

# INTERVIEW QUESTION BANK

This question bank contains 170 behavioral interview questions, along with specific follow-up questions for each of them. It is organized by sets of behaviors (also known as competencies) that are important for successful performance in most positions in state government.

## Instructions:

- 1) Determine which behaviors are most important for successfully performing the duties of the position.**  
If you are stuck, you can't go wrong with behaviors such as *Professionalism, Teamwork, Communication, Customer Service, and Initiative*. Ideally, a hiring manager should choose 3-5 behaviors to explore in an interview with 1-3 questions for each.
- 2) Click on a behavior from the list below to go directly to the interview questions for the behavior.**
- 3) Choose your interview questions.** Select the questions you would like to use by checking the box next to them. Cut and paste the **question** (in bold) and its *follow up questions* (in italics) onto a Word document you will use for your interview notes.

## Professional Positions

[Adaptability](#)  
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## Leadership Positions

[Displays High Integrity](#)  
[Exercises Due Diligence](#)  
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[Leads Organizational Change](#)  
[Focuses on Customer Needs](#)  
[Takes Entrepreneurial Risks](#)  
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[Turns Vision into Strategy](#)  
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[Maintains Professional Credibility](#)  
[Builds Competence in Others](#)  
[Develops Successful Teams](#)  
[Inspires High Performance](#)

ADAPTABILITY	
	Tell me about a time when it was important to maintain your productivity and quality despite significant changes at work. <i>What were the changes? How did you handle the situation? What were the results?</i>
	Sometimes, we must make decisions or act without having all the information or the total picture. Describe a time when you experienced this kind of ambiguity. <i>Why was it important to act? How did you cope with it?</i>
	Change in organizations is inevitable. Describe a major change you went through in a job that affected the way you did your job or changed your responsibilities or goals in a significant way. <i>What was your initial reaction to the change? How did you adapt to the change? What was the outcome?</i>
	Sometimes policies exist that we don't agree with. Describe a time when you disagreed with a new policy or procedure. <i>What was your initial reaction to the change? How did you overcome your disagreement? What did you do to adapt to the new policy or procedure?</i>
	Describe a time when you had to act and didn't have enough time to prepare as much as you would like. <i>What was the situation and project/assignment? What did you do to ensure quality?</i>
	Describe a situation when you had to modify an existing plan or otherwise had to change direction in response to a changing situation. <i>What was involved? What did you do? What was the outcome?</i>
ASSERTIVENESS	
	Describe a time when it was important for you to be assertive and appear confident. <i>Why was it important for you to appear confident? How did others react to you? What was the result?</i>
	Describe the toughest group you had to get cooperation from. <i>How did you handle the situation? What was the outcome?</i>
	Describe a time when you had to complete a project in which there was very little direction. <i>What are some of the issues you faced? How did you go about completing the project?</i>
	Describe a time when you supported an idea that no one else supported. <i>What did you do? What was the outcome?</i>
	Describe a time you had to take an unpopular position at work (or school). <i>Why was position unpopular? How did others react to your position?</i>
	Describe a recent time when you had to give constructive feedback to someone you were working with. <i>Why did you feel you needed to give them feedback? How did they react to your feedback? Did they change?</i>
ATTENTION TO DETAIL	
	Describe a situation where it was especially important for you to correctly interpret and apply a policy or follow a procedure. <i>Why was it so important for this policy to be applied correctly in this situation? What did you do to ensure you interpreted it correctly? What was the outcome?</i>
	Describe a situation where you made an extra effort to ensure that your work was of the highest quality possible. <i>How did you go about this? How did you know your work was high quality?</i>
	Describe an assignment where it was very important that a work product you were responsible for was accurate. <i>Describe any guidelines you had to help you organize and maintain the information. How did you know the information gathered was sufficient? What was the outcome?</i>
	Describe a time when you identified problems that had been previously overlooked. <i>Were changes made? Who supported the changes because of your ideas?</i>
	Describe a time when you identified problems that had been previously overlooked. <i>Were changes made? Who supported the changes as a result of your ideas?</i>
	Describe a time when you were responsible for ensuring the accuracy of someone else's work. <i>What did you need to make sure their work was accurate? What did you look for? How did you know it was inaccurate or accurate?</i>
COMMUNICATION	
	Describe a situation when you had to explain something difficult to someone who did not have your knowledge or background. <i>What information did you need to get across? What did you consider when constructing your message? How effective were your efforts? How did you measure this?</i>
	Describe a difficult or sensitive situation that required careful communication. <i>Why was the situation sensitive? What did you do differently (than how you normally communicate) in this situation? What was the outcome?</i>

