Sample Behavioral Questions
by Competency

List of Competencies Covered:

Caution: **This list of interview questions should be used <u>after</u> a competency analysis of some sort has been conducted. It's very important that you understand the requirements of the job, and talk to people doing the job, before you choose the competencies (and these questions).**

This is not a complete list, **but rather a starting point to help you understand the structure and format of behavioral interview questions. Feel free to add your own questions as you become familiar with the process.**

- ➢ Adaptability/Flexibility
- ➢ Aligning Performance for Success
- ➢ Applied Learning
- ➢ Building Positive Working Relationships (Teamwork/Collaboration)
- ➢ Coaching
- ➢ Communication (Written)
- ➢ Customer Focus
- ➢ Decision Making
- ➢ Delegation
- ➢ Follow Up
- ➢ Formal Presentation/Facilitation
- ➢ Gaining Commitment
- ➢ Information Monitoring
- ➢ Initiating Action (Initiative)
- ➢ Innovation
- ➢ Leading/Living the Vision and Values
- ➢ Meeting Facilitation/Meeting Leadership
- ➢ Motivational Fit
- ➢ Negotiation
- ➢ Planning and Organizing
- ➢ Risk Taking
- ➢ Strategic Decision Making
- ➢ Stress Tolerance
- ➢ Technical/Professional Knowledge and Skills

ADAPTABILITY/FLEXIBILITY

1. I see that you have moved a number of times. What was the most difficult problem you faced in moving? (How did you cope?)

2. Going from high school to college can be dramatic change. (Tell me about a particular problem you had when you made this transition.)

3. Going from college to graduate school can be a dramatic change. (Tell me about a particular problem you had when you made this transition.)

4. Going from a small school to a big school can be a dramatic change. (Tell me about a particular problem you had when you made this transition.

5. Tell me about a situation when you had to adjust quickly to a change in organizational, departmental, or team priorities. (How did the change affect you?)

6. Tell me about the manager/supervisor/team with which you had the most effective relationship. (Why was the relationship so effective?)

7. Working with people from diverse backgrounds or cultures can be a real challenge. Can you tell me about a time when you faced a challenge adapting to a person from a different background or culture? (What happened? What did you do? What was the result?)

8. Going from the _____ position to the _____ position must have been difficult. Tell me about a problem that arose when making that transition. (How did you handle it?)

9. Tell me about the manager/supervisor/team leader who was most difficult to work for. (How did you handle this difficult relationship?)

10. Tell me about a situation in your job at _____ when you had to abruptly change what you were doing. (What did you do? How did it affect you?)

11. It seems to me that there is a great deal of difference between working for _____ and for _____. Can you tell me about one of those differences? (Did this present any problem for you? How did you overcome this problem?)

12. Going from _____ department to _____ department must have been difficult. Describe a problem you experienced in making that change.

13. Tell me about a time you had to meet a scheduled deadline while your work was being continually disrupted? (What caused you the most difficulty and why?)

ADAPTABILITY/FLEXIBILITY (cont'd)

14. Tell me about a time you had to adjust to a company-wide reorganization? (How did the change affect you?

15. Sometimes we have to work under new policies we don't agree with. Tell me about the last time you disagreed with a new policy or procedure instituted by senior management. (Why? What did you do?)

16. Your assignment as _____ in certainly very different from what you were doing before. Can you compare and contrast the assignments? (How long did it take you to feel comfortable doing the new work? How did you go about orienting yourself to the new work?)

17. We all face problems at work that are difficult to solve. Tell me about a problem that you did not solve on the first try. (What did you do? [Listen for how they varied the approach.])

18. Tell me about two of your direct reports/team members that are the most different from one another. (How have you managed/led each one? Give me an example.)

19. Tell me about the most diverse group/team you've had to lead. (Give me an example of an issue/problem that needed to be resolved with this group/team. How did you deal with it?)

20. Tell me about an important project/assignment you were working on for an internal customer in which the specifications changed. (What did you do? How did if affect you?)

21. Tell me about an important project/task/assignment you were working on for an external customer in which the specifications changed significantly, but the deadline wasn't extended. (What did you do? How did it affect you?)

22. Our relationships with customers tend to vary. Tell me about the internal/external customer in with whom you've had the least effective relationship. (Why was the relationship ineffective?)

23. Tell me about an internal/external customer with whom you've had the most effective relationship. (Why was the relationship effective?)

ALIGNING PERFORMANCE FOR SUCCESS

1. Think of a time when you decided on performance goals for a direct report. What did you do to establish goals?

2. To what extent have you coached and prepared direct reports for new situations? (Think of one person you coached. What did you do to prepare this person?)

3. How do you know if direct reports are using their new skills correctly? (Give me a recent example. What did you do to find out if this person was using their new skills correctly?)

4. How have you involved direct reports in identifying performance goals and expectations? (Give me an example.)

5. Sometimes people don't respond well to a performance improvement plan. Could you give me an example of one that went wrong? (What happened?)

6. Give me an example of a time when you established performance standards with a direct report? (Tell me about the process you used.)

7. Give me an example when you provided feedback and assistance about failed performance? (What did you do? How did you do that? What happened next?)

8. How regularly have you sat down with your direct reports to review performance? Tell me about the most memorable discussion you had. (What did you discuss?)

9. Everyone has situations in which a direct report fails to agree with the goals you set. Tell me about a time when a direct report didn't agree with the goals. (What went wrong? What did you do?)

10. What techniques have you found most useful in training and developing direct reports? (Give me an example of when you used this technique.)

11. Tell me about a recent performance plan you developed for a direct report. (How did you prepare? What sources of information did you utilize?)

12. How has your performance management efforts differed when dealing with high and low performers? Give me an example of a high performer versus a low performer.

13. We all know that it's hard to make time in a busy schedule to provide developmental feedback to high performers. Tell me about your highest performer. (How frequently have you met to discuss his/her performance?)

14. Tell me about your newest employee. (How did you go about training him/her?)

ALIGNING PERFORMANCE FOR SUCCESS (cont'd)

15. Give me an example of a project/task/assignment you gave to a direct report to develop a specific skill.

16. Tell me about a high performer you've managed who suddenly developed a performance problem. (What was the cause? What was your response?)

17. Tell me about a direct report you've managed who went from being a low performer to being a high performer. (How and why did his/her performance improve?)

18. Tell me about a recent change in your organization's business plan. Did this change impact performance goals of your direct reports? (How?)

19. We've all had to deal with employees who were unable/unwilling to contribute to their development planning process. Tell me about a time this happened to you. (What did you do?)

20. Tell me about a time you had to train someone on a technical task. How did you handle it?

21. Tell me about your least effective direct report. What are his/her strengths and developmental needs? (What have you done to get him/her to improve?)

22. Tell me about the performance plan you have for your highest performing direct report.

23. Managers are often too busy to make the time for effective performance planning. Can you give me an example of when this happened to you?

24. Tell me about a recent performance review you've conducted with a direct report. (How did you prepare for the review? Describe the results of the review.)

APPLIED LEARNING

1. What was the most difficult task you had to learn on your job at _____? (How did you go about learning it?)

2. Tell me about a part of your job at _____ that was easier for you to learn than for others to learn. (How did you learn it?)

3. Have you ever had to learn new information about changing products, markets, or procedures? (Tell me about one of those situations and how you learned the new information.)

