



# Interview Questions

Behavior-Based Question Bank

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# INTRODUCTION

*Asking behavior-based questions during the interview process is the best way to discover crucial details about candidates.*

*This tool guides hiring managers and interview panels in gathering important information when hiring a diverse, competent workforce to sustain our success as a leader in the transportation industry.*

# SUGGESTED QUESTIONS

## ADAPTABLE

*Maintains effectiveness in changing environments and with varying tasks, responsibilities or people.*

Suggested Questions	What You're Looking for...
<p>Give me an example of a situation demonstrating your ability to adapt to a wide variety of people and situations.</p>	<p>Do they recognize the need to be flexible and adapt to different personalities? How would their approach add value to the position?</p>
<p>Tell me about a time you were asked to help someone with something outside of your regular duties. This experience may have been in a job, volunteering, interning, at school, family business, etc.</p>	<p>How do they feel about lending support outside of what is usually expected? Did they imply that being flexible is typical or unusual for them? How would their approach add value to the position?</p>
<p>Tell us about a time when you experienced a major change that directly impacted you. How did you handle it? What did you do to adapt?</p>	<p>Do they seem to resist or embrace change? How did they implement and sustain a change and make it part of their new routine? How would their approach add value to the position?</p>

## ANALYTICAL

*Relates and compares data from different sources, identifying issues, securing relevant information, and identifying relationships.*

Suggested Questions	What You're Looking for...
<p>Tell me about a problem you solved that required collecting and using data/information. How did you approach it? How did you know it was a success?</p>	<p>Did they describe other options they considered? How did they obtain and use quantitative and qualitative data to measure successful outcomes? How would their approach add value to the position?</p>
<p>Tell me about a problem you worked on that challenged your analytical skills. What was your process?</p>	<p>Did they engage anyone for additional perspective? How would the skills, methods or techniques described by the candidate add value to the position?</p>
<p>Tell me when you used fact-finding skills to get to the bottom of a problem. How did you analyze the information? How did you come to a decision?</p>	<p>How much do they rely on objective data versus intuition in their analysis? Does their understanding of and approach to using "fact-finding skills" add value to the position?</p>
<p>Tell me about a time when you were unable to make a recommendation or reach a decision because you did not have enough information. How did you handle it?</p>	<p>Do they recognize the risk in not having enough information? What attempt did they make to close the information gap before realizing the need to pause? How did they keep impacted groups in the loop? How would their approach add value to the position?</p>

## ASSERTIVE

*Formulates and communicates thoughts, opinions, and wishes in a respectful, clear and direct manner.*

Suggested Questions	What You're Looking for...
<p>Tell me about a time when you spoke out even though it would have been more comfortable not to. What was the situation? What were the challenges in doing so? What was the outcome?</p>	<p>Did they recognize the importance of sharing challenging information and the benefits (e.g., trust, transparency, building trust, etc.) and risks (e.g., false assessment, lack of awareness, etc.) when not discussed? How would their approach add value to the position?</p>

Suggested Questions	What You're Looking for...
<p>Tell me about a situation where someone proposed an idea but hadn't considered enough information. How did you support them in seeing what was missing? What was the outcome?</p>	<p>Did they ask questions to learn more about the situation before making assumptions about what was or wasn't considered? Did they address the issue clearly, directly and in partnership with the other person? How would their approach add value to the position?</p>
<p>Tell me about a time when you had a hard conversation with someone. How did you do it? What happened?</p>	<p>Did they communicate clearly and address the situation? Did they recognize the importance of keeping those relationships intact? How would their approach add value to the position?</p>

## COLLABORATIVE

*Shares information, knowledge, and resources with other people or organizations to reach common goals.*

Suggested Questions	What You're Looking for...
<p>Describe a time when you collaborated with someone, and there was friction. How did you improve the relationship? What did you learn from that situation?</p>	<p>What attempt did they make to understand the cause of the friction? Did they take accountability for their contributions? How did the experience help them navigate other tough situations? How would their approach add value to the position?</p>
<p>We all have talents. Give an example of a time when you helped someone enhance their skills in something you do well. What benefits did each of you experience in the process?</p>	<p>Do they notice any benefits to collaborating (e.g., developing positive relationships, helping others grow, learning something new)? How would their approach add value to the position?</p>
<p>Tell me about a time when you partnered with a new group of people to accomplish a goal or task. How did you build relationships with these new people? What did you do to encourage collaboration?</p>	<p>Did they take a proactive role in accomplishing the work? Did they cite specific actions they took to encourage collaboration? How could their relationship-building experience add value to the position?</p>
<p>Tell me about a time when you had to come to an agreement when working in a cross-functional team. How did you do it? What was the outcome?</p>	<p>What steps or processes did they take to bring the group to a consensus? What did they take away from the process? How would their approach add value to the position?</p>

