Competency Interview Questions

2) Ability to Influence
3) Accountable
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5) Adaptability
6) Aligning Performance for Success
7) Applied Learning
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9) Attention to Detail / Detail Oriented
10) Boss / Manager Relationships
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24) Communication, Written Communication
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30) Contributing to Team Success
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36) Dealing with Ambiguity
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40) Developing Others / Bringing others along

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45) Empathetic
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56) Information Monitoring
57) Initiating Action (Initiative)
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59) Innovation
60) Integrity & Trust
61) Interpersonal / Political Savvy
62) Interpersonal Skills
63) IT Service Mindset
64) Job Knowledge
65) Leading/Living the Vision and Values
66) Leadership & Navigation
67) Learning Agility/Learning on the Fly
68) Listening
69) Manager Relationships
70) Managerial Courage
71) Managing and Measuring Work
72) Managing Conflict / Conflict Management
73) Meaningful Work
74) Meeting Facilitation / Leadership
75) Mentoring
76) Motivational Fit
77) Motivating Others
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79) Open (HUIT core value)
80) Organizational Agility / Organizational Awareness

81) Organizing
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86) Persuasiveness
87) Planning and Organizing
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89) Priority Setting
90) Proactive / Self-Starter
91) Problem Solving
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95) Relationship Management
96) Resource Allocation
97) Risk Taking
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99) Sales Ability/Persuasiveness
100) Self-Development
101) Standing Alone / independence
102) Strategic Agility
103) Strategic Decision Making
104) Strategic Thinking
105) Stress Tolerance
106) Subject Matter Expertise
107) Teamwork/Collaboration
108) Technical Learning
109) Technical/Professional Knowledge and Skills
110) Tenacity
111) Time Management
112) Trust / Trusted Advisor
113) User Focused (HUIT core value)
114) Work/Life Balance
115) Work Ethic
116) Working Remotely

By focusing on behavior, competency-based selection can ensure that people of all ages and backgrounds receive consideration,
regardless of the length of their formal experience or other factors.

Ability to Influence

1. Tell me about a time when you have persuaded someone else to do something they didn't want to do.
2. Tell me about a time when you had a disagreement with a team member. How did you overcome it?
3. Tell me about a time when you had to work with a difficult person.
4. Tell me about a time when you had to bring others around to your way of thinking.
5. Tell me about a time when you had to communicate effectively.
6. Tell me about a time when you had to change your communication style for different audiences.
7. What would you do if a client disagreed with you on the best action to take?
8. What would you do if a customer complained?
9. How would you manage conflict in the workplace?
10. If you were managing a team, how would you persuade them to accept an unpopular decision?
11. If you were managing a team, how would you work with and command respect from team members who are more experienced than you?
12. How would you coach a less experienced colleague who wasn't sure what to do next on a project?

Accountable

1. Describe a situation when your work did not meet your coworker or supervisor's expectations. What happened? What action did you take?
2. Tell me about a time when you had to deliver on a commitment that was difficult for you. What did you do to motivate yourself?
3. Have you ever been in a situation where your role or responsibilities haven't been clearly defined? What did you do?
4. Tell me about a time when you had to conform to a policy or procedure you did not agree with.
5. Tell me of a time when you disagreed with a customer, supervisor, or coworker.
6. What did you do to resolve the conflict? What was the outcome?

Action Oriented

1. Tell me about a time you were the first person to take action on something.
2. Tell me about a time when you had to do things that did not challenge you.
3. Explain what you did when faced with a difficult problem.
4. Tell me about a time you had to decide between planning and acting.
5. Describe a time when you seized opportunities, grabbed something, and ran with it yourself.

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. Tell me about the manager/supervisor/team leader who was most difficult to work for. (How did you handle this difficult relationship?)
9. 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?)
10. Going from _____ department to _____ department must have been difficult. Describe a problem you experienced in making that change.
11. 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?)
12. Tell me about a time you had to adjust to a company-wide reorganization? (How did the change affect you?
13. 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?)
14. 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.])
15. 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.)
16. 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?)
17. 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?)
18. 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?)
19. 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?)
20. 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 their performance?)
14. Tell me about your newest employee. (How did you go about training them?)
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 their 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 their strengths and developmental needs? (What have you done to get them 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 difficult 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?

Approachability

1. Tell me about a time when you had to spend extra time putting people at ease.
2. Give me an example of how you integrate a new person into a work team or group you belong to.

Attention to Detail

1. Describe a situation when you coordinated several events or people at the same time. How did you handle it? What was the result?
2. Tell me about a recent job situation that required great precision to complete a task. How did you handle the situation?
3. Tell me about a task that was tedious or boring to you—but had to be done. How did you approach and tackle the task?
4. Tell me how you manage your daily work schedule. When have you found it valuable to use a detailed checklist or procedure list to reduce potential errors on the job? What as the outcome? What would you do differently today?
5. Give me an example of a situation where you needed to pay attention to small but important details? When was this? How did it turn out?
6. Tell me about a time when you had to manage large amounts of paperwork. How did you keep things organized to maintain order and accuracy?
7. Do you prefer to work for the "big picture" or the "small details"? Give an example that supports your preference.
8. Would you describe yourself as a perfectionist and why?
9. What methods do you use to check for quality, especially when you have to meet tight deadlines?
10. How do you manage daily tasks at work? Name the organizing tools and technologies you use.
11. What is more important when you organize your projects, quantity or quality? Explain why.
12. How do you manage to limit distractions in the workplace?
13. What techniques do you use when you want to find errors that are not easily noticeable?
14. Describe a time you identified an error made by your manager or a senior. How did you address it with them?
15. How do you make sure you consistently provide quality work?
16. What are some ways you keep track of important project details?
17. What do you think are the most important characteristics for a detail-oriented person to have?
18. How do you limit distractions?
19. How do you tell an employee you found an error in their work?
20. Tell me about a time you made a mistake. How did you fix it?
21. How do you balance quality and quantity?
22. Give me an example of a time that accuracy was extremely important in your work.
23. What do you do when you don't know how to answer a customer's question?

24. How do you make sure you understand your project responsibilities?
25. How do you handle repetitive tasks?

Boss / Manager Relationships

1. Can you describe your best and worst boss and why that was?   What attributes made them effective or ineffective?
2. Describe your ideal boss.
3. Have you ever had difficulty working with a manager? Provide some examples and how you handled the situation.
4. How would your supervisor describe you?
5. How do you handle it if you and your manager disagree on something?
6. What is the biggest criticism you received from your boss?
7. What Expectations do you have from your Supervisor?

Building effective / successful teams

1. As a manager, how have you built successful teams in the past?
2. Assembling and maintaining productive teams is important. Describe a situation that demonstrates your ability to build a cohesive, productive team.
3. Part of effective team building is sharing wins and successes as well as valuing each member of the group. Describe a situation that highlights your skill in this area.
4. Effective team building involves establishing and achieving the goals important to the team while ensuring successful cooperation amongst and within the team. Share a situation that describes your ability to achieve this.
5. Give me an example of when your team accomplished something exceptional and it was up to you to reward the group.
6. Tell me about a time when you had to revitalize a stagnant team.
7. Tell me about a time you worked with a high performing group or team
8. Tell me about a time when you managed a team of experts from another area or work function.
9. How would your colleagues and team describe you?
10. How would you mitigate a dispute between two team members who disagree over their responsibilities?
11. What techniques have you used to motivate a team?
12. What are your preferred methods of communication and why?
13. Do you use any tools to support you in leading a team?
14. Explain a project where you led your team to success

Building a High Performing Team

1. Can you describe one of your favorite teams that you've been a part of? What made this team your favorite? How would you replicate or improve this type of team at our company?
2. What was the worst functioning team that you've been a part of? What made it challenging to work as part of this team? What would you do differently to make this team function better and/or be more enjoyable to work in?
3. What does your ideal team look like? Describe roles, collaboration tools and communication practices used.
4. What do you think is more important for a team: technical skills or communication? Why?
5. What type of employee development program would you put in place to help your team gain/improve skills?
6. Would you rather give your team the opportunity to gain new skills or hire a new employee for those skills?
7. Describe your ideal process for hiring and onboarding new team members.
8. How would you handle a member of your team who is not performing well?
9. How would you handle a member of your team who is having communication issues with other team members?
10. Assembling and maintaining productive teams is important. Describe a situation that demonstrates your ability to build a cohesive, productive team.
11. Part of effective team building is sharing wins and successes as well as valuing each member of the group. Describe a situation that highlights your skill in this area.
12. Effective team building involves establishing and achieving the goals important to the team while ensuring successful cooperation amongst and within the team. Share a situation that describes your ability to achieve this.

Building Customer Loyalty

1. How would you define good customer service?
2. What appeals to you about this role?
3. What's the best customer service you've ever received? Why?
4. Can you tell me about a time when you received poor customer service?
5. Is there a difference between customer service and customer support?
6. Can you tell me about a time when you were proud of the level of service you gave a customer?
7. Have you ever dealt with an unreasonable customer? How did you handle it, and how would you handle it today?
8. Have you ever bent the rules in assisting a customer? Tell me about the situation and the outcome.
9. In your past work, have you ever received negative feedback from a customer? What did you do with that feedback?
10. Can you tell me about a customer who you found difficult to understand and how you approached that interaction?

Building Partnerships

1. Give me an example of a time that you participated in a cross-functional activity for the sole purpose of developing a relationship
2. Describe a time you established and maintained a relationship with a group outside your immediate organization. How did you do so?
3. Tell me about a time that you made contact with people who would be impacted by your work in order to understand their perspective.
4. Describe a situation in which you misinterpreted a message and made a good situation bad. How did you recover?
5. Tell me about a time that you did not obtain critical information about a working relationship, which led to a delay in the completion of a project.
6. Give me an example of a time you developed and maintained a relationship with a business partner. How did you develop and maintain it?
7. When entering a new job, describe how you build relationships with your new coworkers and supervisors.
8. How do you build relationships at work?
9. Tell Me About a Time When You Had to Work with a Coworker You Did Not Like or Trust.
10. Describe a Conflict at Work and how you handled it.
11. If You Have Staff That Reports to You, How Would They Describe You?
12. When You've Started a New Job, How Did You Build Relationships?
13. How do you build and maintain good relationships with your customers at work?

Building Positive Work Relationships / Teamwork

1. Describe a situation when you were able to help 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 their 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 them 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?)
16. 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?)

Building Trust

1. What did you specifically do to try to build a more trusting relationship? What was the result?
2. Describe a time when you had to really "walk the talk." How difficult was it?
3. Tell me about a work incident when you were totally honest, despite a potential risk or downside for the honesty.
4. Describe a work circumstance when the pressures to compromise your integrity were strong. How did you respond to that?
5. If there were something you could change about the way your current / most recent employer does business, what would it be and how would you change it?
6. Under what circumstances have you found it justifiable to break a professional confidence?
7. When you have experienced unethical behavior at work, have you confronted it, or chosen not to say anything in order not to get involved? Why? Would you do something differently next time?
8. What are a couple of the most unpopular stands you have ever taken in your career so far?
9. What are examples of times you went above and beyond the call of duty to help either a customer or co-worker?
10. What would you if you were given credit for something a co-worker actually did?
11. Tell me about a time in which you were expected to work with someone you did not like. What would the people who didn't like you say about you?

