

BEHAVIORAL INTERVIEW QUESTIONS

Consider asking about 1) a situation (evaluate how well the interviewee frames the response. Does the individual give a specific or a vague example?); 2) a task (does the individual relate a real situation, or is the response fabricated?); 3) an analysis (how well does the interviewee describe the issues in the problem). Then, consider the response: What was the outcome of the situation? Did the interviewee handle the situation appropriately?

DECISION MAKING

- Describe a situation where you handled decisions under pressure or when you were faced with time constraints.
- Give me an example of a time when you had to be quick in coming to a decision.
- Tell me about a difficult decision you've made in your job during the last year.
- Tell me about a time when you were forced to make an unpopular decision.
- Tell me about a time when you were faced with making a difficult decision at work. What methods did you use to make your decision? What was the result?
- Tell me about a time when a willingness to share your knowledge significantly enhanced an outcome or decision.
- Describe a time when you were faced with a stressful situation that demonstrated your coping skills.

PROBLEM SOLVING

- Give me a specific example of a time when you used good judgment and logic in solving a problem at work.
- Tell me about a time when you missed an obvious solution to a problem.
- Tell me about a complex problem that you solved. Describe the process you utilized.
- Describe a situation in which you effectively developed a solution to a problem by combining different perspectives or approaches.
- We can sometimes identify a small problem and fix it before it becomes a major problem. Give an example(s) of how you have done this.
- Recall a time from your work experience when your manager or supervisor was unavailable and a problem arose. What was the nature of the problem? How did you handle the situation? How did that make you feel?
- Tell me about a time when you had to solve a problem with very little guidance or direction.
- Give me an example of a problem you faced on the job, and tell me how you solved it.
- Can you think of a problem you have encountered when the old solutions didn't work and you came up with new ones?

TEAM WORKING

- What have you done in the past to contribute toward a teamwork environment? What were some of your specific contributions?
- Tell me about a time when you put the needs of a group before your own when completing a task.
- Tell me about a time when you worked with a person who did things very differently from you. How did you get the job done?
- Give an example of when you had to work with someone who was difficult to get along with. Why was this person difficult? How did you handle the situation?
- Tell me about a time when, if it hadn't been for teamwork, your goal might not have been achieved.
- From your experiences what have you found are the best and worst parts of working in a team environment? How have you handled that?
- What kind of people do you find most difficult to work with? Give an example of a situation where you have had to deal with a person very different from yourself and you have found it difficult. What did you do?
- Tell me about a time when you were a part of a great team. What was your part in making the team effective?
- Describe a situation when working with a team produced more successful results than if you had completed the project on your own.

CONFLICT RESOLUTION

- Describe a situation where others you were working with on a project disagreed with your ideas. What did you do?
- Tell me about a recent situation in which you had to deal with a very upset customer or co-worker.
- Think about a difficult boss, co-worker, customer, or other person. What made him or her difficult? How did you successfully interact with this person?
- What do you do when you know you are right and your boss disagrees with you? Give me an example of when this has happened in your career.
- Tell of a time when you worked with an individual who was not completing his/her share of the work. Who, if anyone, did you tell or talk to about it? Did the manager take any steps to correct your colleague? Did you agree or disagree with the manager's actions?
- Tell me about a time you were able to successfully deal with another person even when that individual may not have personally liked you (or vice versa).

CUSTOMER FOCUS

- Tell of the most difficult customer service experience that you have ever had to handle -- perhaps an angry or irate customer. Be specific and tell what you did and what the outcome was.
- Tell me about a time when you did your best to resolve a customer or client concern and the individual still was not satisfied. What did you do next?
- Describe a time that you used humor to deflect a difficult customer situation.

ACTION ORIENTED

- Tell me about a time when you had to go above and beyond the call of duty in order to get a job done.
- How have you motivated yourself to complete an assignment or task that you did not want to do?
- Give an example of when your persistence had the biggest payoff.
- Describe a time in which you took initiative rather than waiting to be told what to do.
- Describe a time when you performed a task outside your perceived responsibilities. What was the task? Why did you perceive it to be outside your responsibilities? What was the outcome?

INTEGRITY & TRUST

- Tell me about a time that you bypassed the standard procedures in order to get the job done more quickly.
- Give me a specific example of a time when you had to conform to a policy with which you did not agree.
- Describe a scenario in which you have gone above and beyond what was expected of you.
- What are some of the responsibilities on your job you feel you have done particularly well or in which you have achieved the greatest success? Why do you feel this way?
- What are your standards of success at work? What have you done to meet these standards?
- Give me an example of a time that you were entrusted with something that had great importance?

SELF DEVELOPMENT

- Describe a time when you were not very satisfied or pleased with your performance. What did you do about it?
- Give me an example of a time when you set a goal and were able to meet or achieve it.
- Can you describe for me a difficult obstacle you have had to overcome? How did you handle it? How do you feel this experience affected your personality or ability?
- Tell me about a situation where you had to learn something new in a short time. How did you handle it?
- Compare and contrast the times when you did work which was above the standard with times your work was below the standard.
- Describe a situation in which you found that your results were not up to your supervisor's expectations. What action did you take?
- Give me an example of a time when you tried to accomplish something and failed. Were you discouraged by this? What did you do about it?
- If someone told you that you had made an error, describe how you would react and what you would say in your defense.
- Tell me about a situation you wish that you had handled differently based on the outcome. What was the situation? What would you change (or will you change) when faced with a similar situation?

PROCESS MANAGEMENT

- Tell me about a time when you had too many things to do and you were required to prioritize your tasks. How did you determine what to do first?
- Recall a time when you were assigned what you considered to be a complex project. Specifically, what steps did you take to prepare for and finish the project? Were you happy with the outcome? What one step would you have done differently if given the chance?
- Can you tell me about a time during your previous employment when you suggested a better way to perform a process? What was the result?

INTERPERSONAL QUALITIES

- Tell me about a time when you felt another employee wasn't being treated fairly. What did you do?
- Give me an example of a time when you knew that a supervisor had given preferential treatment to a co-worker. How did that make you feel?
- Would you consider yourself to be a pleasant person half the time, most of the time, or less than half the time? Explain.
- Recall an instance when you cheered up a co-worker.
- Would you say that you enjoy getting to know your co-workers on a personal basis, or would you prefer to keep the relationships formal?
- Think about a time that you had to verbally interact with higher level management. How do you feel that you were able to orally communicate?
- Describe a situation where you used humor to deflect a difficult or awkward situation.

FOLLOW-UP QUESTIONS:

These will test for consistency and assist in getting greater detail and more information.

- *“Can you give me an example?”*
- *“What did you do?”*
- *“What did you say?”*
- *“What were you thinking?”*
- *“How did you feel?”*
- *“What was your role?”*
- *“What was the result?”*
- *“What do you wish you had done differently?”*
- *“What did you learn?”*