4. How long were you at before you fully understood their products or services? (Tell me about one of those products or services and how you went about learning it.)

5. Tell me about you're a complex aspect of your job at _____. (How long did it take you to learn it?)

6. In any new job, there are some things we pick up quickly and other things that take more time to learn. In your job at _____, tell me about something you picked up quickly and something that took more time to learn.

7. What did you have to learn to be effective at _____? (How long did that take you? Which part took the most time? Why?)

8. What tricks or techniques have you learned to make your job easier or yourself more effective? (Give me an example of one technique. How did you learn it?)

9. What technical aspects of your job at _____ did you have to learn? (Pick one technical aspect. How did you learn this?)

10. What formal training did you receive in the job at _____? (Tell me about one particular training program. How did you do?)

11. Being a _____ (programmer, accountant, mechanic, etc.), certainly requires a lot of technical knowledge. How did you go about getting it? (How long did it take you?)

12. Describe a time when you were able to learn something complex in a short period of time.

13. Describe a time when you had difficulty learning something complex.

14. It is important to understand as much as possible about internal customers. Tell me about one of your most important internal customers and how you learned about their needs and priorities. (What sources of information did you utilize?)

15. In your field, it's important to stay current on industry/market changes. What actions have you taken to stay informed?

16. Or all the products/services your company offers, which was the easiest for you to learn about and which was the most difficult? (What accounted for the difference?)

17. How did you go about learning everything you needed to know when you started in your position as _____?

18. It's hard to keep up with the rapid technical changes and innovations occurring in almost every field today. Tell me about an area/field that has changed in a way that you still do not fully understand.

19. Sometimes it's difficulty to understand everything about a process or product even when you've worked with it for a long time. Give me an example of a process or product that you have yet to master.

20. We've all had the experience of not fully understanding everything about a new product, service, or procedure, even after attending a training session. Can you give me an example of when this happened to you?

BUILDING POSITIVE WORKING RELATIONSHIPS (Teamwork/Collaboration)

1. Describe a situation when you were able to help out a peer or team member.

2. Interacting with others can be challenging at times. Describe a situation when you wished you'd acted differently with someone at work. (What happened?)

3. Interacting with others can be challenging at times. Have you ever had any difficulty getting along with peers, team members, or others at work? (Tell me about a specific time this happened. How did you handle the situation?)

4. Tell me about one of the toughest teams/groups you've had to work with. (What made it difficult? What did you do?)

5. Tell me about a new procedure you wanted your team/group to use. (What did you do about it?)

6. Have you ever helped a peer/team improve his/her performance at work? (Tell me about one of those times.)

7. Tell me about an experience you've had with someone you've worked with who was less cooperative than you needed him/her to be. (How did you handle the situation?)

8. Have you ever been in a team/group with an unproductive person? (How did you handle the situation?)

9. Have you ever helped a peer/team member learn something new? Give me an example. How did you go about it?

10. Tell me about a situation when you became frustrated or impatient when dealing with a peer/team member/other employee. (What did you do?)

11. Can you describe a situation when you needed to cooperate with others to solve a problem? (What were the results?)

12. Tell me about a time when you were unable to help peers/team members solve a problem. (What did you do?)

13. Give me an example of a time when you worked with a group/team to determine project responsibilities. (What difficulties did the group/team have?) What was your role?

14. Tell me about a situation when a peer/team member strongly disagreed with your ideas or actions. (How did you handle the situation? What was the result?)

15. Sometimes it can be frustrating to try and get information from other people so that you can solve a problem. Please describe a situation you've had like this. (What did you do?)

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COACHING

1. Tell me about one of your direct reports/team members who became more successful as a result of your assistance/coaching. (How did you assist/coach him or her?)

2. Describe a recent time you coached someone. (What was the task? How, if at all, did you involve the person in the process (e.g., offer suggestions, listen to their concerns, etc.)?)

3. Give me an example of a situation when you successfully reinforced the performance of someone who worked for you.

4. We've all had a time when our coaching efforts weren't successful. Tell me about a time when you worked with someone, but they failed to improve.

5. Describe how you coached two different people to accomplish the same task. (What similarities and differences were there in your approach?)

6. We all have had situations when the person we were trying to coach rejected our offer of assistance. Tell me about a time this happened to you. (Have you had a chance to try a different approach since then? Example?)

7. Tell me about a time you were able to help a team member/peer/other successfully identify the resources they needed to do a job.

8. From time to time all of us encounter someone who is not doing a good job. Tell me about a situation you had like that. (What did you do?)

9. Describe a complicated task that you had difficulty teaching someone to perform. (What approach did you take? Why were you unsuccessful?)

10. Give an example of the feedback you gave to someone you were coaching who was having difficulty with an assigned task. [Probe for how specific and objective the feedback was.]

11. Tell me about a face-to-face meeting you had with a sensitive person where you had to give him/her feedback for improvement. (What happened? How did he/she react?)

12. Give me an example of how you helped someone get the resources they needed to perform their job.

13. Tell me about a time when you provided feedback to someone after they performed poorly.

14. Tell me about a time when you coached another person to improve their performance.

COACHING (cont'd)

15. Give me a specific example of how you determine the skills necessary for someone to successfully accomplish a task.

16. Tell me about a time when you coached someone to perform a task.

17. Tell me about a direct report/team member you found difficult to train. (What was the situation? How did you handle it? What were the results?)

18. Describe how you coached a new direct report to successfully perform a challenging aspect of their job.

19. Describe how you coached a new team member/peer/associate to perform a challenging aspect of their job.

20. Describe a complicated task that you were able to teach someone else to perform. (What approach did you take?)

21. Coaching takes time and sometimes there is just not enough to do a good job of it. Tell me about a time you didn't have adequate time to coach someone. (What happened?)

22. We all know it is difficult to effectively deliver feedback for improvement. Tell me about a time your feedback for improvement was poorly received by someone you were working with.

23. Have you ever conducted any on-the-job training? Give an example. (What steps did you follow? How did you prepare for the training and how effective was it?)

COMMUNICATION (Written)

1. What kinds of writing have you done in your job with _____? (Can you give me an example?)

2. What kinds of proposals have you written? (Tell me about one of those proposals.)

3. What kinds of forms do you regularly complete on the job? (Tell me about one of the most difficult or most important forms you have had to complete.)

4. Give me an example of the most difficult writing assignment you have had.

5. Of which writing assignment or writing achievement are you proudest?

6. Have you written letters to answer complaints? (Tell me about a recent situation.)

7. Tell me about one of the most important reports you have written. What reactions did you get?

8. Have you ever written any procedures or policies for internal/external customers or others in your organization? (Tell me about one of them.)

9. Have you ever had to write technical material for non-technical people? (Describe one of those writing assignments.)

10. Have you ever written instructions for other people? Tell me about a time when someone (1) followed your instructions easily, (2) was unable to follow your instructions easily, and (3) was unable to follow your instructions.

11. Have you ever written user manuals explaining policies or procedures? (Tell me about one of those experiences.)

12. What marketing materials or ads have you written? (Tell me about the one of those projects.)

13. Tell me about the most challenging report you have written recently.

14. Have you written any project reports? (Tell me about the best report that you wrote. Why do you think it was good?)

15. Have you altered standard documents or letters to better address the special needs or interests of the person/organization you were writing to? (Tell me about a recent time you did this. What was the extent of the changes you made?)