Business Acumen

1. Describe how your knowledge of business has been developed.
2. Explain how you keep yourself current on business practices and trends.
3. Tell me about a time you used your knowledge of the organization to get an idea approved.
4. Tell me about a time you used financial data to support a successful project.
5. Tell me about a time when you used industry data to support a successful project.
6. Tell me about a time when you used economic environment data to support a successful project.
7. What have you done in your previous positions at other companies that made a significant difference to the business and for which you believe you will be remembered?
8. Recall an occasion when you had to explain your department's losses.
9. You're new to an organization. What is one of the first things you do to learn how the organization works?
10. You're new to an organization. What is one of the first things you do to learn how you can contribute to the organization's mission?
11. You've been approached with a new idea for your department. Describe how you go about determining the feasibility and possible success of that idea.
12. If you were given the responsibility to start a new department from scratch, what are the basics that you would need to consider?
13. Let's suppose the project you're proposing only breaks even. Assuming it is your decision, do you accept or reject the project? Suppose it is only $1.00 profitable?
14. What difference does it make to organize departments in a centralized versus decentralized way? What is your preference? Why?
15. What role does "corporate culture" play in the success of a company?
16. How have you participated in planning processes?
17. Think back to a time when you had to solve a problem at work. What sources of data and information did you use? How did you identify relevant information?
18. Describe a situation in which you needed to make a business decision. What specific steps led you to your conclusion?
19. Describe how you have used data in the past to make a decision or to solve a problem. How did you use data as an aid in your decision making?
20. Describe a time when you made interpretations based on statistical analyses. What analyses did you use to arrive at your interpretations?
21. Describe the data collection techniques you have used in the past.

Business Acumen - Financial Management

1. Have you ever been over budget? Why? How did you handle this?
2. Recount a time when you had to prioritize bill or invoice payment.
3. If you could pick a stock to add to this company's portfolio, which one would it be? Why?
4. Describe a tough financial analysis problem you were able to solve and how you solved it.
5. Walk me through a financial statement (pick one).
6. What would you do if your proposed budget was rejected by management?
7. Discuss a situation when an expense was greater or less than originally planned. What did you do with the surplus or shortage?
8. Describe your budget creation and management experience.
9. Tell me about your fiscal management experience: budgeting, reporting, cutting costs, and building and maintaining reserves.
10. Describe your PL (profit/loss) experience.
11. What type of inventory audits have you been involved in? Describe challenges you've faced.
12. Have you ever performed a cost-benefit analysis? Tell me about it.
13. What experience do you have with financial planning and analysis?
14. Is it usually better to pay bills early or on time or a little late?
15. What is an income statement? A balance sheet?

16. What is the job of the conventional finance department?
17. Is it possible to have a positive cash flow but to be in financial trouble?

Calm

1. Tell me about a time when you were under extreme pressure and remained calm and focused at work.
2. Tell me about a time when events collided or you were expected to accomplish much in a short time, but you were able to keep your composure. What was the situation and result?
3. Tell me about a time when you had to make a split second decision. What skill did you use to keep your composure? What was the outcome?
4. Tell me about a time when you had to deal with an uncomfortable situation at work. How did you manage it?
5. Describe a time when you were proud of your ability to withhold your comments until you had all the facts. What was the result?
6. Tell me about a time when you had to let go of your need to control a situation. What was the issue? Why was it necessary for you to let go?

Caring About Direct Reports

- Tell me about a time when someone on your team was working on a project and they got stuck. What did you do to help them move forward?
- Tell me about a time when you were managing someone who had more experience in a specific skill set (or was more technically proficient than you) and they came to you for help. What did you do? How were you able to help them?
- Tell me about a time when someone on your team had a personal struggle that impacted their work habits/schedule/routine. We don't need a lot of detail on the personal part, but how did you handle it?
- Can you tell me about two or three people whose careers you fundamentally improved? What did you do?
- When you think about leading and growing this team, what is your vision for what this team will look like long term? How do you envision the team and how would you convey this message and direction to the team?
- Tell me about a time when you were teaching someone and they struggled to understand? How did you adjust? What was the result?
- How do you help facilitate the relationship between members of your team and members of other teams within your organization?
- How do you measure the success of your team? Knowing what you do about Greenhouse, the [department] team, and this role at this point, is there anything you would measure differently if you were to manage the team here?

Change Management

1. Have you managed or led change initiatives in the past? If so, describe them in detail – their objectives, your methods, challenges you faced, and the results.
2. What is the biggest change management challenge you've faced? And how did you handle it?
3. What is your greatest failure in change management? And your greatest success?
4. How do you recognize the need for change?
5. What steps do you take when analyzing the need for change?
6. What metrics do you use when analyzing your own program's performance?
7. How would you go about improving your program's performance?
8. What change models (or frameworks) do you use? Why?
9. What change management software do you use?
10. Define change management. What are some causes of organizational change?
11. How do you win over those who don't share your viewpoints or enthusiasm for change?
12. What steps should you take to obtain executive buy-in?
13. What tactics do you use to get support from frontline employees?
14. How do you build motivation? How do you make change fun and exciting?
15. Why do people resist change? How do you overcome employee resistance?
16. What are the biggest obstacles to organizational change?
17. What steps do you take to mitigate risk?
18. How do you explain to team members that they need to immediately alter a process? (e.g. for developers, the team needs to build a new feature on a tight deadline, due to additional system requirements)
19. Describe a time when you struggled to persuade your team to modify your goals or delegate tasks differently. What happened?
20. How do you measure the results of a modification you made? Give an example of a time you successfully modified a regular procedure.
21. What metrics would you use to assess risk?
22. How would you handle it if your manager asked you to implement a different way of working but didn't explain why?
23. What information do you include in a project plan to ensure all necessary actions are scheduled and measured?
24. How do you react to the standard "this is how we do things" response to a request for change?
25. How would you announce an unpopular decision (e.g. a budget cut)?
26. How have you been successful implementing change? Please share specific examples of when/where you had to implement change. What was your role and what was the outcome? What were the challenges?
27. You must have seen some interesting developments on your prior job. Think about the changes you have seen and tell us how you changed.
28. What was the most significant change you brought about in an organization?
29. Tell me about a creative idea you had to improve one of your company's products or services.
30. Since assuming your current position as _____, how have you changed things? (Why and how did you make these changes?)
31. 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?)

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 them?)
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 them feedback for improvement. (What happened? How did they 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.
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?)

Collaborative (HUIT core value)

1. Give me an example of when you had to be collaborative with another group and how that worked?
2. How did you get a group to be collaborative?
3. Give me a situation when a group you worked with was not collaborative and what you would have changed to make it collaborative.
4. Provide an example of when you needed to make concessions or compromises in order for the group to be more collaborative.
5. Share an example of when being collaborative was bad/negative for the project.
6. Tell me about a time when you were working on a team that was experiencing conflict. How did you specifically behave?
7. Think of a successful project team you were a member of… What made it successful? Conversely, think of a time when you were on a project team that was not particularly successful – why was it not successful?
8. How did you react when a project or deliverable went against your best advice? How about with your advice?
9. Do you like to work as a team? Why or why not?
10. What are some strategies you use to give criticism?
11. What habits and values promote teamwork and collaboration?
12. Talk about a situation where you created a productive relationship with someone on another team/department.

Comfort around Higher Management

1. Describe a situation that demonstrates your ability to interact smoothly with those in authority, both inside and outside the organization if applicable.
2. Describe a situation that demonstrates your ability to comfortably present to those in authority regardless of your surroundings.
3. Describe a situation that demonstrates your ability to gain the trust and confidence of people in authority.
4. It can be challenging to be composed, relaxed, positive, and appropriate when working with those in positions of authority. Tell me about a time that demonstrates your ability to do this.
5. Describe a time you had to sell an idea to top management.
6. Tell me about a time you had to adjust your approach to meet the needs of higher management.
7. Describe a time when you had to deliver bad news to someone more senior than yourself.
8. Tell me about a time when you had to learn to deal with someone older, more experienced, or more senior than you.

Communication

1. Tell me about a time when you had to communicate organizational policies, procedures, and culture to a new or existing employee. What steps did you take to ensure successful communication of your message?
2. Think of a time when you had to respond to stakeholder concerns via written, verbal, or electronic communication. What actions did you take?
3. Consider a time when an employee approached you with a problem. What did you do to try and resolve the issue? How did it turn out?
4. Give an example of a time when you were faced with a problem at work. What specific steps did you take to notify upper management of issues or concerns?
5. Tell me about a time when you supported organizational initiatives in communication with stakeholders. What approach did you take?
6. Walk me through the steps you have taken to communicate a message to your department. To what elements of your message did you pay specific attention?
7. Describe a time when you had to use discretion in communicating sensitive information. How did you handle the situation?

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.
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?

19. Tell me about a time when you installed a new system and had to write instructions to go with it.
20. Describe a time you had to organize and structure your thoughts and put them in writing.
21. Tell me about a time when you had to communicate the same information to different audiences and had to vary your style for each.

Compassion

1. How can you tell when someone needs help? Tell me the steps you go through to provide comfort.
2. Describe something you have learned from caring for or helping others.
3. What is one thing you wished others knew about you, but don't?
4. Tell me about a time when you needed to give feedback to an emotional person.

Composure

1. Describe what you would classify as a "crisis."
2. How do you know when you are stressed? What do you do to de-stress?
3. What do you do when others resist or reject your ideas or actions?
4. How would your past employers describe your response to hectic or stressful situations?
5. What kinds of events cause you stress on the job?
6. Tell me about a work "nightmare" you were involved in. How did you approach the situation, and what was the outcome?
7. Have you ever been caught unaware by a problem or obstacle that you had not foreseen? What happened?
8. Tell me about a work "nightmare" you were involved in. How did you approach the situation, and what was the outcome?
9. Have you ever been caught unaware by a problem or obstacle that you had not foreseen? What happened?
10. You are angry about an unfair decision. How do you react?
11. Your boss is vexed by a recurring misconception about your team or a process. Do you respond? How?

Conflict Management

1. How do you deal with conflict?
2. Tell me about a time when you had an issue with a co-worker.
3. Tell me about a time when you disagreed with your boss.
4. How do you deal with differences of opinion when working on a team?
5. Tell me about a team project when you had to work with someone difficult.
6. Tell me about a time you had a conflict at work.
7. Give an example of a time you had to respond to an unhappy manager/customer/colleague.
8. Tell me about a time that you disagreed with a rule or approach.
9. Describe a situation where you disagreed with the supervisor
10. Tell me about a time you had to respond to an unhappy customer or client.
11. Tell me about a time when you had to make a decision and the information available was totally inadequate.
12. Tell me about a time when you handled a disagreement or conflict well.
13. Tell me about a time when you avoided a conflict.
14. Tell me about a time you had difficulty getting two people or groups to agree.

Confronting Direct Reports

1. How would your direct reports describe your management style?
2. Describe a time you had to confront an employee who was underachieving.
3. How do you manage a problem employee?
4. Explain how you developed a process to manage the performance of employees.
5. Describe a time when an employee was disrupting the work unit. How did you handle the employee?

Consultation

1. Think of a time when you had to work on multiple projects simultaneously. How did you manage your time?
2. Give me an example of a time when you had to summarize information to be presented to mid and senior-level leaders. How did you decide which facts to include?
3. Describe the actions you have taken when conducting initial investigations of employee related transactions. What approach did you use?
4. Tell me about a time when you encountered a business problem. How did you develop a solution?

