Answer To The ToughestInterview Questions Part-5: -

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QUESTIONS OF PART 5: -

Q35 Do you have the stomach to fire people? Have you had experience firing many people?

Q36 Why have you had so many jobs?

Q37 What was the toughest challenge you've ever faced?

Q38 What would you say to your boss if he's crazy about an idea, but you think it Stinks?

Q39 How could you have improved your career progress?

Q40 How many hours a week do you normally work?

Q41 You've been with your firm a long time. Won't it be hard switching to a new Company?

Q42 May I contact your present employer for a reference?

Q43 Give me an example of your creativity (analytical skill...managing ability, etc.)

Q44 Where could you use some improvement?

Q45 What do you worry about?

Question 35 Do you have the stomach to fire people? Have you had experience firing many people?

TRAPS: This "innocent" question could be a trap door which sends you down a chute and lands you in a heap of dust outside the front door. Why? Because its real intent is not just to see if you've got the stomach to fire, but also to uncover *poor judgment in hiring* which has caused you to fire so many. Also, if you fire so often, you could be a tyrant.

So don't rise to the bait by boasting how many you've fired, unless you've prepared to explain why it was beyond your control, and not the result of your poor hiring procedures or foul temperament.

BEST ANSWER: Describe the rational and sensible management process you follow in both hiring and firing.

Example: "My whole management approach is to hire the best people I can find, train them thoroughly and well, get them excited and proud to be part of our team, and then work with them to achieve our goals together. If you do all of that right, especially hiring the right people, I've found you don't have to fire very often.

"So with me, firing is a last resort. But when it's got to be done, it's got to be done, and the faster and cleaner, the better. A poor employee can wreak terrible damage in undermining the morale of an entire team of good people. When there's no other way, I've found it's better for all concerned to act decisively in getting rid of offenders who won't change their ways."

Question 36 Why have you had so many jobs?

TRAPS: Your interviewer fears you may leave this position quickly, as you have others. He's concerned you may be unstable, or a "problem person" who can't get along with others.

BEST ANSWER: First, before you even get to the interview stage, you should try to minimize your image as job hopper. If there are several entries on your resume of less than one year, consider eliminating the less important ones. Perhaps you can specify the time you spent at previous positions in *rounded years* not in months and years.

Example: Instead of showing three positions this way:

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6/1982 – 3/1983, Position A;

4/1983 – 12/1983, Position B; 1/1984

– 8/1987, Position C;

...it would be better to show simply:

1982 – 1983, Position A; 1984

– 1987 Position C.
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In other words, you would drop Position B altogether. Notice what a difference this makes in reducing your image as a job hopper.

Once in front of the interviewer and this question comes up, you must try to reassure him. Describe each position as part of an overall pattern of growth and career destination.

Be careful not to blame other people for your frequent changes. But you can and should attribute certain changes to conditions beyond your control.

Example: Thanks to an upcoming merger, you wanted to avoid an ensuing bloodbath, so you made a good, upward career move before your department came under the axe of the new owners.

If possible, also show that your job changes were more frequent in your younger days, while you were establishing yourself, rounding out your skills and looking for the right career path. At this stage in your career, you're certainly much more interested in the best *long-term* opportunity.

You might also cite the job(s) where you stayed the longest and describe that this type of situation is what you're looking for now.

Question 37 What was the toughest challenge you've ever faced?

TRAPS: Being unprepared or citing an example from so early in your life that it doesn't score many points for you at this stage of your career.

BEST ANSWER: This is an easy question if you're prepared. Have a recent example ready that demonstrates either:

1. A quality most important to the job at hand; or A quality that is *always* in demand, such as leadership, initiative, managerial skill, persuasiveness, courage, persistence, intelligence, etc.

Question 38 What would you say to your boss if he's crazy about an idea, but you think it stinks?

TRAPS: This is another question that pits two values, in this case loyalty and honesty, against one another.

BEST ANSWER: Remember the rule stated earlier: In any conflict between values, always choose integrity.

Example: I believe that when evaluating anything, it's important to emphasize the positive. What do I like about this idea?"

"Then, if you have reservations, I certainly want to point them out, as specifically, objectively and factually as I can."