	<b>Describe a situation where you had to be persuasive to sell your idea to someone else.</b> <i>What was the situation and why did you need to persuade the audience? How were you effective in communicating your idea? Were you successful in persuading the audience?</i>
	<b>Describe a significant piece of written communication that you needed to complete.</b> <i>What types of information did you present and how did you organize what you wrote? Who was your audience? How did you adapt the writing to meet the audience's level of knowledge? What was the outcome?</i>
	<b>Describe a time when you recognized that others weren't grasping what you were saying or writing.</b> <i>What steps did you take to help ensure that your message would be understood? Was it understood? How did you know?</i>
	<b>Describe a time when you were able to effectively communicate with team members, supervisors, and others when appropriate.</b> <i>What was the situation? What was the outcome? What made the communication effective?</i>
<b>COMPOSURE</b>	
	<b>Describe an occasion when you were provoked but needed to appear outwardly calm.</b> <i>Why were you being provoked? What actions did you take to try to stay calm? Were you successful? Did you receive any feedback from others about this situation? What would you do differently in a similar situation in the future?</i>
	<b>Describe a situation where it was important for you to stay positive and keep others calm during a crisis or stressful situation.</b> <i>Why was it important for you to keep others calm? What did you do? What was the outcome?</i>
	<b>Describe a time when you were overwhelmed by your responsibilities.</b> <i>How did you deal with the pressure? What effect did it have on you?</i>
	<b>It is not unusual to be in a setting at work that will be emotionally or physically demanding or hazardous. Describe a time when you were able to do a job in spite of difficult conditions.</b> <i>What did you do to manage the situation? How did you react to the stress?</i>
	<b>Describe a time when you could not get the cooperation needed from another individual.</b> <i>How did you handle it? What was the outcome?</i>
<b>CONFLICT MANAGEMENT</b>	
	<b>Describe a time when you effectively negotiated an outcome that allowed both parties to achieve their goals.</b> <i>How did you do this? What factors did you need to consider? What feedback did you receive? How might your efforts on this occasion have differed from those of your coworkers?</i>
	<b>Describe a time when you identified potential conflict at work (or school) and prevented it.</b> <i>What was the potential issue and how did you identify it? Who was involved? What action did you take? What was the outcome?</i>
	<b>Describe a situation in which you handled a conflict or confrontation.</b> <i>What was the issue and who was involved? What steps did you take to handle the situation? What was the outcome?</i>
	<b>Describe a time when you were responsible for negotiating something important.</b> <i>What made it important? Which of your negotiating techniques was most effective? What were the results?</i>
	<b>Describe a situation where you needed to resolve conflict between two parties by letting one party "win" because compromise was not feasible or the best solution.</b> <i>Why was compromise not feasible? What did you tell the "losing" party? How did they react?</i>
<b>CONTINUOUS LEARNING</b>	
	<b>Describe the things you have done over the past year or so to learn about advances in your field or develop new skills.</b> <i>What specific knowledge or skills did you need to build? How did you go about building them? Who initiated the learning?</i>
	<b>Describe a time when you realized you lacked a skill that you needed to do a task.</b> <i>What prompted you to share? How did you share it? What were the results?</i>
	<b>Describe an occasion when colleagues (or others) sought your advice or experience.</b> <i>What had you done to be an authority? What have you done since to acquire extra knowledge? To what extent could you answer all of their questions? How did you know that the information you gave was accurate and up to date? What was their reaction?</i>
	<b>Describe a situation that required you to learn new technical knowledge or skills.</b> <i>What was it that you needed to learn and how was it new 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?</i>