Continuous Learning

1. Tell me about a job that you had which required you to learn new things.
2. Tell me about a recent job or experience that you would describe as a real learning experience. What did you learn from the job or the experience?
3. Describe a decision you made or a situation that you would have handled differently if you had to do it over again.
4. When you have been made aware of, or have discovered for yourself, a problem in your work performance, what was your course of action? Can you give me an example?
5. Tell me about a time when your supervisor/co-workers gave you feedback about your work/actions. What did you learn about yourself?
6. What have you done to further your own professional development in the last 5 years?
7. Tell me about a job that you had which required you to learn new things.
8. Tell me about a recent job or experience that you would describe as a real learning experience. What did you learn from the job or the experience?
9. Tell me about a time when you were asked to complete a difficult assignment even though the odds were against you. What did you learn from that experience?
10. Discuss the highlights of your most recent educational experience. Did you accomplish any special achievements? What were your most difficult challenges?
11. I noticed on your resume that you attended _____ training program. Please describe the training program. How have you applied what you learned to your current job?

Contributing to Team Success

1. Provide an example of a time you showed strong teamwork skills
2. Share an example of a team project that failed.
3. What makes a team function successfully?

4. What strategies would you use to motivate your team?
5. Have you ever found it difficult to work with a manager or other team members?
6. Describe a time when you worked well as part of a team.
7. Can you tell me about a time when a lack of teamwork hindered a project? How did you address the situation?
8. Do you prefer to work as part of a team or independently?
9. When you are in a team situation, what role do you usually play?

Cooperation & Helping Others (designed for FAD, Office of Sponsored Programs)

1. Describe a situation when you were able to help out a peer or team member.
2. Tell me about a new procedure you wanted your team/group to use. (What did you do about it?)
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. Have you ever helped a peer/team improve their performance at work? (Tell me about one of those times.)
5. 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?)
6. 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?)

Creativity

1. Describe a time when you had to think "outside the box" and how did you go about it?
2. Can you give me an example of a situation where you used creative or innovative thinking to eliminate frustration with a product or process
3. Tell me about a time when you have had to develop a creative approach to problem solving in order to get the job done.
4. In what ways have you encouraged your work team to be more creative and innovative?
5. Tell me about a business problem that you had to solve in a unique or innovative way. What was the outcome?
6. Give me an example of when someone presented an innovative new idea you that was a bit unusual. How did you react? What did you do?
7. What is the most creative idea or project you have generated in your current role? How was it received?

Critical Evaluation

1. Consider a time when you were new to an organization. How did you gather knowledge about your business unit and your organization's business practices?
2. Tell me about a time when you used your knowledge of metrics to work on a project at work.
3. Think of a time when you were unfamiliar with a business term or acronym. What did you do to learn its meaning?
4. Give me an example of a time when you had to carry out an assigned task. What information did you access to complete the task and how did you access that information?
5. Describe for me a time when you have utilized your understanding of cost-benefit analysis. How did you use the analysis?
6. Give me an example of a time when you needed to learn more about competitor organizations. What was the situation? What actions did you take?
7. Describe a time you were asked to prepare a report on metrics or trends. What actions did you take to complete the task?
8. In your previous positions, what methods have you used to learn about your organization's lines of business or products and services?
9. In your previous positions, what methods have helped you learn the most about your organization's HR function and best practices?
10. Consider a time when you worked directly with a customer. What steps did you take to learn about the customer and their needs?
11. Describe a time you identified inefficiencies within a process you needed to follow. How did you react? What actions did you take?

Culture Competence

1. Please share any experience you have in working with individuals from backgrounds different from yours.
2. What are some of the challenges you have encountered in working with co-workers from diverse populations?
3. Do you have experience working with individuals with Limited English Proficiency?
4. What languages do you speak? If language other than English is offered, ask about proficiency (conversational, fluent, read, write, etc.) and if the proficiency has been tested.
5. Have you worked with interpreters? If yes, in what capacity and what was your scope of involvement? Are you knowledgeable about a specific culture such that you could serve a mentor role in teaching other staff about that culture?
6. If you suspected a co-worker was experiencing challenges (missing appointments, etc.) due to cultural preferences, what steps would you take to understand their preferences?
7. Have you ever participated in cultural competency training? Please describe the experience.
8. Have you ever participated, or worked in an organization that participated in a CLAS- or other organization-wide assessment of culturally and linguistically services?
9. How would you go about building rapport with a co-worker who is from a background different from yours?

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 they 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?
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.

Dealing with Ambiguity

1. Tell me about a time when someone asked you to try something completely new to you.
2. Tell me about a time when you had a problem and you did not know what to do
3. Talk about a situation when you weren't exactly clear what your superior (or your client) wanted from you, since their message offered more than one interpretation.
4. Tell me about a time when you had to make a decision without all information you needed
5. Could you tell me about a time you made an important decision without the help of a supervisor or boss?
6. Describe a time when it was important to maintain your productivity and quality of work in spite of significant changes on the job. What were the changes? How did you handle the situation? What were the results?
7. Sometimes, we have to make decisions or take action without having all the information or the total picture. Describe a time when you experienced this. Why was it important to act? How did you cope with it?
8. Please describe a situation in which you were able to function effectively despite the risk and uncertainty it presented. What made the situation risky or uncertain? What did you do to handle the situation? What results did you achieve?
9. Tell me about a time when you were asked to do something you had never done before. How did you react? What did you learn?

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.
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.
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. 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 their 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.
38. 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?
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?)

Developing Others

1. When you were in a leadership position, tell me how you organized the work load, followed up, set objectives, and checked in with people.
2. How do you keep things on track in your group (or on a school or service project) when everyone is very busy and facing a tight deadline?
3. Tell me about a time when you had to explain to your team how to do something complex.
4. Have you ever mentored a new hire / intern / or other member of your team? If so, how did you ensure they learned what you were teaching?
5. Tell me about a time where you had to train someone on your team? Why did you have to train them? How did you balance the time requirements of training with other work?
6. Have you ever had to train someone from a different department on how to use/do something that you were an expert in? What was your strategy for training them? What was the outcome?
7. Have you ever had to onboard new hires to your team? How did you ensure they were up to speed as quickly as possible?
8. Do you enjoy training new hires? Why or why not?
9. Do you enjoy mentoring team members? Why or why not?
10. Tell me about a time when you coached an employee or colleague to help them improve their skills or job performance, what did you do?
11. Describe a situation where you helped motivate someone to improve their performance, what was the outcome?

Directing Others

1. When you were in a leadership position, tell me how you organized the work load, followed up, set objectives, and checked in with people.
2. How do you keep things on track in your group (or on a school or service project) when everyone is very busy and facing a tight deadline?
3. Tell me about a time when you had to explain to your team how to do something complex.
4. Share a time when it was critical that you provide clear instructions, direction, or vision to an individual or group. What was the situation and to whom were you communicating? How did you ensure that your communications were clear and understood by the individual or group?
5. Describe a time when you used formal goals or objectives to inspire others to achieve their best. Which goals related to their normal job and which were stretch assignments? What additional actions did you take to inspire others to achieve?
6. Sometimes, distributing the workload among multiple people can be challenging. Describe a situation in which you were skillful in crafting a work plan that distributed the workload appropriately. How did you determine the distribution? To what extent did you have to adjust your initial plan? What were the results?
7. Explain how you have communicated with others about their work plans. Please share one or two examples related to a specific person(s).

Diversity, Inclusion & Belonging Intentionality

1. Please share with me what Diversity, Equity, and Inclusion Mean to You and Why They're Important.
2. In Your Opinion, What Is the Most Challenging Aspect of Working in a Diverse Environment?
3. What Is Your Approach to Understanding the Perspectives of Colleagues from Different Backgrounds?
4. How Would You Handle a Situation Where a Colleague Was Being Culturally Insensitive, Sexist, Racist, or Homophobic?
5. Tell Me About a Time When You Advocated for Diversity and Inclusion in the Workplace.
6. Can You Give Me an Example of How You Make Your Direct Reports Feel a Sense of Inclusion, Belonging, and Equity on a Daily Basis?
7. What Steps Will You Take to Eliminate Bias from Your Hiring Process?
8. Tell me about a time when you have taken steps to ensure that everyone (in your class, on your team, in your organization) felt included. Describe the situation, the actions you took, and the outcome.
9. What diversity, inclusion and or cultural competence training have you received and how have you applied what you learned on the job?
10. Describe a time when you had to help resolve a conflict between two colleagues or students. Describe the situation, the actions you took, and the outcome.
11. Describe how your career has been enhanced by exposure to diverse people, places, or experiences. Please provide a specific example.
12. How have you incorporated the viewpoints and perspectives of underrepresented groups into your curriculum? Please provide a specific example.
13. What do see as the most challenging aspect of working with a diverse student body? What steps have you taken to meet this challenge?
14. Tell me about one or two specific things that you have done to promote diversity, equity and/or inclusion in your current (or last) job? What steps have you taken to reduce bias and champion diversity understanding in your classes (or in your current job)? Please provide a specific example.
15. What steps have you taken at your current (or last) employer to create an inclusive work or learning environment?
16. What diversity challenges do you face in your current (or last)job? How did you address those challenges? Please provide a specific example.
17. Please describe how you work to create a campus environment that is welcoming and inclusive? Please provide a specific example.
18. How do you challenge stereotypes and promote sensitivity and inclusion? Please provide a specific example.
19. Describe your experience in serving or teaching underrepresented communities. What did you learn from this experience?
20. Tell me about a time when you changed your style to work more effectively with a person from a different background. Tell me about a time when you had to deal with conflict at work. Describe the situation, the actions you took, and the outcome.
21. Tell me about a time when you were unable to be tolerant of another person's point of view. Describe the situation, the actions you took, and the outcome.
22. Describe a time when you were able to overcome a communication barrier. What steps did you take and why? What was the outcome?
23. Tell me about a time when you showed empathy toward another individual or group. Describe the situation, the actions you took, and the outcome
24. How has your background and experience prepared you to be effective in an environment that holds diversity as core to our mission and values?

25. What does it mean for you to have a commitment to diversity? How have you demonstrated that commitment, and how would you see yourself demonstrating it here?
26. Have you encountered concerns about "chilly climate" raised by members of identity groups that have historically experienced discrimination? If so, how have you handled them?
27. Have you ever realized you had said or done something that may have been offensive to a colleague? How did you respond to that realization, and what was the outcome?
28. Tell me about a time that you adapted your style in order to work effectively with those who were different from you.
29. What kinds of experiences have you had in relating with people whose backgrounds are different than your own?
30. Can you recall a time when you gave feedback to a colleague who was not accepting of others?
31. Can you recall a time when a person's cultural background affected your approach to a work situation?
32. Tell me about a time when you had to adapt to a wide variety of people by accepting/understanding their perspectives.
33. What measures have you taken to make someone feel comfortable when some people seemed uncomfortable with their presence?
34. What have you done to further your knowledge/understanding about diversity? How have you demonstrated your learning?
35. Tell me how you work with people to create or foster diversity in the workplace.
36. In what ways have you integrated multicultural issues as part of your professional development?
37. Describe a specific situation in which you worked with a diverse group of people over a period of time. Based on this experience, what did you learn?