16. We've all had situations when we didn't have enough time to write an important document. Tell me about a time when this happened to you.

17. We've all had a letter/document/report returned to us because our manager/team leader/ supervisor didn't understand it. Give me an example of a letter/document or report that was returned to you.

COMMUNICATION (Written) (cont'd)

18. We've all written a memo that called for specific action only to discover that those who received it didn't do what they were supposed to do. Can you give me an example of when this happened to you? What did you do?

CUSTOMER FOCUS

1. In your job at _____, how did you ensure that your internal/external customers` needs were met? (Give me an example of one customer.)

2. As a _____, how did you ensure that you were providing good service? (Give me an example.)

3. How much internal/external customer interaction have you had in your job with _____? What percent of time do you spend with internal/external customers? Tell me about one of those interactions.

4. Tell me about the most you've ever done to try to satisfy a particular customer.

5. Sooner or later, we all have to deal with an internal/external customer who has unreasonable demands. Think of a time when you had to handle an unreasonable request. What did you do?

6. What skills or qualities are important for dealing effectively with internal/external customers? Give me an example of a time when you displayed these skills or qualities with a customer.

7. Tell me about a time when you effectively handled an internal/external customer complaint.

8. What lessons have you learned about keeping an internal/external customer satisfied? How did you learn them? Give me an example that illustrates how you have used that knowledge.

9. Tell me about a time when you were not effective in handling an internal/external customer complaint.

10. How have you known if your customers were satisfied (survey results, than you letters, etc.)? Give me an example of a customer you know who was satisfied as a result of your efforts.

11. Tell me about a difficult customer you've had to deal with. Why was he/she difficult? What did you do?

12. Describe a time when you took steps to make sure a customer was satisfied.

13. Describe a situation when you chose to involve others to help solve a customer's problem. What was the customer's problem and how did this help?

14. Describe a time when you had to ask questions and listen carefully to clarity the exact nature of a customer's problem.

15. Describe a time when it was particularly important to establish a good relationship with a customer. How did you go about doing that?

16. How have you found out that a customer was not satisfied? Tell me about a specific customer that was not satisfied. What did you do?

CUSTOMER FOCUS (cont'd)

17. By the end of the day, it's difficult to be customer focused. Tell me about a recent time when you handled a customer interaction late in the day in a less-than-satisfactory manner.

18. Occasionally, we wish we could change how we interact with customers. Tell me about a recent interaction you wish you would have handled differently.

DECISION MAKING

1. Describe a problem you've recently been asked to solve. (What did you do? What alternatives you considered?)

2. Give me an example of a good decision you made recently. (What were the alternatives you considered? Why was it a good decision?)

3. We all make decisions that turn out to be mistakes. Describe a work decision you have made that you wish you could do over.

4. Describe the last time you had to make a difficult decision on the job. (What facts did you consider? How long did it take to decide?)

5. Sometimes we have to make decisions very quickly. Tell me about a time when you made a decision too quickly.

6. Describe the biggest work-related problem you have faced in the past six months. (How did you handle the situation?)

7. Tell me about a time when you had to take disciplinary action toward a direct report. (How did you handle the situation?)

8. Tell me about a decision when you deliberated a long time. (How did you decide what to do?)

9. What was one of the toughest decisions you had to make while at _____? (What alternatives did you consider?)

10. Think of a good decision you made and a recent decision that wasn't as good. What did you do differently in making those decisions?

11. Can you think of a situation you handled in which old solutions didn't work? (What did you do to manage the situation? Why did you take this action?)

12. Describe a recent work-related problem and the decision you had to make to solve it.

13. Tell me about one of the riskiest decisions you made _____? (Why was it risky?)

14. What was one of the biggest decisions you made in the past year on the job? (Tell me how you went about making that decision.)

15. Have you recently made any decisions that really were not yours to make? (Describe a specific example. Why did you make this decision?)

16. Describe a time when you weighed the pros and cons of a situation and decided not to take action, even though you were under pressure to do so.

DECISION MAKING (cont'd)

17. Describe a personnel-related problem that you needed to solve. (How did you solve it?) Why did you choose that approach?)

18. Describe an occasion you decided to involve others in making a decision. (Why did you do so? To what extent did you use their inputs?)

19. Can you give me an example of a decision you made that affected company policy? (What factors did you consider in your decision?)

20. Describe a new product or service you have recommended for your organization to market. (Why? What reaction did you get?)

21. Your change from _____ to _____ was a major career change. What factors influenced your decision to change jobs?

22. What made you decide to attend (college, training, etc.) _____? (What influenced your decision?)

23. What types of information have you used for your career search? (How have you utilized it? What have you learned?)

24. Have you ever recognized a problem before your manager/supervisor or others in the organization? (Tell me about one of those situations.)

25. Describe a complicated problem you have had to deal with on your job? (How did you identify or gain a better understanding of that problem.)

26. Walk me through a situation when you had to get information by asking a lot of questions of several people. (How did you know what to ask?)

27. What sources of information have you used to monitor/uncover problems in your work area? (Tell me about a situation in which you used one of those sources.)

28. If we're lucky, we can sometimes identify a small problem and fix it before it becomes a major problem. Can you give me an example of when you were able to identify a small problem before it became a big one?

29. What kind of information have you been required to analyze? (Describe one of your most difficult analyses.)

30. What sources of information have you used to solve problems? (Tell me about a time when you used one o those sources. [Listen for effective use of information.])

31. Describe a difficult situation when you had to talk to people to get information you needed to make an important decision or recommendation.

DECISION MAKING (cont'd)

32. Tell me about a time when you had to analyze or interpret numerical or financial information.

33. Tell me about a time when you had to review detailed reports or documents to identify a problem.

34. Have you ever had to review proposals submitted by a vendor or by another team? (Tell me about one of those situations.)

35. At one time we have all thought we had handled a problem successfully only to find we really had only affected a symptom of a larger problem. Can you give me an example of when this happened to you?)

36. Tell me about a problem or situation you investigated primarily by asking questions of several people.

37. Tell me about a recent problem you uncovered in your job at _____. (What sources of information did you utilize to identify this problem?)

38. It's impossible for a manager/team leader/supervisor to be aware of all the reasons why an employee/team member might be dissatisfied with his/her job. Tell me about a time you found out about this type of problem only after the employee quit or transferred out of your department.

39. We've all been in situations in which we first learned about a problem when someone complained. Tell me about a time this happened to you. (Why wasn't the problem detected sooner?)

DELEGATION

1. Tell me about a time when you delegated an important task to someone.

2. When we're very busy at work, sometimes we have no choice but to delegate more than we would like. Tell me about a time when you delegated more to an employee than you wish you had?

3. Tell me about a time when you didn't delegate enough. (What happened?)

4. How have you decided (1) what to delegate and (2) to whom? (Give me an example of how you've applied these guidelines.)

5. Have you ever asked someone to fill in for you at a meeting or presentation? (Tell me about one of those decisions.)

6. Tell me about one of the most difficult problem-solving assignments that you delegated.

7. What kinds of decisions have you delegated to your direct reports? (Tell me about one of those decisions.)

8. Most of us have assigned work to direct reports, and they didn't do what was intended. Can you tell me about a time when that happened? (Why did it happen? [Look for unclear instruction, assignments to inappropriate person, or lacking of due dates.])