	How have you used feedback from your supervisor or coworkers to improve your job performance? <i>What was the feedback? What did you do?</i>
	Provide some specific examples of how you incorporated new technical knowledge into your job. <i>What were the results? What feedback did you receive?</i>
<b>CREATIVITY</b>	
	Describe a situation when you produced an imaginative solution to an on-going problem. <i>How did you generate the solution? What feedback did you receive? What would you do differently next time?</i>
	Describe a time when you identified a new, unusual, or different approach for performing a task. <i>How did you identify your approach? Was it successful?</i>
	Creative ideas may seem good initially but in practice are unusable. Describe a situation when this happened to you. <i>What was the idea? How did you decide that the idea was not practical? What was the outcome of the situation?</i>
	Think back to a time when you were faced with a problem or challenge that required “outside the box” thinking to come up with a solution. What was the situation? <i>Describe the thought process you went through to come up with the solution or approach. What was the solution and why do you consider it “outside the box?”</i>
	Think back to a time when you were brainstorming with others—a time in which you were a particularly creative and valued contributor to the brainstorming session. What was the group brainstorming? <i>How did you contribute? In what ways were you particularly creative? What was the result of the brainstorming?</i>
	In what types of situations have you been least creative? Describe a couple of these situations. <i>What stops you from being creative? How do you manage these situations? What would help you handle these situations more effectively?</i>
<b>CUSTOMER SERVICE</b>	
	Describe a time when you had to help a customer who was angry and upset. <i>How did you find out about their real needs? Why did they come to you? How well did you manage to meet their needs?</i>
	Describe a time when you put a customer’s (or client’s) needs ahead of your own. <i>What sacrifices did you make? What impact did this have on your other activities? How was this seen by others?</i>
	Describe a time you dealt with a customer who was different from you (e.g., culture, beliefs, age, disability) and had unique needs. <i>How were they different from you? How did you modify or adapt your style to help that customer?</i>
	Describe a time you made a lasting, positive impression on a customer. <i>What was the situation and who was the customer? What did you do for the customer to make an impression? How did the customer respond to you?</i>
	Describe a time when you were unable to help a client as much as they wanted. <i>Why was this? What did they say about your reaction? What feedback did you have about the situation?</i>
	Describe a time when you used customer feedback to improve service to your customers? <i>How did you obtain this feedback and what did you do with it? How did you change the way you serve customers?</i>
<b>DECISIVENESS</b>	
	Describe the last time that you had to think on your feet and make an important decision quickly. <i>Why did the decision need to be made quickly? What factors did you consider? Was your decision successful?</i>
	Describe the toughest, or most complex, decision you have needed to make at work (or school). <i>What made this decision so difficult or complex? What things did you need to consider when making this decision? What were the implications of making an error? How did you feel about the need to make the decision? What feedback did you receive about the decision?</i>
	Describe a time when you had to decide quickly, but information on which to base your decision was difficult to obtain. <i>How did you determine how much information was enough? What decisions did you make and what were the results?</i>
	Describe a time when you had to defend a decision you made even though others were opposed to your decision. <i>What was the situation? What did you do? What was the outcome?</i>
	Describe a time when you were rushed to make a quick decision that you later regretted. <i>What led to the need to make a hasty decision? How has this influenced your subsequent behavior?</i>
	Describe a time when you made a decision in order to solve a recurring problem. <i>What was the problem? What did you do? What was the outcome? Were you satisfied with the outcome, why or why not?</i>

## DEVELOPING OTHERS

Describe a time when you recognized that a coworker (or team member) was having difficulty performing their job. *What did you do? What was the outcome?*

Describe a time when you trained two people on something at different times, or coached two different people at different times. *What similarities and differences were there in your approach? Were you more successful with one person than the other?*

Describe a time when you provided feedback to someone about their performance. *What type of feedback did you provide? How was your feedback received? What was the outcome?*

Describe a situation in which you helped someone (or a group) learn something. *Who were you helping and what were you helping them learn? What specific actions or techniques did you use to help them learn? What was the outcome?*