Diversity, Inclusion & Belonging Intentionality (Leadership roles)

1. Please Share What Diversity, Equity, and Inclusion Mean to You and Why They're Important. What does it mean for you to have a commitment to diversity?
2. What have you done to advance diversity at your institution? (If the person has not brought it up in responses to earlier questions).
3. How has your background and experience prepared you to be effective in an environment that holds diversity as core to our mission and values?
4. Describe how your career has been enhanced by exposure to diverse people, places or experiences?
5. What steps have you taken to reduce bias and champion diversity understanding in your organization?
6. What diversity challenges have you faced and how did you address those challenges?
7. What is your definition of diversity? How do you encourage people to honor the uniqueness of different individual?
8. Tell me about one or two specific things you have done to promote diversity, equity and/or inclusion in your current (or last) job?
9. What strategies have you used to respond to diversity challenges?
10. How will you contribute to the College's efforts to enhance diversity, equity and inclusion in a meaningful way? How have you approached this on your current (or last) job?
11. In Your Opinion, What Is the Most Challenging Aspect of Working in a Diverse Environment?
12. What Is Your Approach to Understanding the Perspectives of Colleagues from Different Backgrounds?
13. How Would You Handle a Situation Where a Colleague Was Being Culturally Insensitive, Sexist, Racist, or Homophobic?
14. How Would You Advocate for Diversity, Equity, and Inclusion with Colleagues Who Don't Understand its Importance?
15. Tell Me About a Time When You Advocated for Diversity and Inclusion in the Workplace.
16. Can You Give Me an Example of How You Make Your Direct Reports Feel a Sense of Inclusion, Belonging, and Equity on a Daily Basis?
17. What Steps Will You Take to Eliminate Bias from Your Hiring Process?
18. What kinds of leadership efforts would you undertake to encourage a commitment to excellence through diversity?
19. In your experience, what are the challenges faced by members of historically underrepresented groups in the workplace? What strategies have you used to address these challenges, and how successful were those strategies?

Drive for Results / Results Oriented

1. Share with me the most difficult and complex situation in which you set clear, lofty goals for yourself (and others, if applicable), and then pursued those goals with enthusiasm and energy.
2. Think back to a complex and challenging time in which you anticipated obstacles and were prepared with a contingency plan so as not to impede the drive to the goal and, if applicable, kept others involved on track also.
3. Describe a situation that demonstrates your reputation for success and quality performance in the eyes of your peers and superiors.
4. Share an instance that showcases your drive to be satisfied with concrete, stellar results.
5. Share the most difficult and complex situation in which you set clear, lofty goals for yourself (and others, if applicable) and then pursued those goals with enthusiasm and energy.
6. Think back to a complex and challenging time in which you anticipated obstacles and were prepared with a contingency plan so as not to impede the drive to the goal and, if applicable, kept others involved on track also.
7. Describe a situation that demonstrates your reputation for success and quality performance in the eyes of your peers and superiors.
8. Discuss a Time When You Felt Most Proud of Yourself.
9. Discuss a Time When You Worked with Others to Achieve a Goal.
10. Why Do You Think Some People Aren't Successful?
11. How Do You Put a Plan into Action?
12. Why Is It Important to Hold Yourself Accountable?
13. Tell me about a time you had to pay close attention to the tiny details in order to be successful.
14. Tell me about a time you set difficult goals. What did you do to achieve them? Walk me through the process and purpose.
15. What have you done professionally that you succeeded at, but isn't an experience you'd want to repeat?"
16. What single project or task would you consider your most significant career accomplishment to date? Walk me through the plan, how you managed it, how you measured its success, and what the biggest mistakes you made were.
17. Is it better to be perfect and late, or good and on time?
18. What's your definition of hard work?

Emotional Intelligence

1. What's something you've achieved that you're most proud of and why?
2. Who are some of your top role models, why do they inspire you?
3. How do you respond when a co-worker challenges you?
4. Have you ever had to change your behavior, either at work or home, if so, why did you have to change, and how did you change?
5. How do you recover from failure?
6. When have you felt demotivated, and what did you do to overcome this?
7. What kind of behavior makes you angry/annoyed?
8. Tell me about a time when your mood had an impact on your work (this could be positively or negatively).
9. Describe an example of when you have had to be confrontational to achieve results. What did you do and how was it received?
10. Tell me about a time when you had to neutralize a stressful situation in a professional environment.
11. Tell me about a time when you had to work cohesively as a team with people you didn't like.
12. Describe a time when you had to deliver some bad news to someone.

13. Tell me about a time you faced an ethical dilemma at work. How did you deal with it and what was the result?
14. Tell me about a time someone criticized your work. How did you respond and what did you learn?
15. How would you resolve a dispute between two colleagues?
16. If a customer called to complain that the price of our product/service is too high, how would you handle it?
17. Tell me about a time you had a conflict with your supervisor. How did you resolve it?
18. How good are you at asking for help?
19. What's something you're really proud of? Why?
20. Tell me about a time when your mood altered your performance (positively or negatively).
21. Has there ever been a time when you felt you needed to change your behavior at work? How did you do it?
22. Describe a time when you were tempted to blame someone else for something but instead resolved it by owning your part of the issue.
23. What's an example of how you used your emotional intelligence to be effective in your role?
24. Describe a recent sensitive conversation. Either a time when you delivered feedback that may have been hard for the other person to hear, or a time when you revealed something about yourself that was vulnerable in service of connection or creative collaboration. How did the conversation go? What did you learn?
25. When is the last time you remember appreciating someone out of the blue at work? What did you appreciate them for?
26. Tell me about a time when you were convinced you were right about something but then came to change your mind.
27. What's an example of how you used your emotional intelligence to be effective in your role?

Empathetic

1. Tell me about the last time you got angry at work. ...
2. Describe a time when you had to deliver difficult news. How did you go about it?
3. What do you do when someone comes to you with a problem?
4. How do you react when someone comes to you for some kind of help?
5. Tell me about a time when you were sensitive to how another reacted in an emotional or tense situation. What did you do? What was the outcome? ⏵ Tell me about a time when you volunteered your help to someone in need. How did they react? How did it turn out? ⏵ Give me an example of a time when your positive attitude caused others to be motivated or energized. What was the situation? What was the result?

Energy / Motivation

1. At times your workload may feel unmanageable. Describe a time when you recognized that you were unable to meet multiple deadlines. What did you do about it?
2. Tell me about an idea you started that involved collaboration with your colleagues that improved the business.
3. When you had extra time available at your last job, describe ways you found to make your job more efficient.
4. At times you may be asked to do many things at once. Tell me how you would decide what is most important and why.
5. Tell me a time when you identified a problem with a process and what steps did you take to improve the problem?
6. What processes or techniques have you learned to make a job easier, or to be more effective? What was your discovery process and how did you implement your idea?
7. Give me an example of a new idea you suggested to your manager within the last six months. Describe steps you have taken to implement your idea.
8. Tell me about a time when you went beyond your manager's expectations in order to get the job done.
9. Tell me about a time when you identified a new, unusual or different approach for addressing a problem or task.
10. Describe a project or idea (not necessarily your own) that was implemented, or carried out successfully primarily because of your efforts.
11. How do you react when faced with many hurdles while trying to achieve a goal? How do you overcome the hurdles?
12. Everyone has good days and bad days at work. Take your time and think back to a really good day you had and tell me why it was a good day.
13. How do you maintain self-motivation when you experience a setback on the way to achieve your goal? How do you do it?
14. If you find yourself working with a team that is not motivated, how do you keep yourself motivated and motivate others?
15. Describe the work environment or culture in which you are most productive and happy.
16. Tell me about the job position that satisfied you the most. How about the least? What made each one more or less satisfying to you?
17. What goals, including career goals, have you set for your life?
18. Describe for me a situation where you had a positive effect on someone. What did you do? How did the other person react? Why do you think what happened, happened?
19. What is your preferred work style? Do you prefer working alone or as part of a team? What percentage of your time would you allocate to each, given the choice?
20. Describe the actions and behaviors of your current/former manager or supervisor that you respond to most effectively?

Energy (Enthusiasm, Focused, Engagement & Curiosity) (Designed for FAD, Office of Sponsored Programs)

1. In your previous position, describe a new skill or competency you needed to be successful. How did you build that capability?
2. Describe a time when you were unable to meet multiple deadlines. What did you do about it?
3. When you had extra time available in a previous position, describe how you made your job more efficient or yourself more effective or productive.

Ethical Practices

1. Describe a situation when you too action, based on your awareness of ethics laws, standards, legislation, and trends, that impacted your organizational practice.
2. Give me an example of a time when you had to support your organization's HR policies, procedures, and guidelines. What actions did you take?
3. Walk me through the steps you have taken when following a specific policy at work.
4. Think of a time when you were new to an organization. What steps did you take to establish yourself as a credible and trustworthy source for employees to voice concerns?
5. Give me an example of how you have used a specific process to document and escalate reports of unethical behavior to management?
6. Tell me about a time when you made a mistake at work. How did you deal with this situation and what was the outcome?
7. Tell me about a process you have dealt with in the past that required employee confidentiality. What actions did you take?
8. Think about a time when management made a difficult decision. What was the situation? How did you behave?
9. Describe a time when you encountered a fellow employee behaving unethically. How did you respond?
10. Describe a time when you encountered a conflict of interest. What was the scenario? What did you do?

Ethics and Values

1. What's your idea of an ethical organization?
2. What do you believe compromises the ethical workplace?
3. Have you worked for a company that had a code of conduct, and did you have positive or negative experiences there?
4. Have you taken a course or had any training in business ethics?
5. Tell me about a time that you were challenged ethically.

6. I see you've worked with people from different cultures. What ethics and values did you find you had in common, and where did you differ?
7. When you've had ethical issues arise at work, whom did you consult?
8. Have you ever had an issue of ethics arise in past positions? What happened? How did you handle it?
9. Have you ever suffered in your career for doing what was right? Do you have any regrets?
10. If your boss asked you to lie for them, what would you do?

Facilitating Change

1. Why do you people resist change?
2. How do you overcome employee resistance?
3. What are the biggest obstacles to organizational change?
4. What steps do you take to mitigate risk?
5. In your experience, what are the main challenges change managers face while trying to proceed with a radical innovation/change?
6. What is the key to success when you try to persuade a stubborn employee to change a way they have been doing something in work for months or even years?
7. Do you think it is important to measure the impact the change had on the sales/profit/productivity of the team/department/company? How would you measure this impact?
8. How do you assess risks associated with a particular change to production/marketing/sales process?
9. How do you react to the typical "this is how we do things here" response to a request for change?

Fairness to Direct Reports

1. How do you handle conflict between team members?
2. Tell me about a time you let an employee go. What was the situation and how did you handle it?
3. How do you delegate tasks to your team?
4. Can you tell me about a time when a member of your team made a mistake? How did you handle it? What would you do differently the next time
5. How do you find opportunities to integrate management goals within your team?
6. Who was the last person you promoted? What prompted you to promote them?
7. How important are deadlines? How do you handle missed deadlines?
8. Tell me about a time you had to give some difficult feedback.
9. How do you reward hard work?
10. How would you give feedback to a staff member who was performing poorly?
11. How would your direct reports describe your management style?
12. How has your management style changed as you got more experience?
13. What is a common way you see people fail as managers?
14. When was the last time you had to deal with an underperforming employee, and how did you handle it?
15. How would your direct reports describe your management style?
16. How has your management style changed as you got more experience?
17. After being with the same employer for so long, do you think that it might be difficult to start at a new job?

Flexible

1. Tell of a situation where you had to adjust quickly to changes over which you had no control. What was the impact of the change on you?
2. Tell me about a time when you had to change your point of view or your plans to take into account new information or changing priorities.
3. Describe an example of a time when you had to approach people (with different perspectives) for support or cooperation. How did you appeal to each person? What was the result?
4. Describe a situation in which your first attempt to sell an idea failed. How did you react to this? What other approaches did you try?
5. Tell me about a time when your work effort didn't go as planned (blocked by obstacles). How did you resolve this issue? What was the outcome?
6. Tell me about a time when you had to accommodate unplanned activities or demands?
7. Tell me about a time when you had to adapt quickly to changing conditions to accurately complete your job. What were the circumstances?
8. Tell me about a time when you had to work in a chaotic or noisy environment. How did you deal with this situation? How did you ensure your productivity and accuracy in this environment? How do you handle conflict between team members?