9. When assigning work to direct reports, how have you determined the amount of instruction to give? (Give me an example when you applied these guidelines.)

10. Have you ever asked someone to fill in for you when you were out of town or out of the office? (Tell me about one of those situations.)

11. Tell me about a situation when you asked a direct report/team member to gather information for you.

12. Have you ever had a situation when you didn't want to delegate but you had to? (Tell me about it?)

13. Have you ever had a situation when you wanted to delegate but you couldn't? (Tell me about it?)

14. Tell me about the last major project/task/assignment you delegated. How did you decide who to delegate to?

DELEGATION (cont'd)

15. Deciding the appropriate person to delegate a task to can be difficult. Tell me about a time when you delegated an important project/task/assignment to the wrong person? (What happened? Why?)

16. What kind of project/task/assignment wouldn't you delegate? (Why?)

17. When delegating an important project/task/assignment, it is important to convey your trust and confidence in that person's ability to do the job. Give me an example of how you did this on a recent assignment you delegated

18. Tell me about a major project/task/assignment you delegated. What resources did you provide to ensure its success?

19. Tell me about a situation when someone was reluctant to accept responsibility for a delegated assignment/project/task. (How did you respond to that person's reluctance?)

20. Tell me about the last big decision you delegated. (What happened?)

21. It's important to do a good job of training a new employee. How have you decided what to delegate and to whom when training someone new?

22. What lessons have you learned about delegating? (Tell me about the last time you applied one of those lessons.)

23. Sometimes it's difficult to know how much direction to provide when delegating. Tell me about a time when you didn't provide enough instructions or guidance on a delegated project/task/assignment. (What happened?)

24. Last time you took a vacation, what tasks did you delegate? (What did you decide not to delegate? Why?)

25. We all have projects/responsibilities that we won't delegate because they're too complicated or important. Tell me about a project/responsibility that you didn't delegate. (Why?)

FOLLOW UP

1. Have you ever worked on a group project for a class? (How did you make sure that the other group members were doing their share of the project?)

2. As a teaching assistant, did you ever have to check to see that assignments were completed on time? (How did you do this?)

3. How have you kept track of assignments made to your direct reports? (Give me a specific example.)

4. Have you ever noticed a direct report who was not following your instructions? (Give me an example of this. How did you become aware of it?)

5. Have you ever delegated an assignment that didn't get completed on time? (Did you have any warning that it wouldn't be completed? Tell me about a situation when this happened.)

6. How have you kept track of progress on delegated projects for which you are responsible? (Give me an example.)

7. Have you ever had to contact peers/team members/others in the organization to be sure tasks were completed on time? (Tell me about one of those situations

8. Have you ever had to contact vendors to check on the status of materials or supplies? (Tell me about one of those situations.)

9. How have you monitored the progress of your direct reports on projects or tasks you delegated? (Give me a specific example.)

10. Have you ever had to follow up with peers, team members, or others on the status of products or services that you needed? (Tell me about one of those situations.)

11. How have you made sure that the right materials were sent to internal/external customers? (Tell me about a situation when the wrong materials were sent.)

12. We all have situations when our attention is diverted. Have you ever forgotten to send some information to an internal/external customer? (Tell me about one of those situations.)

13. How have you made sure that due dates were met for work that you delegated? (Give me an example.)

FOLLOW-UP (cont'd)

14. Have you ever had to follow up on tasks and activities with specific due dates? (Tell me about one of those situations?)

15. How have you made sure that materials were ready and delivered when you needed them? (Give me an example.)

16. Have you used a system to follow up on assignments that you've delegated? (Give me an example of a time when you used that system?)

17. Give me an example of how you have monitored an individual's progress on a task that you assigned.

18. How have you monitored the progress of vendors or consultants that you used? (Give me an example.)

19. There are many ways to monitor your direct reports/team member's activities. Tell me about a time when you met with a direct report to review his/her progress on a delegated task.

20. When delegating projects/tasks/assignments to your direct reports/team members, have you received any activity reports about the status of their project/task/assignment? (Tell me about a situation when you received an activity report. How did you utilize that information?)

21. Many times it is necessary to establish milestones and/or guidelines for a direct report's project/task/assignment. How have you developed such milestones/guidelines? (Give me an example of a time when you utilized milestones to monitor the progress of a project.)

22. Have you ever met with your direct reports/team members after a project/task/assignment had been completed? Give me an example of a time when you did this. (What did you discuss?)

23. After you completed a project, have you ever gathered feedback from the peers/team members/others involved? (Tell me about a situation when you did this.)

24. After you completed a project, have you ever gathered feedback from your internal/external customers? (Tell me about a situation when you did this.)

25. Have you ever discussed the completion of a project/task/assignment with your direct reports/team members/others? (Tell me about one of those situations.)

FOLLOW-UP (cont'd)

26. What have you done to track progress toward your direct report's objectives or action items? (Give me an example.)

27. We've all had team members/employees who wanted to work independently but, in the end, were unable to get everything done one time and/or to spec. Tell me about a time when you assumed it would all get dome and it didn't.

28. We've all been surprised to find that a project deadline was missed because someone didn't do what he/she was supposed to do. Tell me about the last time this happened to you.

29. At one time or another we've all been surprised to learn that a customer wasn't happy. Give an example of when this happened to you. (What caused the dissatisfaction? How did you find out about the problem?)

30. Anyone who ever planned a meeting, conference, or trip has found out that something didn't work out exactly as planned. Tell me about a time this happened to you. (What went wrong?)

FORMAL PRESENTATION

1. What presentations have you made? (Can you give an example?)

2. Have you ever done any public speaking? (Tell me about one of those presentations.)

3. Have you ever given a presentation to your supervisor/manager/team leader? (Tell me about one of those presentations. How did you prepare?)

4. What approaches have you used in presenting to different audiences? (Give me a specific example. How did you vary your approach to meet the needs of that audience?)

5. Have you ever done any classroom or workshop training? Tell me about a specific course of workshop that you conducted.

6. Tell me about one of the most demanding groups to whom you have made a presentation? (Tell me about one of those presentations. What difficulties did you have?)

7. Have you ever given presentations in which you made recommendations about a new product, service, or procedure? (Tell me about one of those presentations. How did you conduct the presentation?)

8. We all experience difficult audiences when presenting. Can you give me an example of when you made a presentation to an uninterested audience?

9. Have you taken any public speaking courses? (Tell me about a specific class and a unique presentation you made as part of that class.)

10. Have you ever given presentations in which you explained a new policy or procedure to a group of employees? (Tell me about one of those presentations.)

11. Have you had to present technical information to people without a technical background? (Give me an example.)

12. Have you made presentations in which you presented the results of a project? (Tell me about one of those presentations.)

13. How many presentations to large or demanding groups do you make a year? (What subjects have you covered? Tell me about the most memorable presentation you made in the last year.)

14. Have you made presentations where you had to present technical information to people with a technical background? Give me an example.

FORMAL PRESENTATIONS (cont'd)

15. Have you made presentations where you had to present business plans to senior management? (Describe your approach to a specific presentation.)

16. Have you ever made presentations where you presented a project plan? (Describe your approach to a specific presentation.)

17. Have you made presentations where you introduced or explained new procedures? (Describe you approach to a specific example of this type of presentation.)

18. Formal presentations can be very challenging. Tell me about one of your formal presentations that you wish you could do over.