Describe a time when you had to motivate others to learn something. *How did approach the situation? What methods/techniques did you use specifically? Were you successful?*

## EMPATHY

Describe a situation when you needed to deliver negative information (i.e., “bad news”) to someone. *How did you deliver the information? How was it received?*

Understanding how other people think and feel is often important for getting a job done. Describe a time when your understanding of others had that effect. *What was the specific situation and who was involved? How did you gain your understanding?*

Describe a time when it was important for you to gather information about someone who had difficulty communicating their needs. *Why was important to get the information? How did you gather the information you needed? What was the outcome?*

Describe a time when you needed to work with someone who was upset but not saying so. *How did you know they were upset? What did you do? What was the outcome?*

Describe a situation in which you were able to “read” others and guide your actions by your understanding of their non-verbal cues. *What were their non-verbal cues and how did you interpret them? What was the outcome?*

Describe a time when you gave up something important to you to help someone else. *How did you decide to approach it this way? What have you learned from this situation that you might use again in the future?*

## INFLUENCE

Describe a time when you attempted to convince multiple people, who each had different perspectives, of an idea or action. *What tactics did you use? What was the most difficult part? Were you successful?*

Describe a new idea or procedure you implemented that was considerably different from the “usual” approach. *How did you establish credibility? Was your approach successful?*

Describe a time when you were unable to convince others of the merits of an idea you had. *How did you try to influence them? Why do you believe you were unable to convince them? What did you learn*

Describe a time you had to sell a tough idea. *What did you know about the audience? What did you do? What was the outcome?*

Describe a time when you needed to convince someone to do something, but they were reluctant to do it. *Why were they reluctant? How did you try to convince them? Were you successful?*

Describe an experience where you have had to negotiate with someone that you did not have a comfort level with. *What did you do? What was the outcome?*

Describe a situation when you negotiated an agreement with someone else. *How did you come to agreement? Were you and the other party satisfied with the agreement? What would you do differently next time?*

## INFORMATION SEEKING

Describe a situation in which you gathered or organized information that was needed by others. *Describe any guidelines you had to help you organize and maintain the information. How did you know the information gathered was sufficient? What was the outcome?*

Describe a situation in which you had to talk to people to get information you needed to make an important decision or recommendation. *What was challenging about the situation? What did you do?*

