

Behavioral Interviewing Reference Guide

Behaviors	Targeted Questions	Behaviors	Targeted Questions
Critical Thinking		Sales Orientation	
<ul style="list-style-type: none"> ▪ Develops strategies for complex problems ▪ Creates tools for complex technical issues ▪ Organizes complex information into categories ▪ Pinpoints key issues in complex situations ▪ Uses creative solutions when problem solving ▪ Makes systemic decisions 	<ul style="list-style-type: none"> ▪ Describe the most complex assignment or project you worked on. ▪ Describe an assignment or project where the work was not well defined or was in an area you had little experience or knowledge. 	<ul style="list-style-type: none"> ▪ Leverages network for introduction to key individuals ▪ Uses third parties as references to create desired opportunity ▪ Recognizes that 'change' represents new opportunities ▪ Identifies enhancers or barriers to future opportunities ▪ Influences key decision makers: knowledge of their business, function, industry or key players 	<ul style="list-style-type: none"> ▪ Tell me about a time you had an idea or solution that you needed to sell to your organization or to others. ▪ Tell me about a time when you were able to do something in your work environment that you had always wanted to do. How did that come about?
Bottom Line Oriented		Adaptability	
<ul style="list-style-type: none"> ▪ Identifies the business benefits of their efforts ▪ Recognizes business impact of cost/budget ▪ Pushes hard for maximum recovery of costs and/or seeks to maximize profit 	<ul style="list-style-type: none"> ▪ Walk me through your role when time and/or money were limited. ▪ What was your role in solving a problem when you felt a true sense of accomplishment? 	<ul style="list-style-type: none"> ▪ Adapts easily to different roles or environments ▪ Faces change, ambiguity and uncertainty with confidence ▪ Maintains positive attitude about sudden change ▪ Adapts plans to handle unexpected changes 	<ul style="list-style-type: none"> ▪ Tell me about a time you were asked to do something unexpected. ▪ Tell me about a situation you were in where circumstances changed suddenly. ▪ Tell me about a time you were operating without a safety net.
Builds Relationships		Initiative	
<ul style="list-style-type: none"> ▪ Recognizes dynamics and culture that effect a group ▪ Judges people's ability to work together ▪ Stays in contact with individuals with whom previously worked ▪ Develops relationships/social activities and shared interests ▪ Consciously harvests his/her personal network to generate information or obtain help 	<ul style="list-style-type: none"> ▪ Tell me about a peer or subordinate work relationship you feel has been beneficial to your success. How did that relationship come about? ▪ Tell me about your most successful team project where you were team leader or had a leadership role. 	<ul style="list-style-type: none"> ▪ Reacts before being asked to do so ▪ Creates opportunities and takes steps to follow through ▪ Perseveres through obstacle ▪ Exceeds expectations through work product or self improvement 	<ul style="list-style-type: none"> ▪ Tell me about your most challenging assignment or accomplishment – something of which you feel proud. Tell me how you got involved in the situation and what you did. ▪ Tell me about something you are glad you got the chance to do – something you feel proud of. How did it come about?
Astute Communicator		Contingency Planning	
<ul style="list-style-type: none"> ▪ Accurately anticipates the reaction of others ▪ Actively listens and identifies other's motives/concerns ▪ Reads verbal/non-verbal cues to understand power relationships, status, etc. ▪ Pinpoints key decision makers ▪ Tailors responses to directly address concerns 	<ul style="list-style-type: none"> ▪ Walk me through your role when working with or for others who had different opinions about priorities. ▪ Tell me about a time you had to get others to do something or decide something they were reluctant to do 	<ul style="list-style-type: none"> ▪ Objectively assesses the likelihood of 'change' in a situation ▪ Plans to handle anticipated problems or opportunities ▪ Mobilizes resources to avoid last minute fire drills ▪ Brings experts/resources to meetings in anticipation of questions or problems 	<ul style="list-style-type: none"> ▪ Tell me about working on a volatile or unpredictable assignment. ▪ Give me an example of working on a project that was in a constant state of change.
Professional Demeanor		Taking Ownership	
<ul style="list-style-type: none"> ▪ Poised when others exhibit stress ▪ Stays focused when challenged ▪ Consciously decides when to argue a point ▪ Accepts criticism rather than harm a relationship 	<ul style="list-style-type: none"> ▪ Think about the most difficult person to work with. Give me examples of the situation. ▪ Tell me about another individual's work style that created problems for you. 	<ul style="list-style-type: none"> ▪ Makes extra effort or time for others ▪ Feels personal obligation to others ▪ Assumes tasks not usually required of them ▪ Work is complete despite pressure or obstacles 	<ul style="list-style-type: none"> ▪ Walk me through an experience you had working with others to get something accomplished. ▪ Tell me about a situation where you had to work in a group that was not functioning well.
Assertiveness		Manages Perceptions	
<ul style="list-style-type: none"> ▪ Willing to ask more senior people to undertake specific activities ▪ Comfortable dealing with senior people concerning difficult or delicate issues ▪ States own opinion/speaks truth to power 	<ul style="list-style-type: none"> ▪ Tell me about a time you disagreed with a senior person in your organization. ▪ Tell me about working with a person or people at a significantly higher level in your organization. 	<ul style="list-style-type: none"> ▪ Understands the significance of the impression he/she makes on others ▪ Builds or protects the image of the business ▪ Demonstrates appreciation for the uniqueness, values, norms of the organization 	<p>Tell me about a time when you had to work with a group with whom you had no established credibility or there was a lack of trust.</p> <p>Tell me about a time you had to deal with a unique, different or unusual client.</p>