19. Have you ever given a presentation to your direct reports? (Tell me about one of those presentations. How did you prepare?)

20. Have you ever given a presentation to your peers/team members/associates? (Tell me about one of those presentations. How did you prepare?)

21. We all experience difficult audiences when presenting. Can you give me an example of when you made a presentation to a hostile audience?

22. Tell me about one of your most successful presentations. (What was your approach?)

23. Have you ever presented at a professional association or conference? (Tell me about one of those presentations.)

24. Have you ever made a formal presentation as part of a school project? (Tell me about one of those presentations.)

25. We've all had presentations where something went wrong (lost overheads, defective audiovisual equipment, hostile audience, etc.). Tell me about your most memorable presentation that went wrong.

26. It's difficult to do a good job delivering a presentation for the first time on a new topic. Tell me about your most memorable presentation that didn't go very well.

27. At times we're so busy we have trouble adequately preparing for a major presentation. Tell me about the last time you didn't have enough time to prepare for a critical presentation. (Did your lack of preparation adversely affect the results of the session? How?)

GAINING COMMITMENT

1. What techniques have you learned in order to manage/supervise/lead others? (Give me an example of how you have used one of the techniques?)

2. We've all tried different ways of showing consideration for others. Give me an example of when you showed consideration for someone you worked with.

3. We don't always make decisions that everyone agrees with. Tell me about an unpopular decision you made. (How did you communicate it?)

4. When dealing with a direct report, team member, or peer, how have you determined when you were pushing too hard? (Give me an example of when this happened?)

5. Give an example of how you have specifically set an example for another employee.

6. Describe a face-to-face meeting in which you had to lead or influence a very sensitive individual.

7. Tell me about one of the most difficult one-on-one meetings you have had with a peer, team member, or direct report? (What did you do?)

8. Tell me about a time when you included one of your peers/direct reports/team members in solving a problem? (What was your approach? What happened?)

9. Tell me about a time when you were able to lead a direct report/team member toward task accomplishment.

10. How have you known how much influence you needed to use to get others to do the job right? (Give me an example.)

11. Give an example of when you have inspired someone to work hard to do a good job? (How did you do that?)

12. Not everyone we encounter is as cooperative as we would like. Tel me about a time when someone refused to do something you needed to have done. (How did you respond?)

13. Give me an example of when you checked on the status of an important project/task/assignment and discovered it was being done incorrectly. (What did you do?)

14. Tell me about a creative idea a direct report/team member/peer generated to solve one of your problems. (How did you respond to this idea?)

GAINING COMMITMENT (cont'd)

15. We've all had the misfortune of missing a deadline. Tell me about the last time you missed a dead line because one of your co-workers didn't complete his/her responsibilities one time. (What did you do?)

16. Our relationships with co-workers are not always perfect. Tell me about the most difficult relationships you have had with a peer/team member. (Why was the relationship so difficult? What did you do to improve it?)

17. Tell me about a time you had to get an internal/external customer to agree to a major change in a project you were working on for him/her. (How did you attempt to get the customer to cooperate/support the change?

18. Tell me about a time when you needed to get a team member/peer to change his/her mind. (How did you go about it?)

19. Sometimes there's only enough time to tell people what to do and how to do it. Give me an example of when you needed to lead in this direct manner with your direct reports/team members/peers? (How did they react?)

20. Although some direct reports/team members/peers need constant support and guidance, it's not always possible to give them the level of support they require. Tell me about a time when you didn't have the time/inclination to do this. (What happened? How did the person respond?)

21. When managing an important project with tight deadlines, managers/team leaders/supervisors often have just enough time to identify the problem and get it fixed quickly. Tell me about a time when you had to step in and take action quickly. (What happened? How did the person/people involved respond?)

INFORMATION MONITORING

1. How have you kept track of changing degree requirements for school? (Give me an example.)

2. How have you kept informed of what is going on in your area of responsibility? (Give me an example.)

3. What kind of information have you used to stay informed about what's going on in your organization? (Tell me about a time when you used that information.)

4. What kind of information have you used to stay informed of what competitive organizations are doing? (Tell me about a time when you used that information.)

5. How have you kept track of what your direct reports are doing? (Tell me about a time when you used that information.)

6. It's hard to be aware of everything that is going on in an area. (Describe a time when you didn't observe a problem that was developing. What happened?)

7. How have you familiarized yourself with the current situation in your organization or work group after you've been away for several days? (Give me an example of a time when you did this.)

8. Are there any procedures that you have found helpful for keeping track of things that require your attention? (Give me an example of how you have used such a procedure.)

9. How have you monitored the productivity or performance of your team/group? (Give me an example.)

10. How have you stayed informed about changes in organizational policies, procedures, or product/services? (Give me a specific example.)

11. What kind of information have you used to stay informed of what's going on in your team/group? (Tell me about a time when you had to do that.)

12. How have you monitored the performance of your direct reports? (Give me an example.)

INFORMATION MONITORING (cont'd)

13. What systems have you developed to keep track of what is going on in your area of responsibility? (Give me an example when these systems didn't work adequately.)

14. What kinds of systems have you used to keep track of what's going on in your area? (Tell me how you've used one of those systems.)

15. Have you reviewed information developed by your direct reports? (Give me an example of a time when you did this.)

16. How have you monitored regulations that impact your industry (e.g., legislative, environmental)? (Give example.)

17. Tell me about a time when you set up ongoing team/group procedures.

18. It's difficult to keep track of changing policies/procedures. Give me an example of a time you were unaware of a change in policy/procedure. (What happened? Why didn't you find out about it?)

19. We have all experienced times when a procedural step has been missed. Describe a time when a step in an ongoing process was overlooked.

20. Tell me about a project and how you have monitored its progress.

21. What type of information has helped you to monitor the progress of your direct reports/team members? (Tell me about a system you used to gather this information.)

22. Tell me about a time when the feedback you gathered on a project or process was particularly useful in the outcome of a project.

23. We all experience barriers when trying to gather needed information. Tell me about a time when you experienced barriers gathering information. (How did you eliminate them?)

24. It's difficult to know what data/information is most critical for monitoring an important project. Tell me about a time this happened to you.

25. We all have been involved in a project that got off track because critical data we needed arrived too late. Tell me about a time this happened to you.

INITIATING ACTION (Initiative)

1. Have you suggested any new ideas to your manager/supervisor/team leader recently? (Give me an example. What happened to the idea?)

2. Have you made any cost-saving suggestions to your manager/supervisor/team leader recently? (Give me an example. What happened to the idea?)

3. Have you found any ways to make your job easier? (Give me an example.)

4. How did you get your position with _____?

5. Describe some ways you changed your job at _____. (What prompted you to make those changes?)

6. Can you think of a project or idea that was sold, implemented, or carried out successfully primarily because of your efforts? (Give me a specific example).

7. What have you done differently from your peers in your organization? (Why? Give me an example of what makes your work unique.)

8. Give me an example of doing more than is required in your current job at _____.

9. Have you taken any steps to improve your skills or performance? (Give me an example of when you did this.)

10. What has been your biggest achievement at _____? (What steps did you take to achieve it?)

11. Are there any projects you initiated at _____? (Give me an example. What promoted you to begin that project?)

12. Have you suggested any new ideas to your manager/supervisor/team leader in the last six moths? (Tell me about one idea. How did you try to gain acceptance?)