	<b>Describe a time when you lacked much of the knowledge or information necessary to get a task or project done.</b> <i>How did you remedy the situation? From whom or where did you go for assistance? What was the outcome?</i>
	<b>Describe a time when you were asked to complete a task that required the use of information that wasn't easily accessible.</b> <i>What was the specific situation? How did you gather the necessary information? What was the outcome?</i>
	<b>Describe a time you developed procedures for maintaining information, evaluating information, or sharing information.</b> <i>What did you develop? Did it work?</i>
<b>INITIATIVE</b>	
	<b>Describe a situation where you had to see a project or task through to completion even though you faced several setbacks.</b> <i>What happened? How did you react to the problems? To what extent did others see how you were feeling?</i>
	<b>Describe a time that you went "above and beyond" to reach a goal.</b> <i>What was the goal? What did you do and were you successful? What did you learn to improve your current work methods?</i>
	<b>Describe a time when you worked especially hard in your current or previous job (or school).</b> <i>Which aspect(s) of the situation motivated you to work hard? Which aspect(s) of the situation de-motivated you? What feedback did you have on your performance?</i>
	<b>Describe a time when you undertook a demanding project.</b> <i>What was the project? What prompted you to get started? What was the result?</i>
	<b>Describe a time when your manager/supervisor was unavailable and a project/work deadline was approaching.</b> <i>What was the project and what was the deadline? What did you do since your supervisor was not available? What was the outcome?</i>
	<b>Describe a time when you recognized an opportunity and acted on it.</b> <i>What was the opportunity? What did you do? What was the outcome?</i>
	<b>Describe a situation where you had to see a project or task through to completion even though you faced several setbacks.</b> <i>What happened? How did you react to the problems? To what extent did others see how you were feeling?</i>
<b>ORGANIZATIONAL AWARENESS</b>	
	<b>Describe a time where your understanding of your organization enabled you to get something you needed that, had you lacked the understanding, you probably would not have gotten.</b> <i>How did you gain this understanding? How did you use this knowledge? Were you successful? What would you do differently next time?</i>
	<b>Describe a situation in which you used your knowledge of an organization's mission, functions, policies to contribute to a program or project.</b> <i>Specifically, how did it affect the program or project? How did it impact the organization or work unit?</i>
	<b>Describe a situation where you used your knowledge or an organization's informal "power relationships" to get something done.</b> <i>How did you learn about these information relationships? How did you use this knowledge? Were you successful?</i>
	<b>Describe the steps you took to go about learning how your current organization works.</b> <i>What did you do? What was the most difficult part? What would you do differently in the next organization you work for?</i>
	<b>Describe how you have identified trends (such as technological, economic, political, or social) outside your organization that could impact the organization.</b> <i>How did you apply the information? What contacts outside your work unit do you maintain to stay current with these trends/issues?</i>
<b>PLANNING &amp; ORGANIZATION</b>	
	<b>Describe a time when you had to plan a significant project.</b> <i>What actions or approach did you take? How much time did you have? What factors did you need to consider? What could you have done better to assist in the smooth implementation of the project? How would you rate the effectiveness of your planning on this occasion? How does your approach to planning differ from others? What are the advantages and disadvantages of your approach?</i>
	<b>Describe a time when you had to work hard to meet an important deadline.</b> <i>How manageable was your timeline? What did you do to ensure that the deadline was met? How would you organize your activities differently next time?</i>
	<b>Describe an occasion when you had to prepare in advance for a meeting or project.</b> <i>What did you do? How much time did you have to prepare? What could you have prepared better?</i>
	<b>Describe a recent situation where you had to set clearly defined objectives.</b> <i>How did you go about setting your objectives?</i>

	<i>In hindsight, how realistic were your objectives? What areas do you think you need to work on in terms of your objective setting? How does your objective setting compare with that of your coworkers? What do you see as being the key to setting realistic objectives?</i>
	<b>Describe how you personally organize yourself when you have a lot of work.</b> <i>Where do you start? On what basis do you make your decisions? What do you do to ensure it all gets done? How do you feel when you have so much to do?</i>
	<b>Describe a time when you developed actions for achieving a specific objective or strategy.</b> <i>How useful were your actions when it came to achieving your objectives? What would you like to improve on in terms of your action planning? How do your action planning skills compare to those of your coworkers? What do you feel are the key things to remember when developing actions?</i>
	<b>Describe a time when you missed a deadline.</b> <i>Why did it happen? How were you responsible for this? What did you do to try and overcome this problem? What have you done differently in relation to deadlines since this happened?</i>
	<b>Describe an occasion when you needed to consider several possible scenarios when planning?</b> <i>What factors did you consider? How did you select the correct course of action? How did you minimize the risk of getting it wrong?</i>
<b>PROBLEM SOLVING</b>	
	<b>Describe a situation in which you identified a problem and evaluated alternatives to make a recommendation or decision.</b> <i>How did you identify the problem? What was the problem and who was affected? How did you generate and evaluate your alternatives? What was the outcome?</i>
	<b>Describe a situation when you were able to identify linkages between seemingly unrelated elements of a problem?</b> <i>What led you to identify the linkages? How did this help you in solving the problem? What aspects could you have paid more attention to?</i>
	<b>Describe a time when you failed to handle a problem or situation effectively.</b> <i>Why do you think your solution was ineffective? What, if anything, did you do after you recognized the problem was not handled appropriately?</i>
	<b>Describe a situation in which you needed to carefully analyze and interpret information.</b> <i>What information were you given? How did you arrive at your conclusions? What was the outcome?</i>
	<b>Describe an occasion when your experience and existing skills didn't help you in solving a problem.</b> <i>Why were your past experience and existing skills not helpful? How did this lack of experience influence your approach to the problem? In hindsight, what should/could you have done differently?</i>
<b>PROFESSIONALISM</b>	
	<b>Describe a time when you had to choose between admitting a mistake and maintaining credibility to a supervisor or client.</b> <i>What did you do? How did you decide what to do? How does your approach compare to others who have faced this situation? What would you do differently next time?</i>
	<b>Describe a time when you have had to defend an organization's decision to others who did not agree with the decision, even when you did not agree with the decision either.</b> <i>What was the specific situation? Why did you defend the decision? What did you say/do that was particularly effective? In hindsight, what would you have done differently?</i>
	<b>Describe a time when you observed others working in an unprofessional/unethical manner?</b> <i>What was unprofessional or unethical about their behavior? What did you specifically do about their behavior? What were the implications of taking action? How did you deal with the possible consequences?</i>
	<b>Describe a time when you were asked to "bend the rules" by a coworker or client.</b> <i>How did you manage the situation? What pressures were you under? What factors did you have to consider? What was the outcome?</i>
	<b>Describe a time you had to deal with confidential information.</b> <i>What was the specific situation? What did you do to ensure that the information remained confidential – how did you protect that information?</i>
	<b>In most organizations there are rules, policies, and procedures that have to be adhered to and those that can be interpreted with more flexibility. Describe a time when you interpreted policies with flexibility.</b> <i>What was the specific situation? What made the situation ambiguous? What did you do well in handling the situation? What else could you have done?</i>
	<b>Describe a time when you chose not to follow a policy or directive.</b> <i>What was the outcome? What is your definition of business ethics?</i>
<b>RELATIONSHIP BUILDING</b>	
	<b>Describe a period of time when you made an extra effort to build strong relationships with others inside or outside the organization.</b> <i>To what extent were any of the people challenging to relate to? What methods did you use? What were the results?</i>

