



## Behavioral Interview Questions

### **Adaptability**

- Tell me about a situation in which you had to adjust to changes over which you had no control. How did you handle it?
- Tell me about a time that you had to adapt to a difficult situation.
- Give an example of when priorities changed quickly in your past position.

### **Analytical Thinking**

- Describe the project or situation which best demonstrates your analytical abilities. What was your role?
- Relate a specific instance when you found it necessary to be precise in order to complete the job.
- Tell me about a job or setting where great precision to detail was required to complete a task. How did you handle that situation?
- Tell me about a time when you had to analyze information and make a recommendation. What kind of thought process did you go through? What was your reasoning behind your decision?

### **Building Relationships**

- It is important to build good relationships at work but sometimes it doesn't always work. If you can, tell about a time when you were not able to build a successful relationship with a difficult person.
- Tell me about a time when you built rapport quickly with someone under difficult conditions.
- What, in your opinion, are the key ingredients in guiding and maintaining successful business relationships? Give examples of how you made these work for you.

### **Conflict Resolution**

- Describe a time when you took personal accountability for a conflict and initiated contact with the individual(s) involved to explain your actions.
- Tell me about a time when you had to help two peers settle a dispute. How did you go about identifying the issues? What did you do? What was the result?

### **Decision Making**

- Discuss an important decision you have made regarding a task or project at work. What factors influenced your decision?
- Tell me about a time when you made a decision that just did not turn out right. What happened?
- Give an example of a time in which you had to be relatively quick in coming to a decision.
- Give an example of a time when there was a decision to be made and procedures were not in place?
- Give an example of a time when you had to be relatively quick in coming to a decision.
- Tell me about your most difficult decision in the last 6 months. What made it difficult?

### **Delegation**

- Give me an example of a time when you had to delegate a task.

- Describe a situation when you delegated a task and it was a success.
- Describe a situation when you delegated a task and it didn't work out well.

### **Diversity**

- Give a specific example of how you have helped create an environment where differences are valued, encouraged and supported.
- Tell me about a time that you successfully adapted to a culturally different environment.
- Tell me about a time when you had to adapt to a wide variety of people by accepting/understanding their perspective.
- Tell me about a time when you made an intentional effort to get to know someone from another culture.

### **Flexibility**

- Give me an example of when you adjusted your style when it was not meeting the objectives and/or people were not responding correctly.
- Tell me about when you were faced with an obstacle to an important project and how you overcame the obstacle.

### **Guest Service**

- Describe a situation in which you were able to effectively "read" a customer and guide your actions by your understanding of their individual needs or values.
- Describe a situation when you had to deal with an unpleasant customer who was making unreasonable demands.
- Tell me about a time when you made a lasting, positive impression on a customer.
- Give me an example when you had to become familiar with the products or services you offered?
- Describe a situation that shows you enjoy selling to customers.
- Relate a situation when you established rapport with a customer to gain their confidence.

### **Initiative**

- Give me an example of when you had to go above and beyond the call of duty in order to get a job done.
- Give me examples of projects/tasks you started on your own.
- Give some instances in which you anticipated problems and were able to influence a new direction.
- Describe a change you initiated at your most recent employer.
- Describe a project you generated that required you to go beyond your job description.

### **Innovation**

- Describe to me a situation where innovation was required at work.
- Describe a situation when you demonstrated initiative and took action without waiting for direction. What was the outcome?
- Describe a time when you came up with a creative solution/idea/project/report to a problem in your past work.
- Describe something that you have implemented at work. What were the steps used to implement this?
- Describe the most creative work-related project which you have carried out.
- Give me an example of when you took a risk to achieve a goal. What was the outcome?
- Tell me about a problem that you solved in a unique or unusual way. What was the outcome? Were you satisfied with it?

- Tell me about a suggestion you made to improve the way job processes/operations worked. What was the result?
- Tell me about an idea of yours that was really creative.
- Describe a time that you thought "outside of the box" and how it happened.

