



Behavioral Interviewing Questions

Personal/Interpersonal

Adaptability

1. Tell me about a change that you have had to manage within your organization.
2. Describe a time when you have had to respond quickly to something within a changing environment.
3. Have you ever had to introduce a change into your department that was met with resistance? How did you handle the situation?
4. Have you ever worked hard on something and then had your priorities change mid-stream? How did it make you feel? What did you do?
5. How have you had to adapt your work style to fit the needs of others?

Building Trust

1. People with high integrity and trust adhere to high ethical and moral principles and consistently apply those principles to their circumstances. Describe several very challenging situations that demonstrate your capability in this area.
2. Keeping confidences can be difficult at times, especially when it can be to our own personal detriment to do so. Describe a similar situation in which you were involved.
3. Sometimes, we are pressured to compromise our personal value systems. Describe the most difficult situation when that happened to you.
4. Integrity and trust sometimes involves admitting our shortcomings and mistakes or doing something that is unpopular with others. Share a similar situation in which you found yourself.

Continuous Learning

1. Tell me about a time when a colleague strongly disagreed with your views, ideas, or way of working? What kind of relationship can you develop with such a person?
2. When was the last time that you volunteered to expand your knowledge at work, as opposed to being directed to do so?
3. What is personally fascinating about the areas of your job in which you wish to expand your knowledge?
4. When did you last acquire effective knowledge in your own time and how can you apply this towards your career?
5. When was the last occasion you asked for direct feedback from a superior or a customer? How did you then use this knowledge to improve your personal performance?

Creativity

1. How often do you discuss and work with colleagues to think up new systems and styles of working?
2. Have you ever tried a new way of doing things? Did you succeed?
3. Tell me about one case when you tried to solve a problem with a totally different approach than is normally used. What was the result?
4. Can you tell me about a situation, which you tried to solve a problem with ideas and methods that had not been tried before?

Initiative

1. Tell me about a time that you undertook a course of study, on your own initiative, in order to improve your work performance?
2. Tell me about initiatives you have taken to improve procedures at work? Were you successful? Would you do anything different now?
3. Tell me about a time you succeeded in overcoming a major obstacle. How did it make you feel?
4. Tell me about a time when you found a better way of doing something, which proved to be an improvement on the existing system.
5. Has your supervisor ever come to you and pointed out that you had not met some of your tasks at work? How frequently does it happen?

Stress Tolerance

1. Illustrate an occasion when something visibly shocked you, but you had to appear composed?
2. How do you handle circumstances at work that make you feel temperamental or cynical?
3. What steps do you take to reduce your personal stress levels when there are stressful occasions at work?

4. What steps do you take to accommodate sudden and immediate changes that occur within your organization?

Teamwork

1. Tell me about a time when you worked on a project that required you to interact with different levels within the company.
2. Have you had any interpersonal challenges? How did you handle them?
3. Did you work alone much in your previous job?
4. In working with new people, how do you get to know their work styles?
5. What are your interpersonal strengths?

Leadership

1. Describe how you make your feelings known to a group or an individual when you disagree with their view?
2. What types of work situations frustrate you and why?
3. How do you give your subordinates feedback?
4. Tell me about typical issues that your team subordinates bring to you. How do you handle these issues?
5. Have you ever had to communicate information to your subordinates that you didn't agree with? How did you handle the situation?
6. What do you like most and least about managing others?
7. What are some ways that you've developed your team?
8. Have you ever had to develop an employee when you had no budget to do so? What did you do?

Decision Making

1. What is the most difficult decision you have had to make on the job?
2. What kinds of decisions have you had to make in your previous positions?
3. Have you ever had to make an unpopular decision? Walk me through how you handled it.
4. What kinds of decisions are most difficult for you to make?
5. Describe a time when you had to make a decision under severe time constraints.
6. Walk me through how you go about making an important decision.
7. Have you ever had to make an important decision when your boss was away? What were the circumstances?
8. Have you ever had to bend a rule to accomplish something? Please explain.
9. Give me an example of a time when you weren't comfortable making a decision. What did you do?
10. How much decision making power do you give to your employees?

Business/Sales

1. Describe a time when you felt you were resourceful in solving a problem.
2. What do you do when you're having trouble solving a problem?
3. Describe a complex issue that you've had to resolve and tell me the steps you took to handle it.
4. Do you consider yourself a risk taker? Why or why not?
5. Tell me about a risk that turned out successfully. Tell me about a risk that turned out unsuccessfully. What would you do differently?
6. What experience do you have giving presentations? What kinds of presentations have you delivered (i.e. on what topics did you present)? Did you present to large or small groups? What was the level and size of your audience?
7. Tell me about a stressful time that you had delivering a presentation. How did you handle it?
8. Do you believe more in planning, or in "diving in head first" and starting to work immediately? Why? Give me an example of when this strategy has worked for you.
9. How far ahead do you plan? How had planning ahead benefited you in the past?
10. Describe a time when you had carefully laid plans and things changed at the last minute. How did you react?

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