	<b>Tell me about a time when it was particularly important to quickly build rapport with an individual or group.</b> Who was the person(s) and why was it so important? Specifically, what methods did you use to build rapport? How did you know that you were successful?
	<b>Describe a time when you were able to use your contacts to further the efforts of your organization.</b> How was this possible? What did you need to do in return? What did you do to build your network?
	<b>Describe a situation where an individual from outside your work unit (or in different organizations) sought your advice on an issue or help with something, when it wasn't really expected of you as part of your job.</b> Who contacted you and were you able to help them? Why did you help them? What did you expect from them in return?
	<b>Dealing with other people on the job is sometimes not an easy task. Describe a situation in which you had to develop a relationship with someone with whom you did not like to work in order to complete an important task or project.</b> How did you develop and maintain a professional working relationship with that person?
	<b>Describe an alliance you've developed with another employee or group.</b> What steps did you take to build this alliance? What benefits did the alliance have for you and the organization?
<b>TEAMWORK</b>	
	<b>Describe a time when you went out of your way to assist a coworker (or member of a team you were on).</b> <i>What prompted you to act and what did you do? What was the outcome? How has that changed things between you?</i>
	<b>Describe a time when it was difficult to work with others on a team.</b> <i>What caused the problems? How did you respond? What was the outcome?</i>
	<b>Describe a time when you have disagreed with a decision made by most of your team.</b> <i>What was the situation and what prompted the disagreement? What did you say to voice your concerns? What happened in relation to this?</i>
	<b>Describe a time when you needed to work as part of team to get a job done, and the team functioned very effectively.</b> <i>What made the team so effective? What was your contribution to the team? How did your coworkers relate to you?</i>
	<b>Describe a time when you had to support others in a team.</b> <i>Why did they need support? What did you do to support them? How did that change things?</i>
<b>TEAM LEADERSHIP</b>	
	<b>Describe a situation where you were responsible for monitoring the progress of a team project and giving feedback to team members.</b> <i>What aspects did you monitor and how did you select them? What kind of feedback did you provide? How do you think the feedback was received? Was the feedback helpful and was the team successful?</i>
	<b>Describe a time you successfully led or guided a group or team effort.</b> <i>What was the goal and who was involved? How did you decide who would complete the different tasks? How did you communicate to other how they were doing? What were the biggest challenges and how did you overcome them?</i>
	<b>Describe a situation where you clarified roles for others working on a project and needed to provide direction to them.</b> <i>How did you clarify roles? How did they respond to the direction you provided? What was the outcome for the project?</i>
	<b>Describe a time when you were the "leader" of a team and you needed to delegate parts of a large assignment.</b> <i>How did you decide who to distribute to? What problems occurred? What was the outcome of the assignment?</i>
	<b>Describe a situation where you led others in a group effort that was unable to accomplish what needed to get done.</b> <i>In what ways was the group effective or ineffective? Why do you think the group was unable to get it done? What did you learn?</i>
	<b>Describe a time when you led a team/group in which the members working on the project had different styles/ideas (either from each other, or from your own).</b> <i>How did you pull them together? Were your actions successful?</i>
	<b>Describe the expectations you created for the last team or group that you led.</b> <i>What are they? What factors do you consider in setting/communicating expectations?</i>

