

## Behavioral Based Interview Questions

### ABILITY TO HANDLE STRESS

- What has been the most stressful situation you have ever found yourself in at work? How did you handle it?
- What have you done in the past to prevent a situation from becoming too stressful for you or your colleagues to handle?
- Tell me about a time that you faced unrealistic/unreasonable goals or expectations. How did you respond/handle it?

### ACCOUNTABILITY / DEPENDABILITY

- Provide a specific example that best illustrates your ability to be “counted on”.
- Tell us about a time when you took responsibility for an error and were held personally accountable.
- Tell us about a time that other’s actions negatively impacted a project for which you were responsible. What did you do?
- Give me an example of when you were responsible for an error or mistake. What was the outcome? What, if anything, would you do differently?

### ADAPTABILITY

- Tell me about a situation in which you have had to adjust to changes over which you had no control. How did you handle it?
- Tell me about a time when you had to adjust to a colleague’s working style in order to complete a project or achieve your objectives.
- How was your transition from high school to university? Did you face any particular problems? How did you handle them?

### ANALYTICAL SKILLS / PROBLEM SOLVING

- Describe the project or situation that best demonstrates your analytical abilities. What was your role?
- Tell me about a time when you had to analyze information and make a recommendation. What kind of thought process did you go through? Was the recommendation accepted? If not, why?
- Tell me about a situation where you had to solve a difficult problem. What did you do? What was the outcome? What do you wish you had done differently?
- What steps do you follow to study a problem before making a decision? Why?

### ATTENTION TO DETAIL

- What process do you use to check that you have the right details from a customer?
- Give me an example of a time you discovered an error that been overlooked by a colleague. What did you do? What was the outcome?
- Tell me about a time that you were confused by a customer’s request. What steps did you take to clarify things?

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### CONFLICT MANAGEMENT

- How do you cope with conflict in the workplace?
- Are there any times where you had a conflict with a superior? If yes, how did you handle it and resolve it?
- Give an instance where you had to settle a conflict between two individuals.
- Describe a time when you took personal accountability for a conflict and initiated contact with the individual(s) involved to explain your actions.
- Describe a time when you facilitated a creative solution to a problem between two employees.
- Give an example of when you "went to the source" to address a conflict. Do you feel trust levels were improved as a result?
- Problems occur in almost all work relationships. Describe a time when you had to cope with the resentment or hostility of a subordinate or co-worker.
- Sometimes the only way to resolve a defense or conflict is through negotiation and compromise. Tell about a time when you were able to resolve a difficult situation by finding some common ground.
- Describe the most difficult working relationship you've had with an individual. What specific actions did you take to improve the relationship? What was the outcome?

### CUSTOMER FOCUS

- When have you had to deal with an irate customer? What did you do? How did the situation end up?
- Tell me about a time you have "inherited" a customer. What steps did you take to establish rapport with them? What did you do to gain their trust?
- How have you handled a situation in the past where your client has changed the brief or "changed the goalposts"?
- Give an example of a time you went well out of your way to ensure a customer received the best possible service from you and organization. What was their reaction?
- When have you ever gone out on a limb to defend a customer? What happened?

### COMMUNICATION

- Tell me about a recent successful experience in making a speech or presentation?
- When have you had to present to a group of people with little or no preparation? What obstacles did you face? How did you handle them?
- Have you ever had to "sell" an idea to your co-workers? How did you do it?
- Give me an example of a time when you were able to successfully communicate with another person even when that individual may not have personally liked you (or vice versa).
- What obstacles or difficulties have you ever faced in communicating your ideas to a manager?
- Tell me about a time in which you had to use your written communication skills in order to get an important point across.

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- When have you chosen to communicate a particular message in person as opposed to via email even though the email channel would have been a lot faster?

### CONTINUOUS LEARNING AND GROWTH

- Can you describe a time when you needed to learn new information about changing products, markets, or procedures? What did you do?
- What techniques have you learned to make your job easier or to make you more effective?
- Give me an example of when you had to learn something complex in a short period of time.