### **Integrity**

- Describe a time when you were asked to keep information confidential.
- Give examples of how you have acted with integrity in your job/work relationship.
- If you can, tell about a time when your trustworthiness was challenged. How did you react/respond?
- On occasion we are confronted by dishonesty in the workplace. Tell about such an occurrence and how you handled it.
- Tell me about a specific time when you had to handle a tough problem which challenged fairness or ethical issues.

### **Interpersonal/Communication Skills**

- How do you like to communicate with people reporting to you?
- How would you like your supervisor/manager to communicate with you?
- Describe a conflict you were involved in at work. How did you resolve the conflict? What happened next with that coworker or team?
- Describe a situation when you demonstrated initiative and took action without waiting for direction. What was the outcome?
- Describe a major change that occurred in a job that you held. How did you adapt to this change?
- Describe a situation where you felt you had not communicated well. How did you correct the situation?
- Describe a time when you were able to effectively communicate a difficult or unpleasant idea to a superior.
- Give an example of a communication situation that caused you difficulty.
- Tell me about a recent successful experience in making a speech or presentation. How did you prepare? What obstacles did you face? How did you handle them?
- Tell me about a time when you and your current/previous supervisor disagreed but you still found a way to get your point across.
- Tell me about a time when you were particularly effective in a talk you gave or a seminar you taught.
- Describe a situation where you persuaded people through a document you prepared.
- Give an example of the most challenging documents or proposals you have done.
- Tell me about the kinds of writing you have done.
- Tell me about a recent unpopular decision you made and what the result was.

### **Introducing Change**

- Have you ever had to introduce a policy change to your work group? How did you do it?
- Have you ever met resistance when implementing a new idea or policy to a work group? How did you deal with it? What happened?
- Describe a major change that occurred in a job that you held. How did you adapt to this change?
- When is the last time you had to introduce a new idea or procedure to people on a job? How did you do it?

### **Leadership**

- Give an example of a time in which you felt you were able to build motivation in your co-workers or subordinates at work.
- Give an example of your ability to build motivation in your co-workers, classmates, and even if on a volunteer committee.

- Tell me about a time you had difficulty getting others to accept your ideas. What was your approach? Did it work?
- Tell me about the toughest group that you have had to get cooperation from? What was the outcome?

### **Listening**

- Give an example of a time when you made a mistake because you did not listen well to what someone had to say.
- Give me an example of a time you had to rely on information you gathered from others. Did you have any problems? What happened?

### **Motivating Others**

- Describe a time you dealt with a person because work was marginal? How did you deal with that person? What happened?
- Give me an example of when you helped a subordinate to produce at a high level.
- Tell me about a time you managed a cross-functional team.
- Describe a situation when you were able to have a positive influence on the actions of others.
- Give me an example of a time when you went above and beyond the call of duty.
- Tell me about an important goal that you set in the past. Were you successful? Why?

### **Organizational/Time Management**

- Tell me about a time when you had to track many details. What did you do to make sure all details were covered?
- Give an example in a past job when things were slow/hectic – what did you do during those times?
- Describe a time when you had to make a difficult choice between your personal and professional life.
- Give me an example of a project that best describes your organizational skills.
- How do you decide what gets top priority when scheduling your time? Give an example.
- What do you do when your schedule is suddenly interrupted? Give an example.
- Describe how you develop a project team's goals and project plan?
- Give an example of when your time schedule or project plan was upset by unforeseen circumstances.
- Give me an example of what you've done in order to be effective with your organization and planning.
- Describe a situation that required you to do a number of things at the same time. How did you handle it?
- Give an example of how you determine priorities in scheduling your time.
- Give an example of how you typically plan your day to manage your time effectively.