## Interview Questions for Leadership Positions

### DISPLAYS HIGH INTEGRITY

**Describe a time when you observed others working in an unprofessional/unethical manner.** *What was unprofessional or unethical about their behavior? What did you specifically do about their behavior? What were the implications of taking action? How did you deal with the possible consequences?*

**Describe what you have done in a previous organization to create an environment that fostered high ethical standards.** *What actions did you take? What was the effect on staff? What was the overall impact on the organization?*

**Describe a time when setting a positive example had a beneficial impact on your staff.** *How did you determine that a strong example was needed? What did you do? What was the effect on staff?*

### EXERCISES DUE DILIGENCE

**Describe a situation that showcases your ability to use sound financial judgment to make good organizational/project decisions.** *What was the situation? What actions did you take? What was the result?*

**Describe a time when you were asked to undertake a course of action or project that conflicted with your assessment of the situation and in your opinion, involved significant risk.** *What was your approach to achieving the stated goals? Were you able to mitigate the risks? How? What was the outcome?*

**Provide an example of using a cost-benefit approach to setting organizational/project priorities.** *What was the situation? How did you identify cost effective approaches? What was the outcome?*

### ACTS DECISIVELY

**Describe a complex decision you had to make in the last six months.** *What was the situation? Describe the process you went through to make this decision. Who did you involve in your decision and why? Why was it complex?*

**Describe a time when you had to make a decision that had a significant impact on others.** *What was the decision? Who did it impact? What factors or variables did you consider? How did you evaluate your options? What was the result?*

**Describe a recent decision you had to make or problem you had to solve that involved a significant skill in gathering and analyzing information.** *How did you determine the information you needed? How did you go about getting the information?*

### LEADS ORGANIZATIONAL CHANGE

**Describe a time when you had to implement a significant change in your organization.** *What was your strategy? What challenges did you encounter? How did you overcome those challenges?*

**Describe a time when you were the originator, or "architect," of a change effort.** *How did you approach this endeavor? How did you garner support for this effort? What challenges did you face and how did you handle them?*

**Describe a situation where you fostered a highly motivated and productive work environment during a time of change.** *What actions did you take? What challenges did you face? What was the result?*

### FOCUSES ON CUSTOMER NEEDS

**Describe a time when you assessed customer needs to improve processes to deliver better products or services.** *Who were your customers? What methods did you use to collect information about your customers? What was the outcome?*

**Describe what you have done to establish a customer-focused culture in your organization.** *What approaches did you take? How did you involve staff in this process? What was the outcome?*

**Describe a situation in which you had to address a highly sensitive and/or complex problem for a dissatisfied customer.** *What was the problem? What did you do? What was the outcome?*

### TAKES ENTREPRENEURIAL RISKS

**Describe a situation in which you provided an innovative solution to make an organizational improvement.** *What did you do? What were the results? What level of the organization was affected?*

**Describe a new service, program, or product you developed.** *How did you determine a new service, program, or product was needed? How did you determine if the service, program, or product was a success?*

**Describe a situation where you used technology to improve a project or program.** *What was involved? What was the outcome? How did you keep informed about new technology applications?*