### CREATIVITY

- When was the last time you thought “outside the box” and how did you do it? Why?
- Tell me about a problem that you’ve solved in a unique or unusual way. What was the outcome? Were you happy or satisfied with it?
- Give me an example of when someone brought you a new idea that was odd or unusual. What did you do?
- When have you brought an innovative idea into your team? How was it received?

### DELEGATION

- Do you consider yourself a macro or micro manager? Provide a specific that illustrates your management style.
- How do you make the decision to delegate work? Tell us of a specific example to illustrate how you go about delegating work?
- Describe a specific example how you keep track of what your subordinates are doing.
- Tell me about a task or project that you unsuccessfully delegated. What happened? What did you learn? How did you apply what you learned to other situations?
- Describe a time you had to delegate parts of a large project or assignment to some of your direct reports. How did you decide what tasks to delegate to which people? How did the project or assignment turn out?

### DECISION MAKING

- Tell me about a time when you had to make a decision without all the information you needed. How did you handle it?
- Give me an example of a time when you had to be quick in coming to a decision. What obstacles did you face?
- What is the most difficult decision you’ve ever had to make at work? How did you arrive at your decision? What was the result?

### DIVERSITY / INCLUSIVITY

- What opportunities have you had working and collaborating in diverse, multicultural and inclusive settings.

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- What is your definition of diversity?
- Please describe how you would work to create an environment that is welcoming, inclusive and increasingly diverse.
- How do you encourage people to honor the uniqueness of each individual? How do you challenge stereotypes and promote sensitivity and inclusion?
- What is your method of communication with people who are different from the you? How do you convey thoughts, ideas, or adverse information?
- Give me an example of different types of individuals you have worked with and how you got along with each of them.

### FINANCIAL ACCOUNTABILITY

- Tell us about a time when you developed and implemented processes and procedures to ensure the effective management of revenues and expenditures in order to maintain the fiscal stability of an organizational unit assigned to you.
- Give us an example of a time when you analyzed financial data to identify trends and issues that were important to the business, interpreted the results of the analyses, and made recommendations for how they should be addressed. What was the outcome of your efforts?

### FOLLOW UP

- What is your system for tracking progress on delegated projects for which you are responsible? Give me an example.
- Have you ever delegated an assignment that was not completed on time? What happened? What did you do?

### FORWARD THINKING

- Describe a time when you demonstrated the ability to think progressively and look beyond the present situation and developed a plan that led to future success.
- Tell of a time when you exhibited forward thinking & questioned the “status quo” in order to make improvements on the job.
- Tell me about a long-term (or short-term) plan you developed for your department.

### GOAL SETTING

- Give me an example of an important career goal which you set yourself and tell me how you reached it. What obstacles did you encounter? How did you overcome the obstacles?
- Tell me about a professional goal that you set that you did not reach. How did it make you feel?
- How have you gone about setting short-term goals and long-term goals for yourself or your team? What steps did you take along the way to keep yourself accountable?
- Give me an example of a business decision you made that you ultimately regretted. What happened?

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### INITIATIVE

- Describe a project or idea (not necessarily your own) that was implemented primarily because of your efforts. What was your role? What was the outcome?
- Describe a situation in which you recognized a potential problem as an opportunity. What did you do? What was the result? What, if anything, do you wish you had done differently?
- Tell me about a project you initiated. What did you do? Why? What was the outcome? Were you happy with the result?
- Tell me about a time when your initiative caused a change to occur.
- What has been the best idea you have come up with during your professional career?