## COMMUNICATIVE

*Expresses ideas or tasks effectively in individual or group situations (includes gestures and nonverbal communication).*

Suggested Questions	What You're Looking for...
<p>Tell me about a time when something you said was misunderstood. What did you do to resolve the situation? What did you learn?</p>	<p>Do they recognize their part in the communication breakdown? Did they take specific steps/measures to rectify the situation? What did they learn from the experience? How could their approach add value to the position?</p>
<p>Give me an example of when you had to be very careful in communicating information that would reach a wide variety of audiences. How did you consider equity and accessibility in that process?</p>	<p>Do they understand the necessity and care required in communicating equitably and accessibly? Did they engage anyone for support? Did the candidate share examples of varying format, structure, and content applied in communicating to reduce limitations that may exist for people receiving information? How would their approach add value to the role?</p>
<p>Tell me about a time when you talked with someone and took extra time to understand them. How did you do this?</p>	<p>Did the approach consider the other person's communication style? Did they use techniques to make sure they understood what the other person was trying to say? How would their approach add value to the position?</p>
<p>Give me an example when you had to present complex information in a simplified manner to explain it to someone.</p>	<p>Did they explain how they broke down complex information to help people easily understand? Did they use any techniques to tailor their messaging to the audience? Did their method consider equity and accessibility? How would their approach add value to the position?</p>
<p>Give me an example of when you had to share information that you knew would be hard for people to hear. What strategies did you use to share the information?</p>	<p>What did they do to consider the audience when planning their difficult message? Were they able to deliver their unpopular information in a way that protected trust, integrity, perception, and partnerships? How would their approach add value to the position?</p>

Suggested Questions	What You're Looking for...
Tell me about a time when you used questioning skills to learn more about a situation or get to the bottom of an issue. How did you go about it?	Do they recognize the value of asking questions in the communication process? Did their questioning approach come across as interrogating or curious? How would their approach add value to the position?

## COMPOSED

*Demonstrates stability of performance under pressure. Is even-tempered, especially when under stress.*

Suggested Questions	What You're Looking for...
Describe a frustrating situation you encountered in your previous work, volunteering, or other life experiences. How did you handle it? What did you learn?	How did they pivot the situation even if it was challenging? Does their example demonstrate skills that will be useful in situations they may experience in the role? How would their approach add value to the position?
Many of us have faced situations where our judgment or actions have been questioned. Tell me about a time you listened to someone describe their frustration with a behavior or an action you took. How did you handle it? What did you learn about yourself?	Were they willing to hear the other person's thoughts and remain composed? Did their response demonstrate the candidate's ability to deal with criticism? What did the candidate do with the feedback or learn from the situation? How would their approach add value to the role being filled?

## CREATIVE/INNOVATIVE

*Brings something original or new – ideas, alternatives, possibilities, etc., able to view things in new ways from a different perspective.*

Suggested Questions	What You're Looking for...
Tell me about a situation where you came up with a creative approach to a challenge. Who and what did you consider in your process?	Did they consider varying perspectives to further innovation? Did they learn anything about relationships, culture, or theories that helped them achieve successful outcomes? How would their approach add value to the position?

Suggested Questions	What You're Looking for...
Provide an example of an innovative idea that you proposed or implemented. How is it currently being used?	Does the example indicate originality or openness to new ideas? How did they make sure the change they made stuck? How would their creativity or innovation add value to the role?
Give me an example of when you had what you thought was a creative idea or approach, but it didn't work as well as you hoped. What did you learn because of this experience?	Were they realistic about their role in the failure of the approach? How did they benefit from the experience? What did they learn? How would their approach and lessons learned add value to the position?