### **Performance Management**

- Give an example of a time when you helped a staff member accept change and make the necessary adjustments to move forward. What were the change/transition skills that you used?
- Give an example of how you have been successful at empowering either a person or a group of people into accomplishing a task.
- Describe a situation in which you handled a subordinate whose work was not up to expectations.
- Tell me about one of your experiences giving a difficult performance review.
- Tell me about a specific development plan that you created and carried out with one or more of your employees. What was the specific situation? What were the components of the development plan? What was the outcome?
- Tell me about a time when you had to take disciplinary action with someone you supervised.
- Tell me about a time when you had to tell a staff member that you were dissatisfied with his or her work.
- Tell me about the last time you gave positive feedback to someone.

- Give an example of how you handle the need for constructive criticism with a subordinate or peer.

### **Problem Solving**

- 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?
- Give me an example of a situation where you had difficulties with a team member. What, if anything, did you do to resolve the difficulties?
- Have you ever been caught unaware by a problem or obstacles that you had not foreseen? What happened?
- Tell me about a time when you did something completely different from the plan and/or assignment. Why? What happened?

### **Problem Resolution**

- Describe a situation where you had a conflict with another individual, and how you dealt with it. What was the outcome? How do you feel about it?
- Describe a time in which you were faced with problems or stresses which tested your coping skills. What did you do?
- Describe a time when you facilitated a creative solution to a problem between two employees.
- Give a specific example of a time when you used good judgment and logic in solving a problem.
- Give an example of a problem which you faced on any job that you have had and tell how you went about solving it.
- 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.
- Some problems require developing a unique approach. Tell about a time when you were able to develop a different problem-solving approach.
- Sometimes we need to remain calm on the outside when we are really upset on the inside. Give an example of a time that this happened to you.
- Tell me about a recent success you had with an especially difficult employee/co-worker.
- Tell me about a time when you identified a potential problem and resolved the situation before it became serious.
- There is more than one way to solve a problem. Give an example from your recent work experience that would illustrate this.

### **Relate Well**

- Describe a situation where you had to use conflict management skills.
- Describe a situation where you had to use confrontation skills.
- Give me an example of a time when a company policy or action hurt people. What, if anything, did you do to mitigate the negative consequences to people?
- Tell me about a time when you were forced to make an unpopular decision.

### **Selecting and Developing People**

- Tell me about when you coached an employee in completing a new assignment.
- Give an example of what you have done to develop your subordinates.
- Describe your biggest success in hiring someone.

### **Setting Goals/Planning**

- Give me an example of when you've communicated goals to subordinates.

- Describe a time when you involved people in developing your unit's goals.
- Tell me about a time when you missed a goal. Why did you miss it?
- Tell me about a time when you anticipated the future and made changes to current responsibilities/operations to meet future needs.

### **Teamwork**

- Give me an example of a time you were asked to do something that was outside of your normal job duties.
- 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 disappointing. What would you have done to prevent this?
- Describe a team experience you found rewarding.
- Describe the types of teams you've been involved with. What were your roles?
- Describe your leadership style and give an example of a situation when you successfully led a group.
- Give an example of how you have been successful at empowering a group of people in accomplishing a task.
- Give an example of how you worked effectively with people to accomplish an important result.
- 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?
- Give an example of a situation where you felt you were most effective when working in a group.
- Tell me 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?
- Tell me about a work experience where you had to work closely with others. How did it go? How did you
- Describe a time when you were a team leader. Was there anything you could have done to be more effective?
- Tell me about a time you had a disagreement with a peer. How did you resolve the situation?

### **Toughness**

- Give me an example of the most difficult decision you have had to make.
- Tell me about a setback you have faced and how you dealt with it.
- Tell me about the most competitive situation you have experienced. How did you handle it? What was the result?

### **Variety**

- Tell me about your last position?
- How many employees did you supervise?
- Walk me through a "day-in-the-life" of your last role.
- What is your ideal work environment?
- Explain your Management philosophy.
- What motivates you at work?
- If I called your Manager what would they say are your strengths/weaknesses?
- If you could change one thing about your current company, what would it be?
- Why are you looking to leave your current employer?