此感兴趣的原因，因为正如我所知道的，Randy 企业集团十分重视开发，而且它是一家颇受尊敬的业界领袖。

面试官首先关心的是转职者为什么总是打算转职，向面试官说明你的决定是经过深思熟虑的。解释一下你为什么决定选择这一特殊职位，同样也要说明这个职位将会怎样提高你的天赋技能及发展你的兴趣爱好。

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问：为什么你要放弃职业介绍所里一份已经稳定下来的工作，而去追求一个实质上你只是入门者的市场推广职位呢？

答：我非常喜欢在介绍所里工作，还学会了很多有用的技能。但同时，我几乎止步不前了。我的工作不再给我任何挑战。我考虑了很久，确信现在是改变的时候了。

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此外，我可以把曾在职业介绍所里学到的许多技巧和能力运用到市场推广这一行。毕竟，职业介绍所同样是为社团委托人和求职者提供推销代理服务，并向社团委托人介绍求职者等。面试官试图要确定两件事：应聘者选择职业的动机，以及他们是否有这样一种可能性——满足于一个比他或她的前一份工作要求较低能力及责任心的职位。你得消除他们的顾虑，详述你转职的原因，还必须说明你对这个职位有充分的认识并大体上了解这一行业。许多应聘者希望他们的新职业是以一份与之前所从事工作同等水平的工作作为开始。但事实上，许多转职者如果不至于是从入门水平做起的话，也多半必须从新公司的底层做起，以积累新领域里的基本经验和知识。

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问：你的个人简历没有提及过去几年中你的工作经验，这是怎么回事？

答：我花了5年时间抚养孩子，他叫贾森，现在上幼儿园了。对我来说那是个很难的决定，但是在那时候，我认为肩负着这么重大的家庭责任，我是不可能百分之百投入工作的。雇主因此分配的工作比我本该完成的要少，这对他来说是不公平的。我相信在当时，这是我的正确决定。但是现在，我感觉到已恢复状态了，准备将我和我的全部时间都投入工作。

不论缺漏是什么，你必须如实相告。谈论一下你离开工作的决定，不管是待在家里打理家务或刚从一场致命大病中痊愈过来。告诉面试官你现在准备重新工

作的原因。最重要的是强调你渴望重新开始你的事业。

Q: Your resume doesn't list any job experience in the past few years. Why not?

A: I took five years off to raise my son, Jason, who's now in kindergarten. It was a difficult decision for me, but at the time, I decided I wouldn't be able to commit myself 100 percent to my career with such tremendous responsibilities at home. And I didn't think it would be fair to my employer to give any less than my complete and total commitment. I believe it was the right decision for me at the time, but now I feel refreshed and ready to devote myself full time to my career.

问:我了解到你曾经有一段时间放弃了工作。要找一份与你兴趣相符的工作,你遇到了哪些困难?

答:我过去4年离开了工作领域,这是个事实,但我已经做了极大的努力以恢复状态。不管怎样,过去我确实认为留在家里抚养孩子并做些家务是非常重要的,同时我丈夫为了完成他的法律课程,几乎用光了我们的所有积蓄。现在,这些事情都过去了,我准备重新开始工作,从事娱乐行业。

在这里,面试官的好奇心背后的真正问题是,为什么其他人没有把这个应聘者从求职所中选走。为什么这种应聘者不被大家需要?是他太不切实际或者寻找一些随意的工作吗?在求职者的过去经历里,有什么隐晦事情被别人发现了吗?你要坦白地谈论你的处境以减轻这些忧虑。千万要强调你在闲赋的那段日子里是怎样与你的行业保持联系的,还有,你渴望重新加入这一行列。

Q: I see you've been out of work for a while. What difficulties have you had in finding a job that's compatible with your interests? A: It's true that I've been out of my field for the last four years, but I've had a number of tempting offers to jump back in. However, I thought it was important to stay home with my new baby and also continue a part time family business, which I ran out of our home while my husband was completing law school. Now that that's behind us, I'm ready to return to my career in the entertainment industry.

问:简历里指出,过去两年你在“诚信保险经纪公司”里当过兼职人员,这些经验对你的银行职业将起到什么样的帮助作用呢?

答:“诚信”正在通过电脑处理档案,而我受聘的主要任务是检查那些电脑化的档案是否比人手做的档案要精确。我要记录保险赔偿金,准备银行押金,将收到的付款分类等。这份工作不仅帮我保持会计技能的现代化,而且还教会我各种计算机的应用技巧,这些肯定会使我符合甚至超过银行的新工作所要求的效率

和能力。

在这里，面试官也许担心应聘者只是适应任何可得到的工作，而不是特殊领域里的特殊职位。解释你的经验与所应聘的职位有什么联系，并谈论你所获得的技能可以被转化到新职位和公司里去。

Q: Your resume indicates that you've been working for the past two years as a part time clerk at Reliable Insurance Brokers. How will this experience help you in your banking career?

A: Reliable was in the process of computerizing its files, and I was hired primarily to check the computerized files for accuracy vis à vis the manual files. I recorded premium payments, prepared bank deposits, and sorted payables. Not only did this work help me keep my accounting skills current, I also learned valuable computer skills that will certainly help me become even more efficient and productive in my next position in banking.



■ 图书基本资料

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