13. What was the most recent honor or award that you have received? (How did you achieve it? How many others received that same honor/award?)

14. Describe a suggestion you have made to improve work procedures or manufacturing process at _____. (How did you try to gain acceptance for it?)

15. How did you get your promotion at _____?

16. Describe a situation where you took action to exceed an internal/external customer's expectations. (Specifically, what did you do?)

INITIATING ACTION (cont'd)

17. Everyone knows about something that should be changed or improved, but it's just not worth the effort. Give me an example of an organizational/team/department policy or procedure change that you knew should be made, but you did not do anything about it.

18. There's not always a payoff for volunteering for extra work on a special project or assignment. Tell me about a time you didn't volunteer or participate in a special project because you knew there would be no reward or recognition for doing so.

19. Sometimes there's not enough time to do everything possible to exceed or even meet customer situation when you didn't make the extra effort because you didn't have time. (What happened?)

INNOVATION

1. Tell me about how you have worked with your direct reports/team members to develop new and creative ideas to solve business problems. (Give me an example of when you applied this approach.)

2. It's impossible to always be the first company to develop an innovative product/service. Tell me about a unique and successful product/service one of your competitors developed before your organization did. (Did your organization ultimately introduce a similar product/service? Why weren't you first?)

3. We've all lost deals because the competition provided a customer with what appeared to be a unique idea/approach that we would also had the capability of delivering. Tell me about a time this happened to you.

4. Describe how you have improved the productivity/profitability or your work unit. (How did you identify these opportunities for improvement?)

5. Sometimes it is necessary to abandon tried and true methods of solving a problem. Tell me about a problem you were responsible for solving that you knew required a unique solution. (How did you know established methods wouldn't work?)

6. We all know that some problems just don't have a solution. Tell me about a problem you tried to solve but couldn't. (What solutions did you try? How did you come up with those solutions.)

7. Give me an example of a new way you were able to apply existing knowledge to solve a problem.

8. Tell me about a creative idea you had to improve one of your company's products or services.

9. Since an organization can't develop a new product/service every day of the week, sometimes it is important to combine existing products/services to creatively seize a new opportunity. Tell me about a time you successfully did this.

10. Unfortunately, some solutions don't always correct problems. Can you think of a creative solution you generated that did not correct a problem? (What was the solution? How did you come up with the idea?)

11. Tell me about a unique approach you took to solve a problem. (How did you come up with the approach? What other options did you consider?)

12. In you current position _____, what have you done differently than your predecessors? (Why?)

INNOVATION (cont'd)

13. Give me an example of a time when your standard approach to problem solving didn't produce the desired solution. (What did you do?)

14. Tell me about an opportunity you had to generate a novel solution to a problem. (What happened? Where/How did you initially come up with the idea?)

15. Since assuming your current position as _____, how have you changed things? (Why and how did you make these changes?)

16. Sometimes, even though a direct report/team member might want to try a new approach to solve a problem, it is just better to stick to the tried and true ways of doing business. Tell me about a time one of your direct reports/team members wanted to something new/different but you said no. (What was their idea? Why did you say no? How did you say no?)

17. Tell me about the last time you utilized idea generation techniques to solve a business problem. (What was the problem? Describe some of the ideas you considered.)

18. Have you ever developed a unique way to generate new business? (Give me an example of when you did this.)

19. Give me an example of an idea you had to improve your organization's process of procedures. (How did you develop his idea? What happened to your idea?)

20. In your job as _____, tell me about the most unique contribution you have made.

21. In your current position, what have you done differently than your peers/co-workers? (Why?)

22. In your professional career, what is the most unique/creative idea you have ever contributed?

LEADING/LIVING THE VISION AND VALUES

1. Describe a time when you were able to rise above daily operations and problems and take a broad outlook toward the future. (What insights or actions resulted?)

2. Have you ever been in a situation in which you had to reorganize major parts of an organization? (What led to the decision? How did you do it?)

3. Have ever been in a situation in which you had to redirect services or products? (Tell me about a specific time this happened? How did you go about it?)

4. Tell me about a specific time you have tried to change the organization's culture or values? (What steps did you take?)

5. Tell me about a situation when you had significant impact on the business direction of your organization. (What steps did you take?)

6. Give me an example of when you took action to expand the traditional markets for you organization's product or services. (Explain.)

7. Give me an example when you tool action to expand your organization's products or services into a totally new market. (Explain.)

8. Have you ever been in a situation in which you were able to anticipate the need for a totally new product or service? (Give me an example when this happened. What did you do about it?)

9. Describe a time when you had to formulate or convey a vision for the organization. (How did you do this?)

10. Describe a time when you had to gain the commitment of others in the organization to a new vision. (Walk me through the steps you took.)

11. Describe a time when you were able to see the potential for new pricing or financing options for products and services. (What did you do about it?)

12. What was the most significant change you brought about in an organization?

13. What changes do you anticipate will most dramatically affect the markets your organization serves? (What have you done about it?)

14. Gaining commitment to a new vision can be very challenging. Tell me about a time when you were unsuccessful in gaining the commitment of others in your organization to a new vision. (Why was it unsuccessful?)

15. Tell me about the last reorganization you were responsible for. (Why did you decide to reorganize?)

16. What is your organization's greatest vulnerability? (What have you done about it?)

LEADING/LIVING THE VISION AND VALUES (cont'd)

17. Tell me about your biggest internal/external customer and how their needs are changing. (What actions have you taken to accommodate/support those changes?)

18. Tell me about a time you had to discontinue a product or service. (Why did you make this change?)

19. It's hard to always know exactly when to discontinue or redirect one of your organization's products or services. Give me an example of when your organization waited too long to make this type of change.

20. Every manager has had problems because his/her work unit wasn't committed to the organizations vision (e.g. turnover, low morale, low productivity). Give me an example of when your work group experienced this problem.

21. Managers don't always have time to gain everyone's commitment to a new organizational vision. Give me an example of a time when you were in this situation. (What happened?)

22. Increasing market share for a particular product or service is not always possible. Give me an example of a product or service you were responsible for that declined in market share. (Why did this happen? What did you do to try and recover?)

MEETING FACILITATION/MEETING LEADERSHIP

1. Describe a class assignment in which you had to influence other students to cooperate. (What did you say?)

2. Describe a student meeting you had to direct. (How did you start the meeting?)

3. Describe a time when you had to lead a student meeting and the group was getting off track. (What did you do?)

4. Tell me about one of the toughest groups from which you had to get cooperation from in a meeting. (Did you have formal authority? What did you do?)

5. Tell me about a new idea that you introduced to your direct reports/team members in a meeting. (What approach did you take to get the others to accept it?)

6. On average, how often do you meet with your employees as a group? (Tell me about your last meeting. How did you prepare? What did you do at the meeting?)

7. Tell me about a time you included your direct reports/team members in a meeting to solve a problem? (What was your approach? What happened?)

8. Gaining acceptance of our ideas can be difficult. Tell me about a time when you had a problem getting your direct reports/team members to accept your idea? What approach did you use? What happened?)

9. Tell me how you try to keep meetings on track. (Describe a specific meeting when you used this strategy.)

10. Tell me about a meeting you were leading when you noticed a person who wasn't paying attention/participating. (How did you react?)

