



During the hiring process, getting to know a candidate's background and experience is relatively easy. "How long have you worked in this industry?" "Where did you attend college and what did you study?" "Why did you leave your last job?" These are standard questions.

But discerning less-tangible qualities like integrity, teamwork, and professionalism is much harder.

The questions in this document are designed to reveal a candidate's past behavior. Use them alongside traditional interview questions to paint a more nuanced picture of each interviewee.

## Technical Skills

1. Tell me about a situation in which you had to apply some newly acquired knowledge or skill. What was it?
2. In your current role, tell me how you developed an appropriate depth of knowledge and skill about the company's products/services.
3. Tell me how you keep up with the professional/technical aspects of your job.
4. Describe a situation where your professional/technical expertise made a significant difference.
5. At some point, everyone gets in over their head on a project or technical issue. Tell me about a time this happened to you. What did you do?
6. Tell me about a time you weren't able to overcome a (technical/functional/job skill) problem. Why do you think you were unsuccessful? What did you learn from that situation?
7. Tell me about a situation where your professional/technical expertise made a significant difference (to the company/to a customer).
8. Tell me about a time you had to learn something new in order to do your work? How did you go about it?

## Integrity

1. Give me an example of a time when you were able to keep a confidence, even when you were tempted to break it or it would have been easier to break it.
2. Tell me about a time where you had conflict with someone around work ethics. What was the situation? How did it work out? What did you learn? How would you have handled this differently?
3. Tell me about a time you gave the benefit of the doubt to someone and were glad you did.
4. Discuss a time when you took responsibility for a mistake even before anyone else knew that you had made a mistake.
5. Tell me about a time when you experienced a loss for doing what is right.

6. We're all faced with having to make a choice between 2 seemingly right decisions. Tell me about a time you were in this situation. What did you do? Why did you choose that "right" action?"
7. Give me an example of a time you had to deal with a tough situation (customer or employee) that challenged your ability to remain fair.
8. What is your definition of integrity? Give me an example of when your own integrity was tested. How did you react?

### **Teamwork**

1. Tell me about a time when you realized one of your co-workers had a work situation (for example heavy workload, fast deadline) and needed your help. What was the situation? What did you do?
2. Give me an example of how you've celebrated an individual's or team's success in the past? What was the occasion? What was your role?
3. Describe a work situation where you had to really listen and display compassion and support for another person or customer.
4. Tell me about a time you feel you mismanaged an emotionally charged situation.
5. Give me an example of a time when, because you failed to detect a person's feelings or concerns, you – at least initially – mishandled the situation.
6. Describe a situation where you had to have a candid conversation with a peer (or a direct report) regarding a work-related issue.
7. Tell me about a time you've had to work closely with a difficult person in order for you to successfully accomplish something. Did you make it work? How (or why not)?
8. Describe a project you were responsible for that required a lot of interaction with people over a long period of time.
9. Tell me about a time you were able to gain commitment from others to really work as a team.
10. Provide an example of a time when it was critical that you establish an effective working relationship with an individual or group outside your department to complete an assignment or deliver a service.
11. Tell me about a time you had to get people with very different work styles or ideas to work together on a project. What, specifically, did you do to pull them together?
12. Tell me about a time you were able to provide your team with recognition for the work they performed.
13. Describe a time you worked on a team that has one or more unproductive members. What did you do? Why? How did it work out?
14. Describe a team experience you found disappointing. What, specifically, made it disappointing? What could you have done to change it from a disappointing to a rewarding experience?
15. Tell me about how you've established a vision for your group? What process did you use? Were others involved? How?
16. Tell me about how your work goals relate to your overall group.
17. Describe a situation when you had to build and maintain a new relationship in order to accomplish a business goal.

### **Professionalism**

1. Give me a recent example of a situation you have faced when the "pressure was on". What happened? How did you handle it?
2. Tell me about a time when you lost your temper/cool/composure.
3. Tell me about a recent success you had with a difficult customer/co-worker.
4. Tell me about a time you had to demonstrate courage in expressing an opposing opinion or idea.
5. Give me an example of a time you felt it was necessary or appropriate to go outside of company policy to meet a customer's needs.
6. Tell me about a work-related risk you took. In hindsight, is there anything you wish you had done differently? Would you do it again?
7. Tell me about a time you took a risk and failed.
8. Tell me how you developed trust between you and your co-workers/direct reports/manager/customers.
9. Trust requires personal accountability. Tell me about a time when you chose to trust someone.

### **Resourcefulness**

1. Tell me about a time you had to think quickly on your feet in a difficult situation.
2. Describe a time when you came up with a creative or innovative solution to a problem between employees.
3. Tell me about a time when you and your manager disagreed on something but you were still able to get your point across.
4. Give me an example of a time you were faced with conflicting priorities. How did you resolve the conflict? Was it effective? Why or why not?
5. Tell me about a time you found and took advantage of an opportunity to make an improvement in your position or department.
6. Describe a time you had to come up with several new ideas in a hurry. Were they accepted? Were they successful?
7. Give me an example of a project where you came up with the idea and managed the process from start to finish.
8. Give me an example of a time you went above or beyond the call of duty in order to get a job done.
9. Tell me about a time you pushed yourself to do more than necessary.
10. Give me an example of an important goal you've had and about your success in achieving it.
11. Tell me about a time when you were asked to complete a difficult assignment and the odds were against you. What did you learn from the experience?
12. Tell me about a work-related risk you took. In hindsight, is there anything you wish you had done differently? Would you do it again?
13. Tell me about a time you took a risk and failed.

### **Passion**

1. Tell me about a time you had to motivate yourself on a task or assignment that you didn't really want to do.
2. Describe a situation where you had to make a decision you knew would be unpopular.
3. Tell me about a leadership situation you would handle differently if you could do it over again.

4. Give me an example of a time your tightly scheduled day was interrupted and thrown off schedule.
5. Tell me about a time you set a goal and how you accomplished it.
6. Tell me about an important goal you failed to achieve.
7. Describe a significant project idea you initiated in the last year? How did you know it was it needed? What did you do? How did it work?
8. Can you tell me about a situation where you had to motivate others? Were you able to do it? How?

### **Respect**

1. Tell me about a time you adapted your style in order to work effectively with those who were different from you.
2. Tell me about a time you took action to make someone feel comfortable in an environment where you could tell they felt a bit uncomfortable.
3. Describe a time you had to separate the person from the issue when working to resolve a difference or situation.
4. Give me an example of a time when you were a good listener. Tell me about a time you didn't listen well and it created a misunderstanding.
5. Tell me about a time you had to resolve a difference of opinion with a customer/coworker/manager. How do you feel you showed respect for that person?
6. Tell me about a time you had to handle a highly emotional person or situation.
7. Give me an example of a time you got involved in your community.
8. Tell me about a time you championed both being a good corporate citizen with your co-workers or department.

### **Follow-up Questions**

1. Who did \_\_\_\_\_?
2. Specifically, what did you do (what was your role)?
3. What did you say?
4. What steps/actions did you take?
5. Tell me more about...
6. What were your specific duties or responsibilities?
7. What did you say? What did the other person say?
8. What was the result?
9. Who else was involved?
10. What other options did you consider?
11. How did you decide...?
12. How did you deal with...?
13. How did the other person respond?
14. How did it turn out in the end?
15. What did you learn?
16. Is there anything else I should know?
17. Can you give me an example?
18. If you could do it over, what would you do differently/the same?
19. What obstacles did you face and how did you overcome them?
20. Could you expand on ... a bit more?