Follow Up

1. How have you kept track of assignments made to your direct reports? (Give me a specific example.)
2. 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?)
3. 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.)
4. How have you kept track of progress on delegated projects for which you are responsible? (Give me an example.)
5. 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
6. Have you ever had to contact vendors to check on the status of materials or supplies? (Tell me about one of those situations.)
7. How have you monitored the progress of your direct reports on projects or tasks you delegated? (Give me a specific example.)
8. 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.)
9. 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.)
10. 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.)
11. How have you made sure that due dates were met for work that you delegated? (Give me an example.)
12. Have you ever had to follow up on tasks and activities with specific due dates? (Tell me about one of those situations?)
13. How have you made sure that materials were ready and delivered when you needed them? (Give me an example.)
14. 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?)
15. Give me an example of how you have monitored an individual's progress on a task that you assigned.
16. How have you monitored the progress of vendors or consultants that you used? (Give me an example.)
17. 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 their progress on a delegated task.
18. 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?)
19. 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.)

20. 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?)
21. After you completed a project, have you ever gathered feedback from your internal/external customers? (Tell me about a situation when you did this.)
22. 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.)
23. 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 done and it didn't.
24. We've all been surprised to find that a project deadline was missed because someone didn't do what they was supposed to do. Tell me about the last time this happened to you.
25. 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?)
26. 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?

Functional/Technical Skills

1. How do you keep your technology skills current?
2. Describe a time when you were challenged beyond your technical capabilities.
3. What is coming next in your technical area? What is at the leading edge?
4. What online resources do you use to help you do your job?
5. Pretend I'm not a tech person. Can you explain [a relevant technology] in simple terms?
6. What strengths do you think are most important in a developer [or another relevant IT position]?
7. What are the benefits and the drawbacks of working in an Agile environment?
8. What are your favorite and least favorite technology products, and why?
9. How do you think further technology advances will impact your job?
10. Tell me about a tech project you've worked on in your spare time.
11. Please describe a period of time in which you fully applied your functional and technical knowledge and skills and performed at your highest level. What was the situation? Describe your performance or accomplishments and to achieve them.
12. Describe a situation, task, or project for which you carefully selected the tools, technology, and/or processes you used. Which did you use "as is" and which—if any—did you redesign or have to invent? What were the results?
13. Briefly describe several situations in which you shared your technical knowledge or skills with others. What prompted you to share? How did you share it and what were the results?
14. Describe a situation that required you to learn new technical knowledge and skills. What was it that you needed to learn and how new was it to you? How did you go about learning it and how much time did you commit to it? How did you apply what you learned and what were the results?

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?)
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 their 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 them. (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 their 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?)

Global and Cultural Effectiveness

1. Tell me about a time when you had to apply your understanding of cultural differences at work. What actions did you take as a result of your understanding?
2. Think of a time when you were new to an organization. What steps did you take to develop your knowledge of your organization's global policies and initiatives? What information did you seek out?
3. Give me an example of a time when you applied your organization's policy and philosophy toward diversity and inclusiveness.
4. Tell me about a time when you interacted with a culturally diverse group of individuals at a transactional level when trying to meet a difficult goal. What did you do to take the group's diversity into account?
5. In the past, what steps have you taken to learn more about your organization's business environment?
6. Describe a time when you've assisted in the implementation of a new local program. What steps did you take to launch the initiative?
7. Tell me about a time when you applied your understanding of global and diverse perspectives in your organization's line of business.

Impact / High-Impact

1. How will you identify problems and opportunities on the job?
2. What trends do you foresee for our industry in the next three to five years? How do you anticipate businesses to change as a result?
3. What are your strongest capabilities that make you a top performer?
4. What steps would you take to become an expert in an area you're unfamiliar with?
5. Based on what you know about your company/department/team, what changes would you make if you were in charge?
6. If you were to start tomorrow, what would your plan of attack be for the first 90 days?
7. Tell me about your greatest achievement at work (what you are the most "proud" of?).
8. Describe the work environment in which you will most effectively be able to contribute (your "ideal" working environment?).
9. Have you had to overcome an obstacle that stood in the way of you accomplishing a goal? Explain the situation and how you handled it.
10. What are the most important attributes or skills you believe you would bring to our company if we hired you?
11. How would your coworkers at your current/former job describe your interaction with them and your general effectiveness in your work performance? How would they describe you as a person?
12. How do you continue to develop your professional skills and industry knowledge?
13. How Will You Make an Immediate Impact?

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.)
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. Describe a project or idea (not necessarily your own) that was implemented primarily because of your efforts. What was your role? What was the outcome?
2. Describe a situation in which you recognized a potential problem as an opportunity. What did you do? What was the result? What, if anything, do you wish you had done differently?
3. Tell me about a project you initiated. What did you do? Why? What was the outcome? Were you happy with the result?
4. Tell me about a time when your initiative caused a change to occur.
5. What has been the best idea you have come up with during your professional career?
6. Have you suggested any new ideas to your manager/supervisor/team leader recently? (Give me an example. What happened to the idea?)
7. Have you made any cost-saving suggestions to your manager/supervisor/team leader recently? (Give me an example. What happened to the idea?)
8. Have you found any ways to make your job easier? (Give me an example.)
9. How did you get your position with _____?
10. How did you get your promotion at _____?
11. Describe some ways you changed your job at _____. (What prompted you to make those changes?)
12. 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).
13. What have you done differently from your peers in your organization? (Why? Give me an example of what makes your work unique.)
14. Give me an example of doing more than is required in your current job at _____.
15. Have you taken any steps to improve your skills or performance? (Give me an example of when you did this.)
16. What has been your biggest achievement at _____? (What steps did you take to achieve it?)
17. Are there any projects you initiated at _____? (Give me an example. What promoted you to begin that project?)
18. 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?)
19. Describe a suggestion you have made to improve work procedures or manufacturing process at _____. (How did you try to gain acceptance for it?)
20. Describe a situation where you took action to exceed an internal/external customer's expectations. (Specifically, what did you do?)
21. 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.

22. 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?)

Innovative (*HUIT core value*)

1. Provide a specific example that required you to "think outside the box" or creatively to resolve an issue in the
2. In your current position, what have you done differently than your predecessors and why?
3. Please provide a specific example of a time when you took a creative approach to persuade your team to try a different approach?
4. What is the most unique/creative idea you have contributed to in your career?
5. What are other skills or interests that are not on your resume?
6. Have you always "followed the rules" at the places you have worked to find a solution for a customer?
7. What innovative things have you done in your job to help clients? How about to fulfill a project/task/request?
8. If you were on an island with nothing… what would you do to survive?
9. What "new things" would you do with this technology?
10. A client has you visit them for one specific issue and when you get there, they whip out a whole list of additional questions/needs. How do you prioritize what to help them within the allotted time slot? How do you accommodate all of their needs?

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?)
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?

Integrity and Trust

1. What does the word "integrity" mean to you?
2. Describe a time when you admitted a mistake to a co-worker or supervisor.
3. Have you ever had consequences for doing the right thing?
4. What do you do when you need to admit your mistakes?
5. How have you dealt with failure in the past?
6. 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.
7. Do you do what you say you're going to do? Explain.
8. Do you consider rules and regulations as mandatory aspects that you should follow?
9. Do you act with integrity in everything you do, and can you give an example of how you did so in the past?
10. Are your honesty and integrity your guiding principles?
11. Have you ever broken the rules or regulations during work when a dilemma occurred?
12. Do you know the difference between guidelines and rules?
13. Do you act according to company ethics? Can you give examples of how you did so in the past?
14. Tell me about a time when you paid the price to maintain integrity.
15. What would you do if you were given credit for something a colleague was actually responsible for?
16. What would you do if you were given criticism for something a colleague was actually responsible for?
17. Tell me about a time you went out of your way to get something completed.
18. If a colleague needs to leave work early and the boss does not know about this, would you cover for them? Would you cover for a colleague in general?
19. What circumstance do you find justifiable to break professional confidence?
20. Can you describe a work incident where you were totally honest, despite a potential risk or downside for your honesty?
21. Tell me about a time you had to adapt to a new situation at work.
22. Tell me about a time you went above and beyond to help a customer or colleague.
23. Would you cover for a colleague who's taking home office supplies?
24. Describe a stressful work situation and how you handled it.

Interpersonal Savvy / Political Savvy

1. Tell me about a time when you had to deal with a rude, sarcastic, or negative person. How did you handle the situation?
2. Tell me about a time when you built strong relationships where none existed before.
3. Describe a time you needed to use diplomacy and tact to maintain relationships in a tension filled situation.
4. Tell me about a time when you changed your interpersonal style midstream because something was not working.
5. Describe the type of people whom you find difficulty in working with.
6. How do you become effective in small groups?
7. How good you are when effectively connecting with others?
8. Tell me about the one thing you would like to change about yourself.
9. Tell me something about your work style, personal style, management style etc
10. Tell me about one of the best colleagues you have worked with and why.
11. Tell me about one of the worst colleagues you have worked with and why.
12. Describe a time you needed to use diplomacy and tact to maintain relationships in a tension filled situation.
13. Tell me about a time when you changed your interpersonal style midstream because something was not working.
14. Tell me about a time you got out of a tough problem with your charm.
15. Tell Me About a Time When You Had to Work With a Coworker You Did Not Like or Trust.
16. If You Have Staff That Reports to You, How Would They Describe You?
17. When You've Started a New Job, How Did You Build Relationships?
18. Who is the best direct report you have worked with and why? Who was the worst and why?
19. What do people criticize about you? Are their concerns valid?
20. Describe the kind of individuals who are difficult for you to work with.
21. How would you rate your effectiveness in relating to others? Do you feel it is a natural talent for you?
22. What causes you to be short fused or impatient with others?
23. What challenges do you face getting along with others?
24. What personal characteristics are necessary for success?
25. If you could change one thing about yourself, what would that be?
26. Who had the most influence on your career? On your life? Why?
27. Describe your overall relationship with most bosses you have worked with.
28. Describe your personal style, work style, management style.
29. Who was the best colleague you have worked with and why? Who was the worst?
30. What makes you effective in small groups?
31. Give an example of a time when you used your knowledge of workplace politics to your advantage. resistance?
32. Tell me about a time you had to use your understanding of the politics of the business/organization to push a program through, that you really believed in.
33. Describe a time you had to maneuver around potential organizational landmines in order to bring a project to completion successfully.
34. Tell me about a time when workplace politics affected your job. How did you handle the situation and what was the outcome?
35. Give an example of a time when you used your knowledge of workplace politics to your advantage.
36. Describe a time when you unknowingly made a political misstep. Where you able to resolve your mistake and how?
37. Tell me about a time when you were able to leverage your connection with a colleague or leader of your organization to accomplish a goal.
38. Describe a situation in which workplace politics stalled or thwarted an initiative of yours. How did you handle this resistance?
39. Give me an example of how your knowledge of your organization's culture helped you make a decision.
40. Tell me what steps you took to go about learning how your current organization works.
41. Describe a time when your job was affected by the politics at work.
42. Describe a time when you agreed to implement someone else's idea over your own. How did you approach the situation? What was the outcome of this decision?

