



Tool 1: Behavioral-Based Interview Questions

Skills and Accomplishments

1. Do you meet the minimum qualifications of the job?
2. What are you most proud of?

Stability

3. We invest time, money, and training in our employees and like to reap the benefits of developing and maintaining a long-term relationship. Have you been a long-term employee with other companies? If not, why not?
4. Do you foresee any obstacles to having a long-term relationship here?
5. Why did you leave your last three jobs?

Goals

6. If hired right now, what goal would you have with the company in one year? In three to five years? What title and pay?
7. What are your short-term or long-term career goals?
8. Give me an example of an important goal that had been set for you and tell about your success in reaching it.
9. Tell me about an important goal that you have set in the past and what you did to accomplish it.
10. If you had the opportunity to change anything in your career, what would you have done differently?
11. If you could do anything in the world, what would you do?

Work Environment References

12. What kind of environment would you like to work in?
13. Tell me about a work situation that irritated you.
14. What previous job was the most satisfying and why?
15. What job was the most frustrating and why?
16. Tell me about the best boss you have ever had. Why did you like working for him or her?
17. Tell me about the worst boss you have ever had. What made it tough to work for him or her?
18. What motivates you the most?
19. How did the best manager you have ever had motivate you to perform well? Why did that method work?
20. What is the best thing a previous employer did that you wish everyone did?
21. When taking on a new task, do you like to have a great deal of feedback and responsibility at the outset, or do you prefer to try your own approach?
22. What responsibilities do you want, and what kinds of results do you expect to achieve in your next job?
23. What is important to you in a job?
24. What do you expect to find in our company that you don't have now?

Communication Skills

25. **(Key Words at Key Times)** What would be your response if we asked you to answer your phone every time by saying exactly, "This is Mary; how can I help you?". Similarly, if we asked you to say, "Is there anything else I may do for you? I have the time," every time you were about to leave a customer or patient? What do you see as the benefits of that and/or what might be the barriers?
26. Describe a time when you realized you needed to make an improvement in your communication skills, and how did you manage it?

27. What experience have you had with miscommunication with a customer or fellow employee, and how did you solve the problem?
28. Describe a time when you communicated some unpleasant feelings to your supervisor. What happened?
29. Describe the most significant written document, report, or presentation you have had to complete. What was the response from the employer?

Customer Service

30. Think of a problem customer whom you had to deal with on your last job. Tell me what happened and how you handled it.
31. You are on the phone with another department resolving a problem. The intercom pages you for a customer on hold. Your manager returns your monthly report with red pen markings and demands corrections within the hour. What do you do?

Teamwork

32. Describe a situation when you worked with a person whose personality was the opposite of yours. How did you deal with it?
33. What kinds of people would you rather not work with?
34. What kinds of people bug you?
35. How have you worked as a member of teams in the past?
36. What did you do in your last job to contribute toward a teamwork environment? Describe how you felt your contributions affected the team.

Supervisory and Leadership Skills

37. What has been your experience in supervising a diverse group of employees with varied backgrounds and skills, and what did you do to ensure the best fit of employees for each job.
38. Describe a circumstance in which you recommended the dismissal of a worker who had proven they could not handle the job. What procedure did you follow?
39. What has been your experience at dealing with a poor performance of employee? Give me an example.
40. In your current or past positions, what types of decisions do/did you make without consulting your boss?
41. Give me an example of a time when you came up with a clever way to motivate your employees.
42. Tell me about a leadership role that you have filled in the past. Describe the key leadership skills you feel you have and how you demonstrated them.

Problem Solving

43. What were the major obstacles that you overcame in your last job? How did you deal with them?
44. Tell me about an objective in your last job that you failed to meet and why.
45. What is the most difficult decision that you have had to make? How did you arrive at that decision?
46. Tell me about any experience you have had turning a problem into a success.
47. Have you ever had to resolve a conflict with a co-worker or client? How did you resolve it?
48. Tell me about a situation where you blew it. How did you resolve or correct it?
49. What type of approach to solving work problems seems to work best for you?
50. Give me an example of when you solved a tough problem.

Coping Skills

51. Have you heard the expression "roll with the punches"? Describe a situation in the past when you had to do that in working with a difficult person.

52. What methods or processes have you used when you were facing a transitional change in your job responsibilities to ensure a positive outcome for you and the company?
53. What types of things in your work have upset you, and how did you react to those situations?
54. Describe a work situation in which a project you worked on and felt was very important to you was delayed or postponed. How did it interrupt your schedule and how did you respond to it?
55. When is the last time you were criticized? How did you deal with it?
56. Tell me about a time when you have felt like giving up on a certain job. What did you do?
57. Tell me about a time when an upper-level policy change or decision held up your work. How did you respond?

Prioritizing

58. How do you organize your work to ensure that you are the most effective and productive?
59. Tell me about your work experience in managing multiple job priorities with varied deadlines. When and how do you determine priority and deadlines?
60. Think of a day when you had plenty of things to do. Describe how you scheduled your time.

Creativity

61. What was the wildest idea that you had in the past year?
62. Tell me about a time when you have been creative in your work. What did you do?
63. What have you done that was innovative?

Initiative

64. Give me an example of a time when you went beyond your employer's normal job expectations in order to get a job done.
65. Give me an example of a situation in which you took a calculated risk in a recent position. What were your considerations?

Diligence

66. Tell me about a time when you had to work on a project that did not work out the way it should have. What did you do?
67. When you had to do a job that was particularly uninteresting, how did you deal with it?

Personality / Temperament

68. If I call your references, what will they say about you?
69. What brings you joy?
70. If you took out a full page ad in *The New York Times* and had to describe yourself in only three words, what would those words be?
71. How would your friends describe your personality?
72. If you had the opportunity to change anything in your career, what would you have done differently?
73. How do you measure your own success?
74. What is the most interesting thing you have done in the past three years?

Integrity / Honesty / Trustworthiness

75. Discuss a time when your integrity was challenged. How did you handle it?
76. Tell me about a time when you have experienced a loss for doing what is right.
77. Tell me how you handle a situation when you know you've done something wrong.
78. In what business situations do you feel honest would be inappropriate?

79. If you saw a co-worker doing something dishonest, what would you do about it?
80. Describe a situation in which you felt it might be justifiable to break company policy or alter a standard procedure.
81. When was the last time you “broke the rules” and how did you do it?

Closing Questions

82. Why should we hire you?
83. Do you have any questions for me / us?