## CUSTOMER FOCUS

*Learns from and responds to internal and external customers and demonstrates the ability to understand and meet the needs of our customers in the policy, program development and decision-making processes.*

Suggested Questions	What You're Looking for...
Describe a time when you did your best to resolve a customer or client concern, and the individual was still not satisfied.	What steps did they take to support the customer's request even if they could not meet their demands? Would their approach add value to the role?
Describe a time when you encountered a customer, colleague or another person complaining of poor service. What did you do?	Did they ask questions to learn about this person's concerns? Did they use the feedback or follow-up with the person? Would their approach add value to the position?
Tell me about a customer whose needs you spent considerable time learning about. What was the result of the time investment?	Did they describe the value of understanding the person's viewpoints and needs? How did their efforts benefit the customer and the business? How would their approach add value to the position?
Describe a time when you could not deliver a product or service to your customer on time.	Did they take responsibility and describe the steps to explain the delay? How would their approach add value to the position?



Suggested Questions	What You're Looking for...
Provide an example of when you initiated a change in a process, procedure, or operation in response to customer feedback. What was your process in making the change, who did you involve, and what effort did you make to sustain the change?	Did they examine the current process to assess for improvements? Did they consult or involve all the groups that the change would impact? What did they do to ensure the change was adopted? How would their approach add value to the position?

## DECISIVE

*Makes decisions, renders judgments, takes action or commits self.*

Suggested Questions	What You're Looking for...
In your experience, what decisions have you been able to make independently? In what types of decisions do you engage others?	Were they capable of independent decision-making? Do they recognize and observe reasonable boundaries of decision-making authority? How would their approach add value to the position?
Share a situation that demonstrates your ability to make decisions under pressure. Describe your process and timeline in making the decision.	Did they demonstrate the ability to flex between quickly reactive and analytical based on the need? Do they seem comfortable making quick decisions when needed? Would their approach add value to the position?

## DETAIL-ORIENTED

*Demonstrates precision and accuracy, ensuring particulars are not overlooked.*

Suggested Questions	What You're Looking for...
What are some of the more detail-oriented tasks you have experience in performing? How do you feel about this type of work?	Does their description of "detail" compare to what is required for the position?

Suggested Questions	What You're Looking for...
Describe a time when you identified a significant problem or error.	Did they provide a specific example that demonstrates their attention to detail? What was the result of their "good catch"? How would their approach add value to the position?
Tell me about a time when you overlooked a critical detail and wish you had paid more attention.	Did they take responsibility for the oversight? Did they take away anything from the experience that helped themselves and others in future situations? How would their approach add value to the position?

## MENTORING AND DEVELOPMENT

*Develops the skills and competencies of team members through training, delegation and other developmental activities related to current and future jobs.*

Suggested Questions	What You're Looking for...
Tell me about someone whose success you contributed to through coaching or mentorship. Describe at least one specific instance of something you coached or mentored them in.	Can they provide specific instances of their involvement in a person's development? Would their approach and attitude toward coaching and mentoring add value in this position?
Tell me about a time when you supported someone in developing a new capability or skill. What were the circumstances, and how did you go about it? What were the results?	Did they demonstrate an understanding of the steps involved in effective training, mentoring and coaching? How do they evaluate the effectiveness of their developmental effort? Would their approach add value to the position?
How do you include options for different learning or communication styles when training, coaching or mentoring people? How do you support their growth while also providing a positive experience?	Do they adapt training, coaching or mentoring based on learning styles (e.g., visual, auditory, reading/writing, and kinesthetic) or communication styles? Do they discuss the benefits of creating a good experience? How does their approach add value to the position?
Give me an example of the time when a group of people resisted your coaching or help. How did you handle this?	Was their approach directive, supportive, or both? What techniques did they use to move past it? How would their approach add value to the position?

## ENGAGEMENT FOCUSED

*Works collaboratively in ways that consider and appreciate multiple perspectives, backgrounds, and values.*

*All participants are a part of the process that informs and supports plans and decisions integrated throughout systems and organizations and creates opportunities to achieve full participation by all.*

