

Entrepreneurship & Thinking Skills

1. Describe one of the most difficult or complicated problems or issues you have faced recently? How did you become aware of the issue? What information did you collect? What solution did you reach? How did it work out?
2. Tell me about a tough problem you've faced where the economic issues were at least as important as the technical ones?
3. Tell me about the time when you had an important job (task, project) to accomplish and had to deal with lots of competing demands for your attention? How did you manage and prioritize these demands?
4. Tell me about a time you made a decision or handled an assignment where the procedures or instructions you had been given were unclear, ambiguous, or contradictory?
5. Describe an unusual or creative approach you have taken to solving a business (or class) problem?
6. Give me a recent example of a process improvement you have made? Why did you see the need to make a change?
7. Give me an example of your most creative idea that has been implemented? ...that was not implemented?
8. Describe a time when you were given what you considered to be a challenging assignment? What made it challenging?
9. Tell me about a time when you were faced with objections in trying to convince someone to change or buy something?
10. Describe a time when you had to explain a complicated concept to an audience (or individual) who had no knowledge in this area.
11. Tell me about the most difficult sales negotiation you experienced? (HIP)
12. Tell me about a time when you overcame a significant obstacle (or took a significant risk) to... (win a customer, make a sale, complete a project, etc.)? (HIP)
13. Give me an example of a time you were not able to satisfy a customer?
14. Tell me about an especially angry or difficult customer that you've encountered in your work.
15. Give me an example of the most unreasonable demand placed on you by a boss/customer? How did you handle it? (HIP)
16. Tell me about a decision you made recently that cut against the grain and turned out to be the correct decision?
17. Give me an example of a benchmark you have set for yourself, your group? What have you done to reach that mark? What have you done to help others reach that mark? (INI)
18. Give me an example of how you use measures in your business?
19. Tell me about the biggest work-related risk you have taken recently? (HIP)
20. As a leader, give me an example of how you evaluate your employees? How do you determine what their compensation should be? (A&C)

Initiative

1. Tell me about a recent time you did something important because it needed to be done, even if it wasn't your responsibility? How did it come to your attention that something needed to be done? What exactly did you do? How much effort was required on your part? What level of urgency did you feel? What other things did you have to set aside in order to attend to this issue or problem? What was the end result? What feedback, if any, did you get regarding your actions?
2. Give me a good example of when you demonstrated initiative, that is, you set out to learn something or do something without anyone else prompting or reminding you?
3. Tell me about a situation where you were proactive?
4. Describe a situation where you set challenging objectives for yourself and accomplished them?
5. Describe a time recently when you put in more time and effort than was required or expected?
6. Tell me about a time when you took action without getting your boss's prior approval?
7. Give me an example of a time you had to make a critical decision in your boss's absence?
8. Tell me about a time you chose not to delegate work to a subordinate and you were handling a disproportionate amount of the work? What was the work? Why did you choose not to delegate? What did you do? What was the outcome? How did it impact your other responsibilities?
9. Tell me about a time when you did not meet a deadline or live up to a commitment?
10. Tell me about a goal that you set for yourself that you have already achieved? (HIP)
11. Tell me about a goal that you set for yourself that you have not yet achieved? (HIP)
12. Tell me about a time you failed to meet an expectation (quota, goal, etc.)? (HIP)
13. What do you feel is your most significant accomplishment so far? (ETS)
14. Give me an example of a time you felt like "hard work" paid off in terms of the quality of your output or results? (ETS)
15. What have you done recently, in your present position, to increase profit for your organization? (HIP) (ETS)

