**Questions To Determine Attitude**

The questions that you ask during the interview will quickly help you determine attitude. You must get to a point where you know good people when you see them. The answers to your questions will reveal the candidate’s mindset. Consider using some of the following questions as you interview.  
  
  
**Tell me about a time when your attitude at work was not up to par?**  
The candidate’s answer to this question will give you insight into what he or she thinks is not up to par as well as what approach was taken to correct the attitude problem. Be suspicious of anyone who has never had this happen. We all have days when our attitude is not particularly good due to one thing or another.  
  
  
**Give me an example of a time when you had to deal with an angry co-worker?**  
Look for a problem-solving approach to handling the situation versus a hint of anger and/or aggression in the candidate’s voice. If the candidate claims he never came across an angry co-worker, ask for an example with an angry customer or even an angry supervisor.  
  
  
**Tell me about a stressful situation at work. How did you handle it?**  
What did the candidate do to adapt his or her attitude to what was happening? How did the situation get resolved? How did the candidate handle it emotionally? Listen for negative reactions as you listen to the candidate’s response. The candidate’s answer to this question will provide you with valuable information.  
  
  
**Think about team interactions. Now give me an example of a time when the rest of the team felt strongly about going one direction and you were opposed. What happened?**  
Did the candidate understand the reason for the differences in opinion? Was she willing to accept the team’s proposal for the good of everyone or did she fight until the end to get her way? Does it appear that she never emotionally adjusted to losing? If so, this is not someone that you want on your payroll.  
  
  
**You’ve heard the expression: Silence is Golden. Tell me about a time when you had to forego giving your opinion in favour of listening to others’ opinions even though it was difficult for you to do.**  
A candidate that leaves you with the impression that he is king and that everyone should pay attention to what he has to say without regard to what others are thinking is not someone you want on your team. Listen carefully to the candidate’s reply to this question and probe further if you want to know more about who this person really is.  
  
**Tell me about a time when your boss imposed unreasonable expectations on you?**The answer to this question will give you clues to the candidates’ understanding of what the words unreasonable expectations mean to him or her.

If the example shared seems reasonable to you, but obviously not reasonable to the candidate, this prospective employee does not have the right attitude toward challenges. You will also want to listen for sour grapes. Candidates that talk behind their employer’s backs say more about themselves than they do about their employer or former employer.  
  
  
**Give me an example of a time when your supervisor was disappointed in your work performance and told you so.**

This is another tough question that is designed to find out how the candidate accepts criticism. There are times in everyone’s life when giving and receiving criticism is necessary. How the candidate reacted to the criticism, if it was legitimate and meant to be helpful, will tell you a lot about the individual’s attitude. Give him or her enough time to fully share with you what happened.

**Consider Pre-employment Testing**  
To learn more about attitude, some companies administer pre-employment tests in the form of personality profiles such as the Myers-Briggs. Instruments of this type can be very useful if handled properly. However, before implementing a testing program of this type, consult with your human resources department or corporate attorney. Pre-employment testing carries with it liabilities when in the hands of someone who is not familiar with how it should be selected and administered. In addition, never base you hiring decision solely on a written pre-employment test. The face-to-face interview is still the best way to make hiring decisions.

**References**Check references to verify what you have learned about the candidates. Worked-related references can be invaluable. Personal references are worthless. Ask challenging questions of the references just as you did the candidates. Keep in mind that it is the candidate’s responsibility to provide you with a minimum of three work-related references. If he or she cannot do so, move on. You don’t want to hire anyone who has not taken the initiative to stay in touch with references over the years. Staying connected with people the candidate may want to use as references in the future after leaving a job is imperative. Candidates who don’t are out of the running. You do not want to take a chance on anyone who cannot provide recent, work-related references.