11. Tell me about a time you tried to get equal participation from all presents in the meeting? (What did you do?)

12. Think of a meeting you recently led. How did the meeting start? What did you say or do?

13. Have you ever led a meeting when one person was dominating the discussion? (What did you do?)

14. Have you ever led a meeting in which a participant suggested an inappropriate idea? (How did you respond to that person?)

15. Think of a meeting you recently led. How did the meeting end? (What did you say or do?)

16. Have you ever led a meeting in which one or more participants were not serious about the purpose of the meeting? (What did you do?)

MEETING FACILITATION/MEETING LEADERSHIP (cont'd)

17. Have you participated on a task force? Tell me about a time you led a task force or committee meeting. (What actions did you take to ensure the productivity of the meeting?)

18. We've all had direct reports/team members who did not work well together. Tell me about a meeting where this type of relationship caused a problem. (What steps did you take to improve their relationship during the meeting?)

19. We've all been in meetings when a manager/supervisor/team leader said something we disagreed with. Tell me about a time this happened to you. (What did you do?)

20. Tell me about the most productive meeting you've led. (What made it so productive?)

21. We've all led meeting that weren't as productive as we needed them to be. Tell me about a time this happened to you, when you were leading a meeting. What accounted for meeting's lack of success?

22. We've all been in a meeting when no one would volunteer to talk or take action. Tell me about a time this happened in a meeting you were leading. (What did you do?)

23. Sometimes, when meeting with an important internal/external customer, we don't agree with everything that is being discussed. Tell me about a meeting you led where this happened to you. (What did you do?)

24. Tell me about a meeting you had to lead on a very unpopular topic. (How did you deal with any objections that were raised?)

MOTIVATIONAL FIT (Examples for a few facets)

1. (Creativity) Tell me about a time when there wasn't much room for creativity in your work. How satisfied were you with that and why?

2. (Attention to Detail) Tell me about a time when your job required great attention to detail. How satisfied were you with that and why?

3. (Independence) Tell me about a time when you had a lot of opportunity to work independently from your leader/supervisor. How satisfied were you with that and why?

4. (Interaction) Tell me about a time when you had many opportunities to interact with others at work. How satisfied were you with that and why?

5. (Leading Others) Tell me about a time when you had lots of opportunities to lead others/manage people. How satisfied were you with that and why?

6. (Multi-Tasking) Tell me about a time when you had to handle many tasks/projects at once. How satisfied were you with that and why?

NEGOTIATION

1. When negotiating with others, we often compromise on certain points. Tell me about a negotiation situation in which you used a strategy for accepting (rejecting) some points to get the desired outcome.

2. Describe your most satisfying (disappointing) experience arbitrating a dispute.

3. What types of negotiation have you been involved in? (Describe a recent situation for me. What was your role? What was the outcome?)

4. Walk me through a negotiation that you are particularly proud of. (What was your role? What type of preparation did you do? How was that data used?)

5. Describe your most satisfying (disappointing) experience in arbitrating a disagreement on policy or procedure with senior management.

6. What types of negotiation techniques have you used? (Describe a situation when you used them?)

7. Describe a situation when you had to arrive at a compromise or guide others to compromise.

8. Describe a negotiation that you were involved in that resulted in a very favorable outcome for your organization. (What was your approach?)

9. Think of a time when a negotiation didn't turn out exactly as you had planned. Describe what happened.

10. What is your negotiation strategy? (Describe a time when you applied this strategy successfully.)

11. Describe a situation when you negotiated with vendors or suppliers to obtain a favorable outcome for your company.

12. Often it is difficult to keep negotiations issue oriented. Tell me about a time when you were able to do this.

13. Tell me about a time when you were involved in contract talks with customers/vendors/union. (What was your role?)

14. Describe a situation when you negotiated with others in your organization for limited resources.

15. Describe a situation when you negotiated price/delivery with a difficult customer. (What happened?)

16. Tell me about a major purchase you recently made (car, computer, and stereo). (What was the outcome?)

NEGOTIATION (cont'd)

17. Describe a situation when you thought a vendor/supplier was wrong or when you disagreed with him or her. (How did you handle the situation?)

18. Think of a recent negotiation you were involved in. Describe your approach in generating possible alternatives.

19. Tell me about a particular challenging negotiation you were involved in with other members of your organization. (What was the outcome? What was your involvement?)

20. Describe a situation when you thought an internal/external customer was wrong or when you disagreed with him or her. (How did you handle this situation?)

21. Sometimes there's just no room for compromise when working on an important project. Tell me about a time when you had to make non-negotiable demands. (What happened? How did others involved respond?)

22. We've all had the misfortune of trying to negotiate with a very difficult person. Give me an example of the most difficult person you had to negotiate with. (What went wrong?)

23. We've all been involved in important negotiations where the results were less than optimal. Give me an example of a time when this happened to you. (What went wrong?)

24. We've all made the mistake of accepting negotiated agreement that had less than satisfactory results for our organization/department. Give me an example of when this happened to you. (Why was an incorrect negotiation decision made?)

PLANNING AND ORGANIZING

1. Tell me about the time when your course load was heaviest. How did you get all of your work done?

2. What did you consider when setting up your class schedule?

3. How were you able to balance your schoolwork with extracurricular activities?

4. What types of scheduling have you done on your job? (Give me an example of something you've recently had to schedule.)

5. Describe a situation at _____ that required several things to be done at the same time. (What did you do?)

6. We all have had times when we just couldn't get everything done on time. Tell me about a time when this happened to you?

7. Tell me about a time when you were faced with conflicting priorities. How did you determine what was a top priority?

8. Has your time schedule ever been upset by unforeseen circumstances? (Give me a recent example. What did you do?)

9. Tell me about either a long- or short-term plan you've developed for your department.

10. What kinds of project planning or administration did you do in your job at _____? (Tell me about one of those projects.)

11. Tell me about a challenging situation in which you had to arrange work schedules.

12. Have you changed any processes or methods of setting work priorities in your job at _____? (Give me an example.)

13. Have you planned any conferences, workshops, or retreats? (Describe the steps involved in planning one of these.)

14. Walk me through yesterday (or last week) and tell me how you planned the day's (or week's) activities.

15. What procedure have you used to keep track of items that need your attention? (Tell me about a time when you used that procedure.)

16. What objectives did you set for this year? (What steps have you taken to make sure you're making progress on all of them?)

17. We are often too busy to plan future activities. Tell me about a time when you were so busy you reacted to situations rather than planned for them.

PLANNING AND ORGANIZING (cont'd)

18. We've all been forced to waste time on the job because of some unforeseen event (unexpected delays, etc.). Tell me about the last time this happened to you.

19. At one time or another we've all forgotten to do something important for a customer. Tell me about a time this happened to you recently. (What did you forget? Why? What happened?)

20. It's challenging to know how to prioritize projects/activities/responsibilities. Tell me about the last time you made a mistake in prioritizing a project/activity/responsibility. (What happened?)

RISK TAKING

1. Describe the riskiest professional decision you've had to make. (How long did it take you to gather the information to make that decision? How long after that to make the decision? What was the result?)

2. It is impossible to predict the exact outcomes of a risky decision. Tell me about a risky decision that you wish you had made but didn't.

3. Describe a time when you supported someone else's idea when that idea had a low probability of success. (Why did you support this idea? What happened?)

4. It is never easy to make a risky decision, especially when you don't have the support of peers/co-workers. Tell me about a risky decision you avoided because you didn't have to support of others.