Adaptability and Collaboration

1. Sometimes priorities at work or at school change pretty quickly. How have you had to shift priorities and how effectively do you feel you handled these shifts? (ETS)
2. Tell me about the most recent time where you felt overwhelmed?
3. Tell me about the last time you felt you were in over your head?
4. Tell me about a time when you used a different approach to handle an assignment because the usual method was not completely appropriate? (ETS)
5. Give me an example of when you have chosen not to follow your natural inclination when dealing with (a project, an employee, a decision...insert whatever is appropriate)?
6. Describe a time when you received tough feedback about your work? How did you react? What did you do as a result of receiving the feedback?
7. Give me an example of your ability to facilitate progressive change in your organization?
8. Describe a project you worked on that did not turn out the way you expected.
9. Describe the most frustrating group project you have worked on where the group had difficulty accomplishing anything?
10. Tell me about the last time you became frustrated while dealing with co-workers/team members - what caused your frustration, what did you do?
11. Tell me about a time when you went along with the group's wishes, even though you had serious reservations about what they wanted to do? (HIP)
12. Give me an example of a time you had to rely on the knowledge and skills of others to be successful? (HIP)
13. Give me an example of an area you really need to work on to become more effective? Tell me about the most recent time this became obvious to you? (HIP)
14. Give me an example of a time when you or your ideas were challenged by someone?
15. Describe a time your boss did not delegate work to you that you thought should be your responsibility - what was the work, how did your boss communicate with you about it, how did you respond to your boss? (INI)
16. Give me an example of a time when you challenged someone at a higher level?
17. Tell me about a time when you delivered a difficult message to a co-worker (peer, subordinate, team member, etc.)?
18. Give me an example of how you keep your boss "in the loop" in terms of what is going on with your responsibilities?
19. Give me an example of the most intimidating person you had to deal with - what is a recent example of a situation where you had to deal with this person, what did you do?
20. Tell me about the most difficult or unreasonable customer (or other person) you've dealt with recently? What was the situation? What made the person so difficult to deal with? What was your

approach? How did the person react? How did the situation turn out? Have you had additional interactions with this person since that time?

21. Tell me about a time you disagreed with someone's assessment of your performance?
22. Tell me about the most unreasonable demand you've received from a supervisor? What made it unreasonable? How did you handle it?
23. As a leader, give me an example that illustrates how you communicate with your group?
24. Tell me about a time where you had to deal with resistance to change from your employees?
25. Tell me about the most difficult termination you have been involved with? What made it hard? How did you handle it? (HIP)
26. Tell me about a time when you inherited a problem? (HIP)
27. Tell me about a time you had to confront someone who works for or with you because they were not getting the results you had expected? (ETS)

Humility, Integrity, & Professionalism

1. Tell me about the most disappointing time for you when you got less credit or recognition than you felt you deserved? (INI)
2. Describe a time you chose to lose a sale? (or walk away from a project - or whatever makes sense to insert)
3. Tell me about a recent time when someone didn't agree with your approach to or analysis of a problem, but where your analysis proved to be right. What were the circumstances? What was your approach? How did you learn about the other person's disagreement? What did you do? How did it all turn out? (H)
4. Describe your last performance review - what were the good points, what were the areas pointed out as development needs?
5. Tell me about a time when you were unsuccessful in... (managing a project, winning a customer, executing an idea, etc.)?
6. Describe a time when you refused to go along with an activity because you believed it was illegal or unethical.
7. Tell me about a time when you were not successful in your efforts and it seemed like the "cards were stacked against you?"
8. Tell me about a time when you refused to take the easy way out -- you avoided compromising yourself and your values even though it would have given you a short-term advantage?
9. Tell me about a safety (or other specific compliance) issue/event that you were involved in. What was your role/involvement? How did you handle it? How did it turn out?
10. Give me an example of a good (or poor) hiring decision you made? How did you select? What role did you play?
11. Give me a time when you were less than honest.

Knowledge & Skills

1. What types of things have you done that illustrate your ability to apply the technical information and concepts you have learned to "real world" issues or problems? What was the problem or issue you faced? What technical information or concepts were necessary? In what way did you apply them to the problem? What additional knowledge would have been helpful to have? What feedback did you receive about how you handled the problem or issue?
2. What do you do to keep up on new trends and developments in your field?
3. Describe a time when you accomplished very high quality technical work in a short period of time?
4. Tell me about the last time you had difficulty with a particular task or project because you lacked the necessary technical skills?
5. Describe a recent time that you were unexpectedly asked to articulate a complicated concept? (ETS)
6. What business skills have you developed... (while working at ____, since joining the workforce, while working on ____ project, etc.)?

Questions to ask Employers

1. What type of person are you seeking for this position?
2. Why do you like working for this company?
3. What exactly would I be doing in this job?
4. Why is this position open?
5. What type of training do you provide?
6. What are the opportunities for advancement?
7. What is your retention rate for people in this type of job?
8. What is the greatest thing you've learned with the company?