### INTEGRITY / HONESTY / ETHICS

- Discuss a time when your integrity was challenged. How did you handle it?
- Tell me about a time when you experienced a loss for doing what is right. How did you react?
- Tell me about a business situation when you felt honesty was inappropriate. Why? What did you do?
- Give a specific example of a policy you conformed to with which you did not agree. Why?
- Describe the most significant ethical challenge you have ever faced on the job.
- On occasion we are confronted by dishonesty in the workplace. Tell about such an occurrence and how you handled it.
- Describe a situation in which you identified and considered different ethical aspects of a situation when you had to make a decision.
- Give me an example of when you were asked to divulge confidential information, such as an upcoming personnel or organizational change, or to do something else that you thought was unethical. How did you handle the matter?
- Tell me about a time you saw someone at work stretch or bend the rules beyond what you felt was acceptable. What did you do? Why did you take that action?
- Give me an example of a time when you didn't bend on a policy, procedure, or operation, and later wished you had.

### INTERPERSONAL SKILLS

- Give an example of when you had to work with someone who was difficult to get along with. How/why was this person difficult? How did you handle it? How did the relationship progress?
- Describe a situation where you found yourself dealing with someone who didn't like you. How did you handle it?
- Describe a recent unpopular decision you made. How was it received? How did you handle it?

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- What, in your opinion, are the key ingredients in guiding and maintaining successful business relationships? Give me examples of how you have made these work for you.
- Give me an example of a time when you were able to successfully communicate with another person even when that individual may not have personally liked you (or vice versa). How did you handle the situation?
- Tell me about a time when you had to work on a team with someone you did not get along with. What happened?
- Describe a situation where you had a conflict with another individual, and how you dealt with it. What was the outcome? How did you feel about it?

### JOB PREFERENCES / JOB FIT

- Tell me about a time when you were asked to change your schedule unexpectedly. How did you feel about it? How did you handle it?
- What types of responsibilities do you like most?
- What types of responsibilities do you like least?
- When you imagine yourself sitting at your desk, working hard, with a smile on your face, what type of job are you doing?
- When you imagine yourself frustrated and stressed at work, what is going on?
- What behaviors does your current organization value or reward? Are they important to you?
- What do you like most about your current work environment?
- Why or how did you choose your current location?
- What makes one location more desirable to you than another?
- Can you describe your dream job?
- If you could change one thing about your current job, what would it be?

### LEADERSHIP

- Tell me about a team project when you had to take charge of the project? What did you do? What was the result?
- What is the toughest group that you have ever had to lead? What were the obstacles? How did you handle the situation?
- What has been your greatest leadership achievement in a professional environment? Talk through the steps you took to reach it.
- What have been the greatest obstacles you have faced in building/growing a team?
- Describe a time when you have not only been responsible for leading a team of people but for also doing the same job as your team members? How did you juggle/balance your time?
- Give an example of a time in which you felt you were able to build motivation in your co-workers or subordinates at work.
- How do you get subordinates to produce at a high level? Give an example.
- Describe a leadership situation you would handle differently if you could do it over again.

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- Give me an example of a time you needed to give constructive feedback to one of your peers or someone higher in the organization about his behavior.
- Describe a time when you utilized your leadership ability to gain support for something that was initially strongly opposed by others.
- Tell me about a time you found it necessary to tactfully, but forcefully, say things that others did not want to hear.
- Describe for me the most unpopular stand you have taken in your job.

### NEGOTIATION / INFLUENCE

- Describe the most challenging negotiation in which you were involved. What did you do? What were the results for you? What were the results for the other party?
- Describe a situation in which you were able to positively influence the actions of others in a desired direction.
- Tell me how you persuaded someone to support an unpopular project or idea.
- Describe a time when you had to influence a number of different constituents with differing interests. What kind of influencing techniques did you use? How were the techniques you used different from one group/person to another?
- Give me an example of a time you had to convince others to conform to a policy, practice, or procedure you didn't believe in.

### ORGANIZATIONAL FIT

- When considering a new job opportunity, what elements—such as job responsibilities, location, and hours of work—are important to you?
- What do you consider to be your three greatest strengths? Give me an example of when you used each of these strengths.
- What skill do you feel you need to develop the most? Why?
- Describe some specific tasks or conditions you found frustrating. How did you handle them?
- Describe the style of management under which you work most effectively. Why do you prefer this style?
- Tell me about a time you received constructive criticism. What was it? How did it make you feel when you received it? What did you do to improve?