Suggested Questions	What You're Looking for...
<p>Share your strategies to build trust with communities that have historically been left out of the decision-making processes that impact their community. How did you work to improve relationships?</p>	<p>Did they discuss culturally specific, competent, and/or relevant practices in their approach regarding age, gender, ability, race, ethnicity, geographic location, economic status, English language proficiency, etc.?</p>
<p>How do you compel communities to stay engaged in your work together? How did you ensure their voice is embedded into the project, program, or situation?</p>	<p>Did they demonstrate an understanding of the steps involved in effective training, mentoring and coaching? How do they evaluate the effectiveness of their developmental effort? Would their approach add value to the position?</p>
<p>Engagement work is not just an effort from us; it takes an enormous effort from our community partners. Not everyone has the same access to supports that make participation easy. How do you express value for community participants' time, efforts and histories in the project, program, or situation?</p>	<p>Did they discuss community members' challenges to engage and be vulnerable with government officials? Did their response consider the different ways this can affect people (e.g. emotional, time, access to childcare and transportation resources to attend, etc.)? Did they discuss the value of community stories/history? How would their approach and considerations add value to the position?</p>
<p>How do you manage collaborations and partnerships to make the best use of your involvement? How do you apply equity and inclusion in your engagement plans?</p>	<p>Was equity and inclusion applied in all the process phases (e.g., planning, schedule, scope, budget, timelines, milestones, immediate vs. long-term transformation)? Did they discuss the importance of proactive responsiveness when engaging with communities? Did they discuss what type of failures (e.g., damaged community relationships, poor public perception, budget increases, project failure, etc.) and the need to correct mistakes when equity, inclusion and histories are overlooked on projects? How would their approach add value to the position?</p>

## EQUITABLE

*Works in ways that acknowledges that not all people, or all communities, are starting from the same place due to historic and current systems of oppression. Provides different levels of support based on an individual's or group's needs in order to achieve fairness in outcomes. Actionably empowers communities most impacted by systemic oppression and requires the redistribution of resources, power, and opportunity to those communities.*

### Suggested Questions

Tell me about a situation where diversity, equity, or inclusion was noticeably absent. Now imagine if diversity, equity or inclusion had been a priority in that situation; how would those priorities change or benefit that situation? Looking back, how has that experience influenced the work you do today?

Please describe your experience working on a team with different experiences or opinions about how work should be accomplished. How did you navigate that situation, and what were the outcomes? How does that affect how you approach your work?

What do you do to actively understand the perspectives of your others with differing views? Share an example of when you incorporated other perspectives into a situation at work, school, through volunteering or other life experiences.

We are a large agency addressing diversity, equity and inclusion. Specifically, we address social equity and belonging by developing resources to meet people where they are at. Please describe your experience in developing or using equity and inclusion resources to assess needs and make progress in equitable outcomes.

### What You're Looking for...

Did they describe a specific situation and identify their role in it? Did they explain how the situation could have looked different if diversity, equity or inclusion had been prioritized? Did they identify specific ways the experience helped them prioritize equity or inclusion going forward? How would their approach add value to the position?

Did they discuss whether or not all team members had opportunities to share perspectives? Did they describe processes or actions to ensure meaningful use of the views of all team members? What, if anything, did they learn if they had the opportunity to hear other perspectives? How would their approach add value to the position?

Do they adapt training, coaching or mentoring based on learning styles (e.g., visual, auditory, reading/writing, and kinesthetic) or communication styles? Do they discuss the benefits of creating a good experience? How does their approach add value to the position?

Did they discuss a method to gather and consider opposing perspectives? Did they identify how being exposed to different views helped them shift their perspective, help the teamwork through conflict or collaborate more effectively? How would their approach add value to the position?

Suggested Questions	What You're Looking for...
<p>In your experience, what challenges are faced by members of historically excluded groups in the workplace? What strategies have you used to address these challenges, and how successful have those strategies been?</p>	<p>Did they demonstrate how they measure progress? Did they clearly describe their consulting methods and collaborations with different groups and communities? How did their approach meet or not meet the needs of the communities they engaged with? How would their approach add value to the position?</p>

## GOOD JUDGMENT

*Makes rational and realistic decisions based on logical assumptions that reflect factual information and consideration of organizational resources. Rejects the tendency to make unnecessarily quick decisions.*

Suggested Questions	What You're Looking for...
<p>Give me an example of when you used good judgment and logic to solve a problem.</p>	<p>Does they take the steps you would expect of a critical thinker? Do they ask appropriate questions, evaluate evidence-based materials on criteria, etc.? How would their approach add value to the position?</p>
<p>Give me an example of when you used fact-finding skills to decide or solve a problem.</p>	<p>Did they use appropriate resources? Do they balance data-based information with facts gathered from talking with individuals? How would their approach add value to the role?</p>

