BEHAVIORAL INTERVIEW QUESTIONS

1. CUSTOMER SERVICE: Anticipating, meeting and/or exceeding customer needs, wants and expectations.

   Listen for extraordinary effort in responding to customer needs and wants to insure satisfaction. Be sure to probe for as many details and specifics as possible such as names, dates and other verifiable information. Skilled interviewers will also ask candidates for their thoughts or feelings about a situation to gain further insight.

   * Give me an example of when you went out of your way for a customer.
   * What was the outcome?
   * Describe the most difficult customer you've ever had to deal with and how you handled them.
   * Describe a situation when you were given outstanding customer service.
   * What made it stand out?
   * Describe a situation when you felt a particularly demanding customer may have been trying to take advantage of you or the organization.
   * What was the outcome?
   * Give me an example of a situation where you improved the level of customer service in your organization.
   * What did you do to improve it?
   * What was the outcome?
   * Give me an example of when you were given special recognition or acknowledgement for going the extra mile to satisfy a customer.
   * Question: Describe a situation when you took a stand for a customer.

2. CONTINUOUS LEARNING: Taking initiative in learning and implementing new concepts, technologies and/or methods.

   Listen for positive attitude towards self-improvement, learning and the application of knowledge. Be sure to probe for as many details and specifics as possible such as names, dates and other verifiable information. Skilled interviewers will also ask candidates for their thoughts or feelings about a situation to gain further insight.

   * How do you keep current on what's going on in your field?
   * What books and magazines you have read or classes you have taken to keep abreast of what's new in your field?
   * What was the last book you read?
   * What learning activities have you been involved with since College/High School?
   * Give me an example of when you were able to apply a concept, theory or knowledge to a work problem or situation.
   * Describe how something you learned made a significant difference in your career.
   * Give me an example of when you did not know enough about something to be effective.
   * What did you do about it?
BEHAVIORAL INTERVIEW QUESTIONS

* In what ways have you invested in yourself to improve your performance?
* What self-improvement activities are you currently involved in?
* Give me an example that illustrates how other people have used you as a resource for knowledge in your field.
* What do you want to learn before you die?

3. SELF-MANAGEMENT (TIME AND PRIORITIES): Demonstrating self control and an ability to manage time and priorities.

Listen for composure, assertiveness and emotional stability. Be sure to probe for as many details and specifics as possible such as names, dates and other verifiable information. Skilled interviewers will also ask candidates for their thoughts or feelings about a situation to gain further insight.

* Give me an example of when you were able to meet the personal and professional demands in your life yet still maintained a healthy balance.
* Describe a situation when you had to exercise a significant amount of self control.
* Describe a situation when you demonstrated initiative and took action without waiting for direction.
* What was the outcome?
* Give me an example of when your ability to manage your time and priorities proved to be an asset.
* What have you done in the past that demonstrates your commitment to continuous improvement?
* Give me an example of when you were responsible for an error or mistake.
* What was the outcome?
* What, if anything, would you do differently?
* Describe a time when you had to make a difficult choice between your personal and professional life.

4. TEAMWORK: Working effectively and productively with others.

Listen for strong commitment and contributions to team members working towards a specific goal. Be sure to probe for as many details and specifics as possible such as names, dates and other verifiable information. Skilled interviewers will also ask candidates for their thoughts or feelings about a situation to gain further insight.

* Give me an example of one of the most significant contributions you made as a member of a high performing team.
* What, in your opinion, made it a high performing team?
* Describe how you felt about the contributions of the others on the team.
BEHAVIORAL INTERVIEW QUESTIONS

* Give me an example of a situation where you had difficulties with a team member.
* What, if anything, did you do to resolve the difficulties?
* Describe how you felt about a decision the team wanted to make that you didn't agree with.
* Describe a situation where the team was having trouble agreeing on a decision and what you did to facilitate consensus.
* Give me an example of when you were on a team that failed to meet its objectives.
* What could the team have done differently?

5. INTERPERSONAL SKILLS: Effectively communicating, building rapport and relating well to all kinds of people.

Listen for self awareness, understanding and an ability to communicate effectively with others regardless of differences. Be sure to probe for as many details and specifics as possible such as names, dates and other verifiable information. Skilled interviewers will also ask candidates for their thoughts or feelings about a situation to gain further insight.

* Describe the most difficult working relationship you've had with an individual.
* What specific actions did you take to improve the relationship?
* What was the outcome?
* Describe the types of people you get along with best and why.
* Describe the types of people you have difficulty getting along with and why.
* Give me an example of a situation when you demonstrated sensitivity to diversity issues.
* Describe a situation when you were able to strengthen a relationship by communicating effectively.
* What made your communication effective?
* Describe your relationship with the people you work with.
* What have you done in the past to build rapport and relationships with people?
* Give me an example of your ability to communicate effectively and build relationships with people regardless of cultural differences.
* Describe how your ability to communicate effectively and build relationships with many different types of people has contributed to one of your greatest accomplishments.

6. GOAL ORIENTATION: Energetically focusing efforts on meeting a goal, mission or objective.

Listen for determination, persistence and a "never-give-up" attitude in efforts to meet goals. Be sure to probe for as many details and specifics as possible such as names, dates and other verifiable information. Skilled interviewers will also ask candidates for their thoughts or feelings about a situation to gain further insight.
* Give me an example of the most significant professional goal you have met.
* How did you achieve it?
* What were the obstacles?
* How did you overcome them?
* Give me an example of when you took a risk to achieve a goal.
* What was the outcome?
* What are your future professional goals?
* How do you plan to achieve them?
* What might keep you from achieving them?
* Tell me about a time when you overcame great obstacles to achieve something significant.
* Give me an example of when you achieved something by your persistence that others couldn't.

7. EMPATHY: Identifying with and caring about others.

Listen for genuine caring, compassion and initiative in assisting others without expectations of rewards. Be sure to probe for as many details and specifics as possible such as names, dates and other verifiable information. Skilled interviewers will also ask candidates for their thoughts or feelings about a situation to gain further insight.

* Give me an example of when you identified with someone else's difficulties at work.
* What, if anything, did you do to help them?
* Give me an example of a time when a company policy or action hurt people.
* What, if anything, did you do to mitigate the negative consequences to people?
* Give me an example of when you went out of your way to help someone.
* What were your thoughts and feelings about that situation?
* Give me an example of when you had to make a decision in favor of your own self-interest or someone else's.
* What were your thoughts and feelings?
* What did you do?
* What positive contributions have you made to your community or society?
* Give me an example of when you were given special recognition or acknowledgement for your contributions to the disadvantaged.
* Describe a situation when you were criticized for being too concerned about the difficulties of others.