Interpersonal Skills

1. If You Have Staff that reports to You, How would they describe You?
2. When You've Started a New Job, how did You build relationships?
3. Tell me about a time when you had to work closely with a coworker whom you disliked or with whom you had trouble working. What did you do to make the relationship work so you could succeed for your company?
4. Tell me about a time when you disagreed with the actions or decisions of your manager or supervisor. How did you approach the situation? Was the situation resolved to your satisfaction or did nothing change?
5. Tell me about a time when you worked with a friend or a co-worker who became a friend. What did you do to ensure that the friendship bore positive results for your company?
6. Describe an ideal colleague, or an ideal boss, and your expectations on them.
7. How do feel about criticism? Is it important to criticize colleagues? Can you handle criticism?
8. You come to work and you see that one of your colleagues look really sad. It's not your direct coworker, but you know the person. What would you do, if anything?
9. Describe a conflict you were involved in at work. How did you resolve the conflict? What happened next with that coworker or team?
10. What are three examples of the kinds of behaviors, actions, or attitudes you are most likely to conflict with at work? Can you give me an example of a situation you addressed in the past? How was it resolved?
11. What are the three most important factors that make you an effective, valued coworker at your current job?
12. If you have reporting staff, how would these staff members describe your relationship with them?
13. During your work experiences while attending college, tell me about a time when you demonstrated that you have the ability and desire to work effectively with your coworkers.
14. When you have entered a new workplace in the past, describe how you have gone about meeting and developing relationships with your new coworkers, supervisors, and reporting staff.
15. Talk about a situation that required high level of diplomacy from your side, either in work or in personal life.
16. Compare yourself now, and five years ago. How have you changed as a person?
17. If your best friend should describe you, what would they say?
18. If someone questioned your credibility, how would you react?

IT Service Mindset

1. Is there a difference between customer service and customer support?
2. Can you tell me about a time when you were proud of the level of service you gave a customer?
3. Have you ever dealt with an unreasonable customer? How did you handle it, and how would you handle it today?
4. Have you ever bent the rules in assisting a customer? Tell me about the situation and the outcome.
5. In your past work, have you ever received negative feedback from a customer? What did you do with that feedback?
6. Can you tell me about a customer who you found difficult to understand and how you approached that interaction?

7. Can you describe a time when you had to say no to an important customer's request?
8. What's the best way to help a customer who has worked with multiple agents and hasn't received the help they need?
9. Tell me about a time when a customer was reporting a technical issue that you didn't know the answer to. What was your approach, and how did it end up?
10. Can you tell me about a situation with a customer when there wasn't a clear policy to use and you needed to make a judgment call? How did you approach your decision, and what happened?
11. Can you give me an example of a situation where there were major problems with your product/service and you needed to respond without having all the answers yet?
12. Can you give an example of how you handled alerting a customer when your product/service caused a major problem?
13. When responding to a customer, how do you decide what information to include and what to leave out?
14. Can you tell me about a time when you needed to convince a customer or teammate to change the way they were working (e.g., adopt a new procedure or modify their language) and how you went about doing so?

Job Knowledge

1. In which areas do you consider yourself to be a specialist, and how do you envision being able to utilize your expertise within our organization?
2. In what specific areas do you need to expand your knowledge to become more proficient at this job?
3. In which areas of your job do you feel capable and in which areas to you feel more comfortable utilizing other people's experience?
4. When did you last volunteer to take a work project simply because it allowed you to expand your personal knowledge of the internal structure within your company?
5. Describe a recent occasion when you used your knowledge of the internal structure, within your company, to answer complex questions about the organization?
6. Can you suggest methods to utilize your knowledge of the company's structure to improve relationships with our customer's and clients?

Learning Agility/learning on the fly

1. Tell me about when you had many work projects at the same time and were working against tight deadlines.
2. Tell me about a time when you had to learn something new very quickly.
3. Describe a time when something looked random or unclear and to move forward you had to quickly find the underlying pattern or structure.
4. Describe a situation when it was critical that you quickly get to the essence of an issue.
5. Would you prefer to learn by reading instructions, watching someone else perform a task, or by doing it on your own by trial-and-error?
6. Do you think it's important to always have an answer for customer's questions – why or why not?
7. Is this true or not true of you: I like logical, analytical approaches to solving problems. Describe an experience that fits your problem solving style.
8. Share an example of a time when you had to collaborate with a coworker to succeed at completing a project. Specifically, how did you work together to do a good job?
9. How do you use failure as a learning opportunity?
10. Describe an assignment that you volunteered for at work, even though you weren't 100% sure you knew how to proceed at the beginning.
11. What do you see as your top skill, and how did you learn it?
12. Describe a crisis you had to handle at work and grade yourself on how you handled it.
13. When you're leading or participating on a team, what steps do you take to get team members to contribute ideas?
14. What is your most challenging aspect of making decisions when circumstances are constantly changing, and how do you handle this?

Leadership and Navigation

1. Describe a time when you needed to work as part of a team on a project or initiative. What was your role on the team and what actions did you take to contribute to the team in that role?
2. Consider a time when you were new to an organization. How did you familiarize yourself with internal policies and procedures?
3. Tell me about a time when an employee approached you with concerns. How did you handle the situation?
4. Give an example of a time when you had to quickly change project priorities. What steps did you take to initiate change?
5. Tell me about a time when you had to represent your organization to an external party. How did you act in order to represent your organization's culture?
6. Describe a time when you had to provide detail-oriented support in the administration of organizational programs and initiatives.
7. Think of a time when you had to build credibility with stakeholders. What actions did you take?
8. Think of a time when you had to make a transactional decision. How did you respond?
9. Walk me through the specific steps you have taken when implementing an organization-wide process or initiative.
10. Describe a time when you have responded to a transactional issue. What steps did you take to see its resolution?
11. Think about a time when you have encountered an ineffective process or transaction. What steps did you take following this discovery?

Leading the vision & 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?)
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 their 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?)

Listening

1. Tell me about a time when others were missing the key points in a discussion and you helped get the discussion back on track.
2. Tell me about a time when your listening skills helped you defuse a situation.
3. Describe an incident when you had to listen attentively in order to act quickly enough to meet a deadline.
4. Give an example of a time when you had to ask direct questions to bring out diverse opinions on a central issue.
5. How do you deal with situations when others are finding it hard to communicate effectively with you?
6. What do you do when someone is deliberately giving you vague, dissembling, or even obstructive information, which hinders your ability to complete a task?
7. Give an example of when you used your listening skills to complete a task properly, or solve a problem.
8. Tell of a Time When Your Active Listening Skills Really Paid Off for You
9. Tell me about a time when you withheld your own opinion and tried to obtain the opinion of others, and why was this action important?
10. How do you get to the bottom of something when someone is incapable of communicating what they really mean?
11. Relate an occasion when you withheld your own opinion, and tried to obtain the opinion of others, and why was this action important?

Managerial Courage

1. How would your direct reports describe your management style?
2. Describe a time you had to confront an employee who was underachieving.
3. How do you manage a problem employee?
4. Explain how you developed a process to manage the performance of employees.
5. Describe a time when an employee was disrupting the work unit. How did you handle the employee?
6. How do you manage stress among your team members?
7. How do you handle conflict between team members?
8. Tell me about a time you let an employee go.
9. Tell me about a time you led by example.
10. How do you motivate people?
11. What is your biggest management weakness?
12. How do you delegate tasks to your team?
13. Describe a time when you challenged someone in a position of authority.
14. Tell me about a time you held back on something you later wished you had said.

Manager Relationships

1. What would your last boss say about how you collaborate with others?
2. What do you think of your last boss?
3. Describe how you like to be managed.
4. Describe the best relationship you've had with a previous boss.
5. If I asked your previous or current co-workers about you, what would they say

Managing and Measuring Work

1. Tell me about a time when you organized and managed others on a complex task from start to finish.
2. Tell me about a time when you and your team struggled because you were not clear about who was responsible for a task or project.
3. When you were in a leadership position, describe your approach to setting goals and monitoring progress for the different team members.
4. Please provide one or two examples of how you've used quantitative and qualitative measures to monitor achievement of goals and objectives. What measures did you set and how did you monitor them? Was there a time when you needed to provide feedback? What was the result?
5. Share some specific examples of how you've monitored the performance of people or critical projects. What monitoring and reporting systems or processes did you use? Were they already in place or did you need to create them? Describe how they impacted results.
6. Describe some specific situations in which you used regular feedback loops to help others stay on track. How often was the feedback provided and in what form? What process did you use to determine the frequency of feedback? What were some specific results of your feedback?
7. Please share a time when it was important to communicate responsibilities or expectations to an individual or group in a way that minimized ambiguity. To whom did you communicate responsibilities? What approach did you use to prevent ambiguity and ensure that the person(s) understood what was expected? What was the result?

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?)
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?)

Managing Conflict

1. How do you deal with differences of opinion when working on a team?
2. Tell me about a time you had to respond to an unhappy customer or client.
3. Explain a situation when you had a conflict at work and how you handled it.
4. How do you handle disagreements when working as part of a team? Provide an example.
5. Explain a situation when you disagreed with your boss and how you handled it.
6. Explain a situation when you disagreed with a rule or policy and how you handled it.

Meaningful Work (designed for FAD, Office of Sponsored Programs)

- Think of a time when you decided on performance goals that was directly tied to the mission of the higher education or non-profit organization you were working for or with.
    - What did you do to establish goals?
    - How did you ensure it tied into the mission?

- Describe a situation in which you had to translate a broad or general directive from senior management into specific goals that would impact the entire organization in establishing policy and procedures.
    - Explain how you did this and the goals you established.
    - Who did you collaborate with to ensure the outcome was meaningful?

- What do you consider to be the most noteworthy meaningful work you have done in the higher education or non-profit industry?
    - Why was the work important to you?
    - What was it about?
    - How was it meaningful?

Mentoring

1. In a supervisory or group leader role, tell me about a time when you had to discipline or counsel an employee or group member? What was the nature of the discipline? What steps did you take?
2. Tell me about a time when you coached a coworker to help them improve their skills or job performance, what did you do?
3. Describe a situation where you helped motivate someone to improve their performance, what was the outcome?
4. Tell me about a time when you trained a new hire.
5. Tell me about a time when you retrained someone who was struggling in their job.
6. Tell me about a time when you mentored a coworker successfully.
7. Tell me when you trained a superior.
8. Tell me about a time when you mentored coworker but failed to help them improve.
9. Tell me about a time when you delegated a task for developmental reasons.
10. Tell me about a time when you brought in an outside expert to train your team.
11. Tell me about a time when you taught a group in a seminar.
12. Tell me about a time when you utilized interactive training techniques.
13. Tell me about a time when you overcame disruptive behavior from a seminar participant.
14. Tell me about the greatest training challenge you have faced.
15. Tell me about a time you had to train a group on a topic you were not an expert in.
16. Tell me about a time when you implemented new technology to facilitate training.
17. Tell me about a time when you identified a training need in an organization that had been unmet.
18. Tell me about a time when the training you delivered resulted in significant bottom line results in the organization.
19. Tell me how you would train me to do… (insert a common task or topic in your industry).

Motivational Fit

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?

Motivating Others

1. Give Me an Example of How You Have Motivated Others
2. How Have You Motivated Others?
3. Tellme about a time when you had to motivate someone
4. How do you successfully motivate your team?

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 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?)
17. Describe a situation when you thought a vendor/supplier was wrong or when you disagreed with them. (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 them. (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?)