## INCLUSIVE

*Demonstrates behaviors and practices to support the belonging of people with different backgrounds, experiences, and identities. Embraces different identities and ensures they are valued, integrated, and welcomed as equitable decision-makers, collaborators and colleagues. Fosters an environment that allows differences to thrive.*

Suggested Questions	What You're Looking for...
<p>Can you recall a time when you gave feedback to someone who said or did something that excluded a person or group of people? Did your efforts and approach help to change their behavior?</p>	<p>Did they address it in an appropriate setting? Did they attempt to build understanding and offer grace? How would their approach add value to the position?</p>
<p>What diversity, equity and inclusion activities have you been involved in? What did you gain from the experience(s), and how did it impact your interactions with others?</p>	<p>Have they participated in any of the following activities around diverse populations:</p> <ul style="list-style-type: none"> <li>• Committees, action teams, etc.</li> <li>• Coursework or educational opportunities.</li> <li>• Conferences, networking or community events.</li> <li>• Partnered or done outreach with, volunteered or worked for community-based organizations.</li> </ul> <p>Have they applied what they have learned personally or with others? How would their approach add value to the position?</p>
<p>Tell me about a time when you adapted your style in accomplishing something to collaborate effectively with people who had different methods than you. How did that benefit the team?</p>	<p>Did their approach include all team members? How did their efforts benefit the team dynamic? How would their methods add value to the position?</p>
<p>Tell me how do you encourage diversity and inclusion. Describe the benefits you see when diversity and inclusion exists in the workplace and community partnerships.</p>	<p>What resources do they look to support them in their efforts? Can they articulate the benefits of diversity and inclusion (e.g., creativity, innovation, connection to the communities we serve, etc.)? Does their response align with our agency's value of equity? How would their approach add value to the position?</p>

Suggested Questions	What You're Looking for...
Have diversity and inclusion shaped your management or coaching style? If so, how?	Do they recognize the culture they promote shapes different communication styles and values? What type of adaptations do they make when collaborating with someone of a different culture? How would their approach add value to the position?

## INITIATOR

*Attempts to achieve goals actively, self-starting rather than passively accepting. Takes action to achieve goals beyond what is called for; originates action.*

Suggested Questions	What You're Looking for...
Give me an example of when you took the initiative to correct or bring closure to a situation. What was the outcome?	How would the approach they used be transferrable in situations they might face in the role? How would their approach add value to the position?
Share an example of an important idea or project that finished well because of your efforts.	Does the example demonstrate the candidate's ability to actionably move to completion? How does their level of initiative compare to the demands of the position? How would their approach add value to this position?

## INTEGRITY

*Maintains social, ethical, and organizational norms in job-related activities.*

Suggested Questions	What You're Looking for...
Sometimes we have to navigate sensitive information and carefully maintain data integrity. Tell us about a time when you've had to do this. How did you ensure that the information was protected even when pressured with inquiry?	What techniques did they use to protect information even when pressured? Did the candidate maintain confidentiality? Does their approach add value to the role?

Suggested Questions	What You're Looking for...
<p>Tell me about an occasion when you needed to maintain the integrity of a project, program, policy, or situation, and you were under pressure to make significant changes. How did you handle it? What was the outcome?</p>	<p>How did their response to the situation protect integrity? What did they do to ensure the project, program, policy, or situation was not sacrificed? How does their approach align with the position?</p>

## LEADER/INFLUENCER

*Someone who appropriately uses interpersonal styles and communication methods to influence positive outcomes and maximize the efforts of others in the achievement of goals.*

Suggested Questions	What You're Looking for...
<p>Tell me about the toughest groups you have had to get cooperation from. Did you have any formal authority? What techniques did you use to influence the group and help them move from resistance to engagement?</p>	<p>Do they have a clear idea of the factors contributing to persuading or influencing others? Do they recognize the power of informal authority in gaining cooperation? Are they "hung up" on the chain of command? How would their approach add value to the position?</p>
<p>When acting as a leader (in a formal role or leading from the position you are in), describe a time when stepped into a situation, took charge, gained support and achieved the desired outcomes.</p>	<p>Do they recognize the importance of their own behavior in motivating others? Can the candidate cite specific steps taken to influence others, establish credibility, set direction, motivate the team, and deliver results? How would their approach add value to the position?</p>
<p>Tell me about a time when you motivated and influenced others to achieve results. What techniques did you use? What was the outcome?</p>	<p>What did they do to understand the "motivators" of the people involved? What activities or communications did they structure to support the results they hoped to accomplish? How would their approach add value to the position?</p>
<p>Tell me about a time when, even though you had little or no formal authority, you were able to get others to support an idea or to take action. What techniques did you use to move others towards the desired outcome?</p>	<p>Do they recognize the ability to lead without authority in influencing others? Did they consider the "what's in it for me's" of the group when developing their plan to help others shift? How would their approach add value to the position?</p>