5. Describe a time when you decided to try a new and untested approach to handling a problem. (What happened?)

6. It is impossible to calculate the ultimate outcome of every decision. Tell me about a risky decision that you wish you had made.

7. Describe a time when you decided to do something that would have been embarrassing to you if it had failed. (What happened?)

8. Describe a time when you decided to take a risk that you later regretted.

9. We all have had times when we had a decision to make and friends or co-workers advised us to avoid risk. Describe a time when you rejected this advice and made a risky decision. (What happened?)

10. Describe a time when you decided to take a risk and you were glad you did.

11. Describe one of the biggest professional risks you had taken during the previous five years.

12. Describe a time when you had to make a decision and you had several options from which to choose. (How did you determine which option had the biggest pay off and which one had the smallest payoff?)

13. Describe a time when you chose a low/no risk option over one with higher risk. (Why didn't you opt for a decision with higher risk?)

14. Describe a time when you had to decide whether to avoid risk or to make a risky decision. (What did you decided and why did you make this decision?)

15. Describe a time when you were asked to examine a problem and determine which solutions were the most and least risky. (How did you decide? What happened?)

RISK TAKING (cont'd)

16. Switching from _____ to _____ was a major change. What factors influenced your decision to change jobs? [Listen for conscious risk taking.]

17. Give me an example of when you took action despite knowing that the odds for success were against you. (What was your rationale for taking the action?)

18. Describe a decision you made that was risky. (What other options did you consider? Why was taking this option a risk? What happened?)

STRATEGIC DECISION MAKING

1. What was one of the most difficult or complex directives you have ever had to implement? (Explain how you approached the task.)

2. We all have had occasions when we were frustrated by not being able to implement a new idea or vision of senior management. Describe a time when this happened to you.

3. What strategies have you used to communicate a major new directive from senior management to employees? (Which strategies have worked and which have not? Tell me about a specific example.)

4. Describe a situation in which you had to translate a broad or general directive from senior management into specific goals. (Explain how you did this and the goals you established.)

5. Describe a time when you had to significantly modify work procedures to be consistent with new strategic directives. (How did you accomplish this?)

6. Describe a situation in which you had to translate a broad or general directive from senior management into individual performance expectations. (How did you do this and what were the results?)

7. Tell me about one of the most innovative strategies or methods you have used in implementing strategic directives of senior management.

8. Tell me about one of the reward structures or incentives you established to help accomplish a major new directive? (How did it work?)

9. What kind of organizational systems (control, compensation, communication, accounting, accounting, etc.) have you put into place to support a specific organizational strategy? (How did you go about doing this?)

10. Describe a time when you had to establish priorities to implement a new vision or directive. (How did you get others to embrace the new vision or directive?)

11. We often meet with resistance when trying to implement change. Describe a time when your manager or other managers were not pleased with your efforts to implement change. (What approach did you follow? What difficulties resulted?)

12. All managers/supervisors are faced with unpleasant directive you have had to implement in your area of responsibility. (What approach did you take? What were the results?)

13. Tell me about a recent major directive from senior management you had to communicate and implement. (How did you go about doing this?)

14. Give me an example of a recent directive from senior management. How did you translate it into section/department goals?

STRATEGIC DECISION MAKING (cont'd)

15. Tell me about a recent directive from senior management to which you were able to successfully gain the commitment of others. (What steps did you take to make this happen?)

16. Gaining commitment can often be a challenge. Tell me about a recent directive from senior management to which you were unable to gain the commitment of others. (Why was it unsuccessful?)

17. Tell me about a directive from senior management with which you disagreed but had to implement. (What did you do?)

18. How did you decide when and how to communicate a new directive from senior management. (Give me an example when you applied this strategy.)

19. Tell me about a time when a smaller number of employees resisted a new directive from senior management. (What did you do?)

20. Tell me about a time when you disagreed with how your manager implemented a new directive from senior management. (What did you do?)

21. Tell me about this last directive from senior management that failed to achieve its desired goal. (Why did it fail?)

22. Implementing change is always a challenge. Tell me about a time when you were unable to put in place an important organizational system (control, compensation, etc.) to support a critical new directive. (What happened? What difficulties resulted?)

STRESS TOLERANCE

1. Every job has its stressors. What condition at _____ has been the most stressful for you? (Why? How did you react?)

2. Describe a time when your workload was particularly heavy. (How did you respond?)

3. We all have times when the pressure at work is extremely high. Describe a time like this in your past work experience. (How did you react?)

4. Every job has its stressors. What was the most stressful aspect of your job at _____? Why? How did you react?

5. Describe a time when you were experiencing conflicting work demands. (What were those conflicting demands? How did you respond?)

6. We all have times when the responsibilities of our jobs are overwhelming. Give an example of when you felt overwhelmed. How did you react?

7. Customers can be challenging at times. Describe one of the most stressful interactions you have had with an internal/external customer. (How did you react?)

8. Have you ever found yourself faced with an ethical or value conflict in your hob? (Give me an example of when this happened to you. How did you react?)

9. Have you ever been in a highly uncertain or ambiguous work situation? (Give me an example. How did you react?)

10. Have you ever been in a new or unfamiliar work situation for which there was little time to prepare? (Give me an example. How did you react?)

11. Describe a time when you faced a particularly demanding rush situation (emergency, deadline, etc.). (How did you react?)

12. How much time does your work at ____ require you to spend away from home? (Give an example of time when you were away for a long time. How did you react to this?)

13. On average, how much time on a monthly basis does your work require you to commit outside obligations (social, civic, etc.)? (How have you reacted to this? Give me an example?)

14. To what extent have you faced distractions or interruptions in your job at _____? (Give me an example of when this happened. How did you react?)

15. Work interactions can be difficult at times. Describe a highly stressful interaction you've had with you manager/supervisor/team leader. (How did you react?)

TECHNICAL/PROFESSIONAL KNOWLEDGE AND SKILLS

1. Give me an example of an assignment you worked on that shows your expertise in _____. (What did you do?

2. Sometimes complex projects require additional expertise. Describe a situation when you had to request help of assistance of your technical projects or assignments.

3. What lessons or tricks have you learned about _____ over the years? (Can you give me an example of putting one of those lessons to use?)

4. What technical training have you received? (Can you give me an example of how you've applied this training?)

5. Describe a project, situation, or assignment that challenged your skills as a _____. (What did you do to effectively manage the situation?)

6. Describe a time when you successfully demonstrated your technical knowledge. Contrast this with a time when you weren't able to do so. (How did you do it differently?)

7. What training have you received in _____ (process, function, and task)? Can you give me an example of how you've applied that training?

8. Give me an example of a project that demonstrates your technical knowledge in _____.

9. Give me an example of the most complex assignment or project you have had. (What was your role?)

10. Describe a time when you solved a technical problem.

11. Have you ever had to orient a new employee on a technical task or area? (Tell me about one of those situations.)

12. Everyone has had the experience of thinking they knew how to solve a job-related problem, only to find out they couldn't. Can you give me an example of when this happened to you?

13. We've all faced the problem of not being able to handle a new task/responsibility, even though we got the assignment because of your background and training. Give me an example of when this happened to you.

14. Even though we try to be an expert in our area of work, it's impossible to know and understand everything. Tell me what aspects of your work/technical field you are still trying to master.

15. We all make mistakes, even in our field of expertise. Give me an example of a recent mistake you made in your area of expertise.