Open (HUIT core value)

1. Give an example when you went through a work change and explain how you handled it.
2. Describe a situation where you had an opinion about how to solve a problem and someone changed you mind. Explain why.
3. Tell me about a project you've worked on that cause you to change the most.
4. What is the most constructive feedback you've ever received? And.. What did you learn from it?
5. Describe a situation where you took a position contrary to your manager or colleagues?
6. Describe how you would go about developing trust in your colleagues

Organizational Agility / Organizational Awareness

1. Tell me about a time that demonstrates your skill to both anticipate and solve complex political problems.
2. Describe a situation that demonstrates your skill in building and using effective relationships and networks, both inside and outside of an organization.
3. Describe a situation that demonstrates your skill to maneuver through complex political situations.
4. Describe a time that demonstrates your skill to anticipate, plan for, and mitigate complex political situations.
5. To the best of your ability, describe our company and what you think makes it unique.
6. Why do you want to work here?
7. Where do you think the biggest challenges lie for this organization?

Organizing

1. Tell me about a time you managed a project with team members from other units.
2. Describe the most complex allocation of resources problem you ever faced.
3. Tell me about a time you were prevented from doing something because you couldn't get others to share their resources with you.
4. When it is your responsibility to organize and plan a project what steps do you take?
5. How do you accommodate last minute changes that have to be incorporated into your work?
6. How do you prioritize the tasks to be completed in one complete work project?
7. Illustrate how you prioritize each day's tasks?
8. What do you do when a project is not coming to fruition as expected, because of inefficient planning?
9. What steps do you take when the work of a colleague threatens the completion of a project?
10. How do you stay organized?

Patience

1. Are you a patient person? Explain how you come to that conclusion.
2. Most people find it very hard to be patient. How do you manage it?
3. Can you tell me about a situation that really tested your patience?
4. "Genius is infinite attention to detail" would you agree with this definition?
5. Do you consider yourself a patient person? How do you increase your patience level in challenging situations?
6. Name a time when your patience was tested, and how you kept your emotions in check.
7. What do you do when someone tests your patience?

Peer Relationships

1. Tell me about a time when you reached an understanding about resource with peers.
2. Describe a time you were able to head off a problem because you had a good relationship with a peer.
3. Tell me about a time you resolved a conflict you were having with peers.
4. How would you handle a conflict with a coworker without addressing your supervisor?
5. What are your ideal traits for a coworker?

6. What words would you use to describe the ideal employee?
7. How would you rate your teamwork skills?
8. How would you describe your role within a team environment?
9. What do you think are the most important aspects of communication within a team?
10. Can you think about a time when your coworker asked you to help them while you were busy? What was your response?
11. What would you do if you encountered a problem that you could not solve on your own?
12. How do you handle change within the workplace? Can you give an example?
13. How would you react if you noticed one of your coworkers is upset?

Perseverance

1. Tell me about a time when you accomplished something against significant obstacles.
2. Tell me about something you take pride in that took a long time to do.
3. Describe a situation when you had to see a project/task through to completion even though you faced several setbacks.
4. How have you dealt with failure and bounced back from it?
5. Tell me about a time you had an idea to improve a process at work and what was the result?
6. Describe a project that you had to work on for an extended period of time and how you stayed engaged?
7. Give two examples of things you've done in previous jobs that demonstrate your willingness to work hard.

Persuasiveness

1. Tell me about a time when you have persuaded someone else to do something they didn't want to do.
2. Tell me about a time when you had a disagreement with a team member. How did you overcome it?
3. Tell me about a time when you had to work with a difficult person.
4. Tell me about a time when you had to bring others around to your way of thinking.
5. Tell me about a time when you had to communicate effectively.
6. Tell me about a time when you had to change your communication style for different audiences.
7. What would you do if a client disagreed with you on the best action to take?
8. What would you do if a customer complained?
9. How would you manage conflict in the workplace?
10. If you were managing a team, how would you persuade them to accept an unpopular decision?
11. If you were managing a team, how would you work with and command respect from team members who are more experienced than you?
12. How would you coach a less experienced colleague who wasn't sure what to do next on a project?

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.
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?)

Presentation Skills

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.
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?)

Priority Setting

1. How do you prioritize tasks?
2. How do you limit distractions?
3. How do you manage deadlines?
4. Why do you think it is important to manage your time well?
5. How do you balance work and personal life?
6. Describe how you manage stress at work.
7. Can you describe a situation in which you were late to complete a task or you missed a deadline?
8. How do you organize your work when you have to juggle multiple projects/clients at the same time?
9. If you're reporting to more than one manager, how do you prioritize your duties?
10. Describe a typical day at work. What's your morning routine?
11. How much time do you spend per week on X task?
12. You return to work after a two-week vacation and find fifty new emails in your inbox. How do you choose which emails to open and answer first?
13. Have you ever missed a deadline? If so, what happened? If not, how do you make sure you're not falling behind?
14. What productivity tools (e.g. time-management or project-management software) have you found useful?
15. Describe a time you successfully delegated tasks to your team.
16. How would you reply if your manager suddenly asked you to complete a challenging task on a tight deadline? (e.g. make fifty cold calls to potential customers in one day)
17. Have you ever felt overwhelmed at work? What did you do?

Proactive / Self-Starter

1. Do you consider yourself to be a proactive person? Give me an example of a time when you were proactive in solving a small problem before it turned into a major problem. How have you used creativity to solve a problem? Tell me about a specific instance.
2. Think back to a period of time in which your positive work ethic even inspired others. Share with me the details.
3. Share some instances that demonstrate your capability to regularly develop and implement plans for new projects and to redirect activity on plans that aren't working.
4. Think back to a recent period of time that reveals your skill to view challenges, and even mistakes, as an opportunity to grow.
5. Describe the most complex, challenging situation in which you needed to be the one who set the pace for productivity by example, in a firm but unthreatening way.
6. Describe a time when the cards were stacked against you or your group completing a project on time, and you still met the deadline. What happened?
7. Describe when you didn't meet a deadline? What happened?
8. Tell me about some goals that you have set yourself and how you went about meeting them.
9. How have you found ways to make your job easier or more rewarding?
10. Can you think of some projects or ideas that were sold, implemented or carried out successfully because of your efforts?
11. What changes have you tried to implement in your area of responsibility? What have you done to get them underway?
12. Tell me about some projects you generated on your own. What prompted you to begin them? How did you sell them to your manager or peers?
13. Tell me about what you would consider to be your greatest failure. What did you learn from it? What would you do differently now?
14. What do you consider to be your greatest success and why?
15. Tell me about a work situation where it was not clear how a project was to be addressed, and you had to figure it out on your own?
16. Tell me about a time when an unreasonable deadline was imposed on you. What did you do?
17. Describe a situation where you had to make a last-minute revision to a product based on company changes made at a higher level. How successful were you? How did you communicate changes to the people on the team?
18. What has been the period of greatest change in your career? What did you learn about yourself and your skills in managing the change?
19. Tell me about a time when your manager handed you a task and gave you little or no direction. What was that like for you?
20. Describe an experience you had where you were not tenacious enough. What happened? How could you have improved the outcome?

Project Management

1. What is the most important thing a project manager does?
2. Have you ever had a project that did not meet the deadline or budget?
3. What does a typical relationship with your project sponsor look like?
4. What was your most successful project?
5. What sort of project management tools do you use?
6. What escalation paths do you use?
7. What project management methods do you use?
8. How do you deal with "scope creep"?
9. How do you handle team conflicts?
10. How do you handle underperforming team members?
11. Describe a challenging project, and how did you manage it?
12. When do you know the project is off-track?
13. If the project is not adhering to schedule, how do you get it back on track?
14. Have you managed remote teams and outsourced resources?
15. How do you manage team members that are not working to their full potential?
16. How do you deal when you're overwhelmed or underperforming?
17. How do you prioritize tasks on a project?

18. What project management software do you prefer?
19. What's your preferred project management methodology?
20. How do you gain agreement with teams?

Problem Solving

1. Tell me about a time you came up with a process or procedure to solve a problem.
2. Describe a time you faced a problem that had to be resolved and you weren't sure how to approach it.
3. Tell me about a time your efforts at solving a complex problem did not work.
4. Describe a time when you were able to solve a problem when others around you could not.
5. Tell me about a time when you had to solve a problem twice, because the first solution wasn't right.
6. Tell me a time you had to change plans during a project/task you were doing.
7. Describe a time you were setting goals and needed to plan for uncertainties or problems.

Process Management

1. Describe a time when you found yourself caught in an inefficient process, and had to figure out a better way.
2. Tell me about a time when you took steps out of a process someone else designed.
3. Tell me about a time you had to make some mid-course corrections in a process.
4. Describe a time when you had to organize and implement a work process.

Quality Orientation (Attention to Detail)

1. Tell me about a project that you were completely responsible for completing. How did you stay on task to complete it even though no one was checking your progress?
2. Tell me about a time when you felt it would benefit the situation to disregard structure or formal processes to achieve a better outcome. What were the circumstances? How did it turn out?
3. Give me an example of a time when you recognized an opportunity for process improvement in your department or group. What did you do?
4. Tell me about a time when you missed an obvious solution to a problem? What was the outcome?
5. How do you ensure you maintain accuracy and quality in your work even when under pressure?
6. How do you ensure that when recording customer details that all the information is correct?
7. Tell me how you maintain accuracy and quality in your day-to-day tasks?
8. What impact has this had in the service you provide to others?
9. Give me an example of some routine and repetitive work you have undertaken and how you managed to keep yourself motivated to ensure every detail was correct?
10. Give me an example of when you needed to ask someone for help.
11. How did you identify the best person to approach for the required information?
12. Give me an example to demonstrate the action you took when you realized you were not going to achieve your target/deadline?
13. What are the benefits /disadvantages of working to targets?
14. Can you give an example of something that you identified as needing improving and where you took the responsibility to tackle this need. How did you go about this?
15. If you are half way through the month and you know you are not going to achieve your target/deadline, what do you do?
16. Tell me about a time when this has happened to you and explain what you did to try and achieve target/deadline.
17. How do you keep up to date with changes at work (new processes/products etc)? Why do you think it is important to keep up to date?
18. How do you organize your day?
19. What checking process do you put in place to ensure that you meet accuracy standards?
20. What are your key areas of accountability/responsibility in your current job? How are you performing against those accountabilities?
21. How do you know how you are performing?
22. How do you monitor the performance of your team members?
23. Tell me about your role in measuring quality
24. Describe any quality systems/processes you have personally initiated. Why was it necessary to initiate them?

Relationship Management

1. Describe a time when you were the first point of contact for employee questions. How did you handle this situation?
2. Think about a time when listening skills helped you solve a business problem. What was the problem? How did you develop a solution?
3. Tell me about a time when you were faced with a difficult interaction at work. How did you handle the situation?
4. Tell me about a time when you dealt with a transactional conflict at work. What was the situation? What actions did you take?
5. Think of a time when you were new to an organization. What specific steps did you take to gain trust and become approachable as a professional in the eyes of your colleagues?
6. Consider a time when your boss made a decision that you did not agree with. How did you communicate this decision to other employees?
7. Give me an example of a time when you had to communicate with someone whose opinion differed from yours. What was the situation? What actions did you take?
8. Tell me about a time when you provided customer service to an employee or other stakeholder.
9. Describe a time in a previous role when you had to develop relationships internal to your organization.
10. Describe a time in a previous role when you had to develop relationships external to your organization.
11. Tell me about a time when you were the first point of contact for vendors or suppliers. What actions did you take within this role?

Resource Allocation

1. Can you explain your approach to assigning personnel to a project?
2. What information do you typically require from project managers to hire staff?
3. How would you go about investigating a suspicious overtime payment claim?
4. Can you describe a time when you've faced a major personnel challenge?
5. Which software have you found works best for resource management? Why?

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?)
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?)