Suggested Questions	What You're Looking for...
<p>Tell me when you convinced others that your idea was the best approach to a problem or challenge. What techniques did you use to influence their alignment with the idea you came up with?</p>	<p>Do they have a clear idea of the factors contributing to persuading/influencing others? How did they consider what is in it for the people impacted by the decision? How would their approach add value to the position?</p>

## LISTENER

*Hears the comments, suggestions, and direction of coworkers with thoughtful attention. Confirms understanding and considers others' thoughts and ideas.*

Suggested Questions	What You're Looking for...
<p>How do you show others that you are listening to them? What actions do you take to make sure you understand the information as they intended it?</p>	<p>Do they understand the concept of "active listening," and did they describe the actions or behaviors to accomplish that? How does their approach add value to the position?</p>
<p>We've all had occasions when we misinterpreted something someone told us, like a due date, complicated instructions, etc. Give me an example of when this happened to you and why you think it happened. What did you learn that helped you have a better outcome in the future?</p>	<p>Are they aware of contributing factors like learning or communication style vs. lack of attention, personal biases, or other factors that can impact effective transmission of ideas and instructions? What did valuable takeaways did they discuss? How would their approach add value to the position?</p>
<p>Relate an occasion when you withheld your own opinion to obtain the opinion of others. Why was this important? How did listening to others first help you expand your perspective or improve the situation?</p>	<p>Do they value and encourage the views of others team members? Do they encourage others to participate fully in a discussion to learn more about the issue? How would their approach add value to the position?</p>

## MEDIATOR

*Eases or eliminates sources of conflict. Negotiates to resolve differences.*

Suggested Questions	What You're Looking for...
<p>Tell me about a time when you acted as a mediator to help people resolve differences. How did you do it? How did you know it was working?</p>	<p>Did they help the whole group build understanding and encourage value for different perspectives? Did they describe specific steps or techniques in their approach? Did their outcome benefit everyone involved in some way? How would their approach in mediating add value to the position?</p>
<p>Tell me about a time when you facilitated a creative solution to a challenge between team members, people you collaborated with, or people you know personally.</p>	<p>Did they drive the people involved towards creative solutions that benefitted everyone? How did they ensure that all issues were heard and addressed? How would their approach add value to the position?</p>

## MOTIVATOR

*Inspires and encourages others to action. Actively seeks to help others improve, achieve and advance.*

Suggested Questions	What You're Looking for...
<p>Tell me about a time when you helped others develop self-motivation. What techniques did you use to engage their "motivators"? How did your efforts help them in achieving their goals or accomplishments?</p>	<p>Did they help the whole group build understanding and encourage value for different perspectives? Did they describe specific steps or techniques in their approach? Did their outcome benefit everyone involved in some way? How would their approach in mediating add value to the position?</p>
<p>Tell me about a time when you were highly motivated. How did your motivation inspire others or result in them performing at a higher level?</p>	<p>Did they recognize the importance of their own behavior in helping others to be self-motivated? How would their example contribute to motivating the workforce? How would their approach add value to the position?</p>

Suggested Questions	What You're Looking for...
<p>Give me an example of a time when you successfully identified what motivates someone. How were you able to use that insight as a supervisor/manager/leader?</p>	<p>Were they aware of the need to try different approaches with different people? Can they identify the factors that contributed to improving motivation? How would their approach add value to the position?</p>

## NEGOTIATOR

*Communicates data or arguments in a manner that gains agreement or acceptance. Demonstrates a willingness to seek win-win outcomes.*