"After all, the most important thing I owe my boss is *honesty*. If he can't count on me for that, then everything else I may do or say could be questionable in his eyes."

"But I also want to express my thoughts in a constructive way. So my goal in this case would be to see if my boss and I could make his idea even stronger and more appealing, so that it effectively overcomes any initial reservation I or others may have about it."

"Of course, if he overrules me and says, 'no, let's do it my way,' then I owe him my full and enthusiastic support to make it work as best it can."

Question 39 How could you have improved your career progress?

TRAPS: This is another variation on the question, "If you could, how would you live your life over?" Remember, you're not going to fall for any such invitations to rewrite person history. You can't win if you do.

BEST ANSWER: You're generally quite happy with your career progress. Maybe, if you had known something earlier in life (impossible to know at the time, such as the booming growth in a branch in your industry...or the corporate downsizing that would phase out your last job), you might have moved in a certain direction sooner.

But all things considered, you take responsibility for where you are, how you've gotten there, where you are going...and you harbor no regrets.

Question 40 How many hours a week do you normally work?

TRAPS: You don't want to give a specific number. Make it to low, and you may not measure up. Too high, and you'll forever feel guilty about sneaking out the door at 5:15.

BEST ANSWER: If you are in fact a workaholic and you sense this company would like that: Say you are a confirmed workaholic, that you often work nights and weekends. Your family accepts this because it makes you fulfilled.

If you are not a workaholic: Say you have always worked hard and put in long hours. It goes with the territory. It one sense, it's hard to keep track of the hours because your work is a labor of love, you enjoy nothing more than solving problems. So you're almost always thinking about your work, including times when you're home, while shaving in the morning, while commuting, etc.

Question 41 You've been with your firm a long time. Won't it be hard switching to a new company?

TRAPS: Your interviewer is worried that this old dog will find it hard to learn new tricks.

BEST ANSWER: To overcome this objection, you must point to the many ways you have grown and adapted to changing conditions at your present firm. It has *not* been a static situation. Highlight the different responsibilities you've held, the wide array of new situations you've faced and conquered.

As a result, you've learned to adapt quickly to whatever is thrown at you, and you thrive on the stimulation of new challenges.

To further assure the interviewer, describe the similarities between the new position and your prior one. Explain that you should be quite comfortable working there, since their needs and your skills make a perfect match.

Question 42 May I contact your present employer for a reference?

TRAPS: If you're trying to keep your job search private, this is the last thing you want. But if you don't cooperate, won't you seem as if you're trying to hide something?

BEST ANSWER: Express your concern that you'd like to keep your job search private, but that in time, it will be perfectly okay.

Example: "My present employer is not aware of my job search and, for obvious reasons; I'd prefer to keep it that way. I'd be most appreciative if we kept our discussion confidential right now. Of course, when we both agree the time is right, then by all means you should contact them. I'm very proud of my record there.

Question 43 Give me an example of your creativity (analytical skill...managing ability, etc.)

TRAPS: The worst offense here is simply being unprepared. Your hesitation may seem as if you're having a hard time remembering the last time you were creative, analytical, etc.

BEST ANSWER: Remember from Question 2 that you should commit to memory a list of your greatest and most recent achievements, ever ready on the tip of your tongue.

If you have such a list, it's easy to present any of your achievements in light of the quality the interviewer is asking about. For example, the smashing success you orchestrated at last year's trade show could be used as an example of creativity, or analytical ability, or your ability to manage.

Question 44 Where could you use some improvement?

TRAPS: Another tricky way to get you to admit weaknesses. Don't fall for it.

BEST ANSWER: Keep this answer, like all your answers, positive. A good way to answer this question is to identify a cutting-edge branch of your profession (one that's not essential to your employer's needs) as an area you're very excited about and want to explore more fully over the next six months.

Question 45 What do you worry about?

TRAPS: Admit to worrying and you could sound like a loser. Saying you never worry doesn't sound credible.

BEST ANSWER: Redefine the word 'worry' so that it does not reflect negatively on you.

Example: "I wouldn't call it worry, but I am a strongly goal-oriented person. So I keep turning over in my mind anything that seems to be keeping me from achieving those goals, until I find a solution. That's part of my tenacity, I suppose."

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