### BUILDS STRONG ALLIANCES

	Describe a time when you made an extra effort to build strong relationships with others inside or outside the organization. To what extent were any of the people challenging to relate to? What methods did you use? What were the results?
	Describe a time when you were able to use your contracts to further the efforts of your organization. How was this possible? What did you need to do in return? What did you do to build your networks?
	Dealing with other people on the job is sometimes not an easy task. Describe a situation in which you had to develop a relationship with someone with whom you did not like to work. How did you develop and maintain a professional working relationship with that person? How did you leverage the relationship to benefit your organization?
<b>URNS VISION INTO STRATEGY</b>	
	Describe a situation where you were able to align personnel and resources and drive them towards the accomplishment of organizational vision and objectives. How did you gain commitment to the vision and objectives? What challenges did you encounter? What was the result?
	Describe a time when you developed and executed a vision in an organization. How did you go about the task? How did you communicate the vision? How did you translate the vision into action?
	Describe a time when you had to rally your organization around a common goal or vision. What was the vision? How did you gain buy-in into the vision? What was the outcome?
<b>DEMONSTRATES ASTUTENESS</b>	
	Being cognizant of the inner workings of your organization can be very useful in achieving results. Describe a time when you leveraged your knowledge of your organization and/or key personnel to achieve a desired result. What was the situation? What actions did you take? What was the outcome?
	Describe how you kept up-to-date in your last job on key organizational policies and priorities and any external trends affecting your organization. Describe a situation where you applied this knowledge in making a project or project decision. What was the outcome?
	Describe the steps you took to go about learning how your current organization works. What did you do? What was the most difficult part? What would you do differently in the next organization you work for?
<b>MAINTAINS PROFESSIONAL CREDIBILITY</b>	
	Describe a time when you took on a role or assignment that was a stretch or out of your comfort zone in order to further your development. What was the assignment? What did you learn about yourself? What was the result?
	Describe a time when you made a mistake or experienced a failure and were able to learn from the experience. What did you do differently as a result of this experience? How did you help others learn from this experience as well?
	Provide examples of how you continuously strive for self-development. How do you seek out developmental opportunities? How do you apply your learning to benefit the organization?
<b>BUILDS COMPETENCE IN OTHERS</b>	
	Describe a time when you were successful in helping someone work through a difficult situation or task. What was the situation or task? How did you help the individual? Why do you think you were successful?
	Describe a time when you helped someone identify and modify a behavior that was impeding his/her performance. What was the behavior? How did you approach this subject with the individual? What was the result?
	Describe a time when you delegated effectively among multiple people. How did you determine who was assigned various tasks? How did you ensure that the workload was distributed evenly? Was it necessary to adjust the distribution? If so, how did you do that? How did you ensure that the work was done correctly?
<b>DEVELOPS SUCCESSFUL TEAMS</b>	
	Describe a time when you managed or guided a team effort. What was the goal and who was involved? How did you decide who would complete the different tasks? How did you communicate to others how they were doing? What were the biggest challenges and how did you overcome them?
	Describe a situation where you led others in a group effort that was unable to accomplish what needed to get done. In what ways was the group effective or ineffective? Why do you think the group was unable to get it done? What did you learn?
	Describe a time when you led a team/group in which the members working on the project had different styles/ideas (either from each other, or from your own). What was the situation? How did you pull them together? Were your actions successful?

## INSPIRES HIGH PERFORMANCE

	<p><b>Describe a time when you confronted someone who had a performance problem.</b> <i>What was your relationship with this individual? What did you do and say, and how did you feel? What was the result?</i></p>
	<p><b>Describe a situation where there were organizational challenges, yet you were able to maintain motivation and morale amongst your employees.</b> <i>What was the situation? How did you attempt to maintain motivation and morale? What was the result?</i></p>
	<p><b>Provide examples of the various approaches you have used to motivate different people based on their individual differences.</b> <i>How did you determine the best approach for each individual? What was your most creative approach to motivate someone? Which approaches were most successful? Least successful?</i></p>