Suggested Questions	What You're Looking for...
<p>Tell me about a time when you had an idea or proposal and needed support from leadership. How did you gain that leadership support, and how did this leverage others to accept your idea as well?</p>	<p>Did they understand the importance of gaining buy-in from leaders and how their sponsorship influences others with acceptance? How would their example add value to the position?</p>
<p>Tell me about the last negotiation you were involved in. How did you prepare? What was the outcome?</p>	<p>What did they consider in preparation and planning for the negotiation? How did they craft the conversation to achieve desired results? How would their approach add value to the position?</p>
<p>What was the most recent situation where you used your negotiating skills to achieve a resolution that was in everyone's best interest?</p>	<p>Does their answer prove that they can use negotiating skills to benefit the company, the customer, or themselves? How would their approach add value to the position?</p>

## PERFORMANCE MANAGER

*Evaluates the performance and effectiveness of team members accurately through documentation and review of activities. Provides developmental feedback.*

Suggested Questions	What You're Looking for...
<p>How do you establish performance goals, standards, or metrics for people? Describe a time you worked with a specific person to make this happen. What was the outcome?</p>	<p>Do they involve the other person in establishing goals, standards, or metrics? How frequently do they check in? Does their process include a plan to provide support and create awareness of areas for growth or improvement? Would their approach add value and contribute to successful performance outcomes in the position?</p>
<p>How do you manage performance when working with contractors or consultants? What methods or tools do you use to hold them accountable?</p>	<p>Do they use objective criteria to assess performance? What techniques do they use to achieve successful outcomes? Do they recognize the importance of ongoing discussions and timely conversations about performance? How would their approach add value to the position?</p>
<p>Tell me about a time when you had to tell someone they were not meeting performance expectations. How did you go about it? How did you support them in moving towards correction? What was the outcome?</p>	<p>Did they ask questions to learn about what contributed to the person's challenges? Did they include coaching? How did they engage the person in making plans towards correction? How did they check in or measure improvement? Would their approach add value and balance managing performance (too severe vs. too lenient) in the position?</p>

## PLANNER AND ORGANIZER

*Establishes a course of action for self and/or others to accomplish a specific goal; schedules personnel, plans assignments and allocates resources.*

Suggested Questions	What You're Looking for...
<p>Tell me about a role you had that involved planning. Were you planning for yourself or others? How do you make sure plans carry on during urgent situations?</p>	<p>Did they successfully execute the plan through urgent situations? Is their experience helpful in this position? How would their approach add value in this position?</p>

Suggested Questions	What You're Looking for...
<p>Describe a large project or lengthy assignment you worked on and how you planned it. What was your process? Did you use any planning tools? What was the most challenging part, and how did you work through it?</p>	<p>Do they recognize the steps necessary in planning (e.g., scope, goals, milestones, etc.) for project success? How would their approach add value to the position?</p>
<p>Describe what you think goes into successful planning. How far do you look ahead? How do you consider and include impacted groups (e.g., collaborators, stakeholders, communities) in your process?</p>	<p>Would their planning strategies add value to the role being filled? Did they make early and ongoing efforts to involve impacted groups? How do they use information from impacted groups to influence their planning decisions? How would their approaches add value to the position?</p>

## RAPPORT BUILDER

*Meets people easily and is well-liked; gets along well with people and puts them at their ease.*

Suggested Questions	What You're Looking for...
<p>What steps do you take to build connections with others? How do you ensure that the people you collaborate with are engaged and comfortable sharing perspectives?</p>	<p>Do they work to see things from another person's perspective? Do they appear to be able to empathize with others? How would their approach add value to the position?</p>
<p>Tell me about a time when you had to develop a relationship with others to achieve a goal. What was the situation and your role in it? What was the outcome?</p>	<p>Do they recognize the influence of good relationships in accomplishing collective goals? How effective was the candidate's handling of the situation? Would their approach add value to the position?</p>
<p>Share a situation in which you maintained a successful relationship with a person, even though you didn't get along well or had difficult circumstances. What did you consider? What was the outcome?</p>	<p>Were they able to maintain effective relationships despite interpersonal differences or difficult circumstances? Does the candidate appear to appreciate differences in people? Did they make considerations in their approach based on the situation? Is their experience in this area useful to the position?</p>

## RESULTS-ORIENTED

*Sets high goals and standards of performance for self, subordinates, and others in the organization. Establishes procedures to monitor and/or regulate processes, tasks and activities.*