### PLANNING AND ORGANIZATION / TIME MANAGEMENT

- Describe a situation that required you to do a number of things at the same time. How did you handle it? What was the result?
- How do you prioritize projects and tasks when scheduling your time? Give me some examples.
- Tell me about a project that you planned. How did you organize and schedule the tasks? Tell me about your action plan.
- When has a project or event you organized not gone according to plan? What happened? Why? How did you feel?

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- Describe your system of planning and organizing your work. Give me an example of how this system helped you do your job.
- Walk me through a recent or typical workday and explain how you planned the day's activities.
- Tell me about a time you were faced with conflicting priorities. How did you determine what was the top priority?
- Tell about a time you were responsible for planning an event and had very limited resources. How did you overcome this obstacle?

### TEAMWORK / COOPERATION

- Describe a situation where others you were working with on a project disagreed with your ideas. What did you do?
- Tell me about a time when you worked with a colleague who was not doing their share of the work. How did you handle it?
- Describe a situation in which you had to arrive at a compromise or help others to compromise. What was your role? What steps did you take? What was the result?
- Tell me about a time when you had to work on a team that did not get along. What happened? What role did you take? What was the result?
- What was the biggest mistake you have made when delegating work as part of a team project?
- Tell me about a time when you had to settle a dispute between team members. How did you go about identifying the issues? What was the result?
- What have you found to be the difficult part of being a member, not leader, of a team? How did you handle this?
- Describe a situation in which you had to arrive at a compromise or help others to compromise. What was your role? What steps did you take? What was the end result?
- Describe a team experience you found rewarding. Give an example of how you have been successful at empowering a group of people in accomplishing a task.
- Please give your best example of working cooperatively as a team member to accomplish an important goal. What was the goal or objective? To what extent did you interact with others on this project?
- Some people work best as part of a group - others prefer the role of individual contributor. How would you describe yourself? Give an example of a situation where you felt you were most effective.
- Tell us about a time that you had to work on a team that did not get along. What happened? What role did you take? What was the result?

### TENACITY / RESILIENCE

- Tell me about a particular work-related setback you have faced. How did you deal with it?
- When have you ever found yourself in a competitive situation professionally? How did you handle it?

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- When have you seen your tenacity or resilience really pay off in a professional setting? What was the outcome?
- What has been your most significant work related disappointment? What happened and what did you do?
- What is the most competitive situation you have experienced? How did you handle it? What was the result?
- Describe a time when you stayed with a plan of action at work until the desired objective was achieved.
- Tell me about a time when you stayed with an idea or project for longer than anyone expected you to.
- Describe a time when you were asked to complete a difficult task or project where the odds were against you. Were you successful? What did you learn from the experience?

### VISION AND STRATEGIC THINKING

- Describe what steps you have used to identify or define a vision for your organization.
- Tell us about a time when you anticipated the future and made changes to current responsibilities/operations to meet future needs.
- Give an example of when you had to communicate the organization's vision, values, and strategic plan with conviction, translate the organization's strategy into meaningful plans for the future and connect them to employee's daily work.
- Describe a time when you had to significantly modify work procedures to align them with new strategic directives.
- Tell me about a time you lost track of the vision/mission/purpose of your team and the subsequent repercussions.

### WORK ETHIC

- What would your supervisor say about your work ethic?
- What would your co-workers say about your work ethic?
- What excites you about this position or this company?
- Why do you think you will be successful in this position?
- Describe your standards of success in your job. What have you done to meet those standards?
- Describe a situation in which your results did not meet your manager's expectations. What happened? What action did you take?
- When evaluating your direct reports' performance, what factors are most important to you?
- Tell me about a time when your work was above standard and a time it was below standard. What were some reasons for the difference in performance?