Self-Development

1. Explain what you are currently working on for personal improvement.
2. Give me an example of when you compensated for one of your weakness with other skills you have.
3. Describe a time when you were tempted to blame someone else for something but instead resolved it by owning your part of the issue.
4. What's an example of how you used your emotional intelligence to be effective in your role?
5. What percentage of agreements do you currently keep with the people you live and work with? What causes you to break agreements the most? How do you approach broken agreements?
6. Describe a recent sensitive conversation. Either a time when you delivered feedback that may have been hard for the other person to hear, or a time when you revealed something about yourself that was vulnerable in service of connection or creative collaboration. How did the conversation go? What did you learn?
7. What are your favorite ways to bring play into your work?
8. When is the last time you remember appreciating someone out of the blue at work? What did you appreciate them for?
9. Where do you experience a sense of scarcity the most in your life?
10. Tell me about a time when you were convinced you were right about something but then came to change your mind.
11. Describe a time when you were tempted to blame someone else for something but instead resolved it by owning your part of the issue.
12. What's an example of how you used your emotional intelligence to be effective in your role?
13. What percentage of agreements do you currently keep with the people you live and work with? What causes you to break agreements the most? How do you approach broken agreements?
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16. When is the last time you remember appreciating someone out of the blue at work? What did you appreciate them for?
17. Where do you experience a sense of scarcity the most in your life?
18. Tell me about a time when you were convinced you were right about something but then came to change your mind. How did you start learning these skills and how did you take them to their current level?
19. Have you ever been in a role that required you to learn new skills? What were they?
20. What do you think is an area you need to keep growing in professionally?
21. What are new skills you hope to learn over the next 6 months?
22. Are there any apps/programs/websites you regularly use to stay current on industry knowledge/skills?
23. If your manager asks you to complete or do a task/project and you don't know how to do it, what do you do?
24. Tell me about a time when you were asked to do something you didn't know how to do. What steps did you take to understand / complete the task? Did you ask for outside help? If so, who? What was the outcome?
25. Have you ever wanted to expand or change your role? What skills were required to do this? Have you taken steps toward learning these skills?
26. Have you ever had to learn new skills in preparation for or in anticipation of a promotion?

Standing Alone / Independence

1. Could you tell me about a time you made an important decision without the help of a supervisor or boss?
2. How do you handle working with little to no supervision?

Strategic Agility

1. How much time per week or month do you invest in strategic planning? What do you do?
2. How do you inform your team and other departments within your company about your strategic decisions?
3. Describe a time when you proactively identified and addressed an issue at your company.
4. How do you set long-term goals for your team? How often do you check nd review these goals?
5. Describe a time when you failed to achieve your goals and had to follow a different approach. What happened?
6. What are the key factors you take into consideration when building an action plan?
7. As you develop a strategic vision for your organization what are the five key criteria that you should focus on?
8. What are the three most common reasons why change in management fails in most organizations?

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?
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?)

Strategic Thinking

1. How much time a week/month do you invest in strategic planning? What's your approach?
2. Give me an example of when you spotted a problem at your company on your own initiative and then tackled it.
3. How do you communicate strategic decisions to your team and other departments at your company?
4. Tell me about an objective that you failed to achieve. What happened?
5. How do you set objectives for your team? How often do you review and discuss these objectives?
6. What important factors do you consider when building a strategic plan / plan of action?
7. How do you measure the effectiveness of a strategy?
8. What factors do you keep in mind when preparing an action plan?
9. Have you ever failed to achieve your goals and had to follow a new approach? What was the reason for the failure?
10. Tell me about a time when you proactively recognized and resolved a problem at your workplace?
11. How do you share your strategic decisions with your team and other departments in your company?

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 me 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?)

Subject Matter Expertise

1. Tell me about your key responsibilities in your current role.
2. What skills make you the most qualified candidate for this role?
3. Explain something that is complicated but that you know well
4. What's unique about the contributions you've made through your work in the past five years?

Teamwork/Collaboration

1. Tell me about a time when someone else neglected or failed to deliver on their work commitments—and it had a negative impact on your productivity. How did you react? What was the outcome?
2. Collaborative work relationships often ease tension and facilitate productive relationships. Can you give me a recent example where you intentionally enhanced a relationship to get a job done?
3. Tell me about a time when you needed additional information from other people or references to make an informed decision. What did you do? How did your extra-credit research impact the outcome?
4. Describe a time when you put your needs aside to help a co-worker understand a task. How did you assist them? What was the result?
5. Tell me about a time when you improved a process by creating a cross-functional team. What was the issue and how did it turn out?

6. Can you give me a recent example of how you displayed loyalty or commitment to your current work group? Why was this act important to you? What was at stake?
7. When were you part of a great team? What were the circumstances? How did you contribute?
8. Tell me about a time when you disagreed with your team's agreed course of action. What did you do?
9. Give me an example of when you had to be collaborative with another group and how that worked?
10. How did you get a group to be collaborative?
11. Give me a situation when a group you worked with was not collaborative and what you would have changed to make it collaborative.
12. Provide an example of when you needed to make concessions or compromises in order for the group to be more collaborative.
13. Share an example of when being collaborative was bad/negative for the project.
14. Tell me about a time when you were working on a team that was experiencing conflict. How did you specifically behave?
15. Think of a successful project team you were a member of… What made it successful?
    a. Conversely, think of a time when you were on a project team that was not particularly successful – why was it not successful?
16. How did you react when a project or deliverable went against your best advice?
    a. How about with your advice?
17. Do you like to work as a team? Why or why not?
18. What are some strategies you use to give criticism?

Technical Learning

1. Tell me how or where you learned to enhance your technical skills.
2. Tell me about a time you had to figure out the inner workings of something before you could use it.
3. What was your specific role and responsibilities on the most re cent project you worked on?
4. What is the project you are most proud of, and how did you contribute to it?
5. Why is it important to stay updated on the most recent technology trends and developments?
6. As an IT support professional, you know it's vital that you troubleshoot problems quickly. What's your troubleshooting process?
7. Describe a time when you used your technical skills in a practical way to solve a problem?
8. There are a lot of resources out there. Which tools do you find most useful as a technician?
9. Tell me about a time when it was necessary for you to communicate technical information, clearly, to an audience.
10. What plans have you in the near future to take extra technical training, and how will it help your career prospects?
11. Give me an example of an assignment, which you have recently worked on, that involved the learning of a new technical development.
12. Could your work performance be improved by incorporating new technical knowledge and developments?
13. Have you ever used software to make a work related presentation?

Technical/Professional Knowledge & 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 expert
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Tenacity

1. Tell me about your biggest professional failure and what you learned from it
2. How have you dealt with failure? Have you been able to bounce back from it? If so, tell me how.
3. Tell me about a time you had a new idea at work, and how you implemented this idea. Did it work well with the other team members?
4. Describe a project that you had to work on for an extended period of time and how you stayed engaged?
5. How do you keep a positive attitude during difficult situations?

6. Tell me about the skills you have to help you manage your stress?

Time Management

1. Describe how you handle interruptions and meetings, and still get time to work on priorities.
2. When your calendar is too full, give me an example of how you make decisions about what to focus on.
3. How do you prioritize tasks?
4. How do you limit distractions?
5. How do you manage deadlines?
6. Why do you think it is important to manage your time well?
7. How do you balance work and personal life?
8. Describe how you manage stress at work.
9. Can you describe a situation in which you were late to complete a task or you missed a deadline?

Trust / Trusted Advisor

1. Give an example of how you have built and maintained trust in the past. How effective were you at building and maintaining trust in your example?
2. What do you see as being the crucial issues to manage in order to get others to place their trust in you?
3. Describe a time when others have been surprised about your reaction / approach to a management issue
4. When have you chosen to keep sensitive information to yourself? What made you decide to do this? Why did you not choose to be open with the information?
5. Tell me about a person with whom you worked that you found difficult to trust? Why did you not trust them? How did you deal with them?
6. Tell me about a work incident when you were totally honest, despite a potential risk or downside for the honesty.
7. Describe a work circumstance when the pressures to compromise your integrity were strong. How did you respond to that?
8. If there were something you could change about the way your current / most recent employer does business, what would it be and how would you change it?
9. Under what circumstances have you found it justifiable to break a professional confidence?
10. When you have experienced unethical behavior at work, have you confronted it, or chosen not to say anything in order not to get involved? Why? Would you do something differently next time?
11. What are a couple of the most unpopular stands you have ever taken in your career so far?
12. What are examples of times you went above and beyond the call of duty to help either a customer or co-worker?
13. What would you if you were given credit for something a co-worker actually did?
14. Tell me about a time in which you were expected to work with someone you did not like. What would the people who didn't like you say about you?

User-Focused (HUIT core value)

1. Describe for me your previous user community – their needs, and how you supported them.
2. What kind of issues surfaced and how did you respond?
3. Describe a situation that you turned around.
4. Describe the different kinds of users and how you dealt with them.
5. How do you identify the different needs of your users?
6. If you could roll back the clock with your client base and redo a particular project/assignment with them, what would you do differently?
7. Tell me about your favorite/most fun client.
8. Tell me about a client that is particularly difficult for you and how you work with them.
9. Who were your customers at your last job?
10. Tell me about an interaction with a customer that did not go well.
11. Tell me about a project where there was a last minute scope change.

Work Life Balance

1. How do you balance life and work?
2. Do you enjoy the majority of your work?
3. How often are you late home from work because you had to finish something urgent?
4. How often do you check work emails on your phone?

Work Ethic

1. When things are slow at work or you've finished your tasks, what do you do?
2. How do you define work ethic? What does it mean to you?
3. When have you worked the hardest? Describe the situation and explain your motivation.
4. Give an example of when you completed a difficult task that made you work harder than normal.
5. What does having a good work ethic mean to you?
6. Can you share a time you put in extra effort at work?
7. Would you consider yourself to have a strong work ethic?
8. Describe a time when you were proud of how hard you worked on a project.
9. Give two examples of what you did in previous jobs that demonstrate your willingness to work hard.
10. When have you worked the hardest? What motivated you to do so?
11. How do you prioritize your tasks? What time management strategies do you use?
12. Describe a time that you felt overwhelmed with your workload. How did you handle it?
13. Describe a time you did something because it needed to be done even though it wasn't your responsibility.
14. Describe a time when you weren't satisfied with your job. What could you have done to make it better?

Working Remotely

1. Have you ever worked remotely? What were some of the challenges you faced?
2. Why do you want to work from home?
3. Have you worked with a distributed team? How did it go? (Or, How will you deal with the challenges?)
4. Where Do You Prefer to Work?
5. How do you plan on communicating with a remote team?
6. How do you stay focused on your tasks?
7. What challenges do you think you'll face working remotely, and how will you deal with them?
8. What do you like and what do you dislike about working in an office?
9. How do you switch off from work?

10. What skills do you think are necessary to be a successful remote worker?
11. What concerns do you have about working remotely?
12. How do you schedule your day?
13. How do you use different communication tools in different situations?
14. What does "working remotely" actually look like for you?
15. What do you need in your physical workspace to be successful in your job?
16. How do you prioritize tasks?
17. How would you handle lack of face-to-face contact when you work remotely?
18. If you had a problem when the rest of your remote team was offline, how would you go about solving it?

Work Systems

1. Tell me about a time when your attempt at improving quality worked really well for you.
2. Tell me about a time you were faced with processes, systems, or work groups that were delivering poor quality.

HUIT	FAD	HUECU
HUIT Core Values: Open Innovative User-Focused Collaborative	*OSP, target competencies:* • Change & Flexibility • Cooperation & Helping Others • Meaningful Work • Building Partnerships • Communicating with • Customer Focus • Energy (Enthusiasm, Focused, Engagement & Curiosity)	