Suggested Questions	What You're Looking for...
<p>Tell me about a specific goal or objective you worked hard to meet. What did you do to stay on track? How satisfied were you with the outcome?</p>	<p>Did they set a plan with incremental steps to meet the goal? Did they attach a timeline to each step? Do they imply that this behavior of setting a goal and working hard to meet it is typical or unusual for them? How would their approach add value to the position?</p>
<p>Tell me about when you aimed too high, setting a goal that was just too tough to meet? How did you work through it? What did you learn from it?</p>	<p>What is the candidate's idea of a "tough" goal? Does the incident described by the candidate reflect a demanding goal that stretched them towards growth - or a routine goal that just proved difficult or frustrating to meet? How would their approach add value to the role?</p>
<p>Have your short-term goals clashed with long-term ones? How did you manage that? Which came first, and why?</p>	<p>How did they prioritize competing needs? Did the candidate use good judgment in addressing priority and competing needs? How would their approach add value to the position?</p>

## RISK TAKER

*Takes or initiates an action involving a calculated gamble to achieve a recognized benefit or advantage.*

Suggested Questions	What You're Looking for...
<p>Have you ever implemented a new idea or process without being sure of the outcome? What did you do, and was it a good decision?</p>	<p>Do they have the ability to experiment and assess the results of that change? Did they engage important thought partners in making their decision to move forward? How would their approach add value to the position?</p>
<p>Tell me about a time where you took a risk and created an advantage even though you did not have all the data. What did you consider? How did you arrive at your decision?</p>	<p>Were they courageous when acting with minimal information? How would they defend their decision if needed? How would their approach add value to the position?</p>

Suggested Questions	What You're Looking for...
Give me an example of a risk you took. What was the result of that risk?	Do they take calculated risks, and can they learn from them? How would their approach add value to the position?

## SAFETY AWARE

*Demonstrates awareness of conditions that may cause safety, health or sanitation hazards.*

Suggested Questions	What You're Looking for...
Has there been a situation where you have observed a potential safety risk that no one else seemed to consider? If so, how did you address the situation? Who did you involve?	Do they demonstrate the capability to assess psychological, environmental, and/or physical safety risks independently? Did they take correct independent action or involve the right people when necessary? How would their approach add value to the position?
Tell me about a time when others benefited from sharing personal experiences with safety hazards? What impact did sharing your experiences have?	Did they effectively communicate about safety risks or hazards in the situation? Do they recognize how this helps others? Does their approach demonstrate a safety aptitude that would add value to the position?
Have you ever had to make an instant decision to prevent a dangerous situation from becoming a crisis? Describe what happened, your response role, and who else you may have involved in fixing the problem.	Did their response show an intuitive reaction to protecting life and property when public safety is at stake? Did they involve the right people? How did they debrief the incident for psychological safety? How would their approach add value to the position?
Tell me about a time when you had to complete a dangerous or high-safety risk task. How did you make sure you or someone else was not injured?	Did the candidate describe the task adequately? Did they apply appropriate safety practices to ensure the task was completed without incident? How did they make sure physical and/or psychological safety was considered? How would their approach add value to the position?

## SELF-DEVELOPMENT ORIENTED

*Initiates actions to improve skills and performance proficiency further. Assimilates and applies new, job-related information. Makes active efforts toward self- development.*

Suggested Questions	What You're Looking for...
<p>Tell me about when you tried something new and found it a real challenge. How did you keep the momentum going? How did things turn out?</p>	<p>What practical methods did they incorporate to sustain their engagement in self-development? How would their approach add value to the position?</p>
<p>Describe when you took action to develop your skills or knowledge in a particular area without being directed to do so. What was the outcome? How was it helpful to you or others?</p>	<p>Does the example express initiative with self-development? How did the outcome help them or the team grow, elevate, or innovate? How would their approach add value to the position?</p>

## TRUST

*Demonstrates, supports and upholds the values of the organization.*

Suggested Questions	What You're Looking for...
<p>Tell me about a time you mistrusted another employee, resulting in tension between the two of you. What did you do to improve the relationship? Were you successful in improving it?</p>	<p>How did they ensure the other person's concerns were fully heard and included in the resolution as a part of rebuilding trust? Did they describe accountability and ownership of the relationship and steps taken to address the concerns? How would their approach add value to the position?</p>
<p>Tell me how you have developed trust and loyalty in your relationships with others. How has that helped you to accomplish shared goals?</p>	<p>Did they describe open, authentic communication styles? Did their decision-making process involve others and consider the interest of all involved? How would their approach add value to the position?</p>