

## INTERVIEW QUESTIONS

---

Below are sample interview questions that can be used for phone screens or onsite interviews. They are broken down by skills. These are suggestions and you are always free to modify or develop your own questions.

### ANALYTICAL

---

1. ANALYTICAL: Describe a project that you worked on that best demonstrates your analytical abilities.
2. ANALYTICAL: Tell us about a situation where you had to solve a difficult problem. What did you do? What was the outcome? What did you wish you had done differently?
3. ANALYTICAL: Your manager wants to buy new software or hardware that will increase the team's productivity and asks for your recommendation. How would you reply?
4. ANALYTICAL: Describe a time when you had to solve a problem, but didn't have all the necessary information about it in hand. What did you do?
5. ANALYTICAL: Give us an example of time when you had to quickly analyze a situation and make a quick decision.
6. ANALYTICAL: Tell us about a time when you were systematic in identifying potential problems at work. Feel free to showcase your analytical skills.
7. ANALYTICAL: Solving a problem often necessitates evaluation of alternate solutions. Give us an example of a time when you actively defined several solutions to a single problem. Did you use any tools such as research, brainstorming, or mathematics?
8. ANALYTICAL: Give us an example of any time when you used tools such as survey data, library research or statistics as important contributors to define of a specific problem.
9. ANALYTICAL: To what extent has your past work required you to be skilled in the analysis of technical reports or information? Pick any specific experience which would highlight your skills in this area and describe it in detail.
10. ANALYTICAL: What steps do you follow to study a problem before making a decision?

### COMMITMENT

---

11. COMMITMENT: Tell us about a time when you were able to provide your own motivation to produce even though you were working alone. What were the circumstances of the situation and how did you manage to motivate yourself?
12. COMMITMENT: We all recognize that being successful takes more than luck. Hard work is necessary in order to achieve. Tell us about a time when you had to work very hard to reach your goals and be specific about what you achieved.

### COMMUNICATION

---

13. COMMUNICATION: The word 'communications' means different things to different persons at different times. Tell us what this word means to you by giving us an example of a time when you were able to effectively communicate with a difficult person/audience.
14. COMMUNICATION: Describe a time when you had to use your written communication skills to get an important point across.

15. COMMUNICATION: Describe a situation in which you were able to read another person effectively and guide your actions by your understanding of his/her individual needs or values.
16. COMMUNICATION: In this position it may be necessary to document work thoroughly, in writing. For example, documentation might be necessary to prove you did your job correctly or to train another person to do it. Give us an example of your experiences in this area.
17. COMMUNICATION: Tell us about the most complex information you have had to read, perhaps involving research you had to complete. To what extent did this project test your comprehension skills and technical knowledge? Be Specific.
18. COMMUNICATION: This job may require you to spend some amount of time writing. Tell us about your writing experiences that you think will contribute to your ability to do this job well.
19. COMMUNICATION: Describe the most significant or creative presentation that you have had to complete.
20. COMMUNICATION: Tell us about a training or presentation you were conducting where the audience was not comprehending your information. What adjustments did you make and what was the outcome?
21. COMMUNICATION: Tell us about the last time you had to "sell" your ideas to others. What did you do that was particularly effective/ineffective? How did others react to you?
22. COMMUNICATION: What is one of the best ideas you have ever presented, and was it accepted by your team or manager? What was your approach?
23. COMMUNICATION: Give an example of a time when you think you were particularly creative in presenting information by use of graphics, models, or displays. In giving your example, focus on how your methods produced results.
24. COMMUNICATION: Tell us about a situation where you failed to communicate appropriately. In hindsight, what would you have done differently?

#### CONFLICT MANAGEMENT

---

25. CONFLICT MANAGEMENT: Tell us about a time when you felt that conflict or differences were a positive driving force in your organization. How did you handle the conflict to optimize the benefit?
26. CONFLICT MANAGEMENT: Tell us about a time when you had to deal with a conflict within your team.
27. CONFLICT MANAGEMENT: Tell us about a situation where a conflict led to a negative outcome. How did you handle the situation and what did you learn from it?
28. CONFLICT MANAGEMENT: Give us an example where you were unable to deal with a difficult member of your team.

#### CREATIVITY

---

29. CREATIVITY: Tell us about a time in which you developed an unconventional approach to solve a problem. How did you develop this new approach? What challenges did you face and how did you address them?
30. CREATIVITY: Describe a creative/innovative idea that you produced that led to a significant contribution to the success of an activity or project.

31. CREATIVITY: Creativity often means stepping back from standard ways of thinking. Give us an example of a time when you were able to break out of a structured mindset and explore new or different concepts and ideas.

#### CRITICAL THINKING

---

32. CRITICAL THINKING: A cross-functional team you are serving on is tasked with identifying, analyzing, and reporting on operational efficiencies. The efficiency data provided to the team by management is accepted by all team members as accurate, but you recognize it as faulty data. Describe, in detail, how you would proceed?
33. CRITICAL THINKING: What creative problem solving techniques do you use?
34. CRITICAL THINKING: Having a good solution for a problem often entails more than just being intelligent. Often, exercise of good judgment is needed to complement logic in choosing a practical solution. Describe when you used good judgment in solving a problem.
35. CRITICAL THINKING: A wise man once said, 'The key to solving a problem is in knowing exactly what the problem is.' Tell us about a time when your understanding of issues associated with the problem provided you with a foundation for generating a good solution.
36. CRITICAL THINKING: In many problem situations, it is often tempting to jump to a conclusion to build a solution quickly. Tell us about a time when you resisted this temptation and THOROUGHLY obtained all facts associated with the problem before coming to a decision.
37. CRITICAL THINKING: Good critical thinking often includes a careful review of the facts and weighing of options before making a decision. Give us an example of how you reached a practical business decision by an organized review of the facts and weighing of options.
38. CRITICAL THINKING: Even though you may be dealing with a complex problem, it is often important to use a common sense approach in making a decision; not all analytical solutions will seem practical. Tell us about a time when your common sense paid off for you.

#### CULTURAL FIT

---

39. CULTURAL FIT: Describe the work environment or culture in which you are most productive and happy.
40. CULTURAL FIT: Describe the management style that will bring forth your best work and efforts.
41. CULTURAL FIT: Tell us about an occasion when you believe that you delighted a customer, either an internal or an external customer.

#### CUSTOMER SERVICE

---

42. CUSTOMER SERVICE: What process do you use to check that you have the correct details from a new customer? What do you do to build relationships with these new customers?
43. CUSTOMER SERVICE: Tell us about a time that you were unclear about a customer's request. What steps did you take to clarify the situation?

44. CUSTOMER SERVICE: Give us an example of a time when you have had to deal with an irate or angry customer? What did you do? How did the situation end up?
45. CUSTOMER SERVICE: Give an example of a time you went over and above to make sure that a customer received the best possible service from you and your organization. What was their reaction?
46. CUSTOMER SERVICE: What's an example of a time when you identified a problem and advocated on behalf of a customer?

#### DIVERSITY

---

47. DIVERSITY: Tell us about a time you had to adapt to a wide variety of people by understanding their perspectives.
48. DIVERSITY: Tell us the steps you have taken to create a work environment where differences are valued, encouraged, and supported.
49. DIVERSITY: Tell us about a time you took action to make someone feel comfortable in an environment that was obviously uncomfortable.
50. DIVERSITY: Describe a time you had to separate the person from the issue when working to resolve differences.
51. DIVERSITY: Describe the way you handled a specific problem involving others with differing values, ideas, and/or beliefs.
52. DIVERSITY : Describe your understanding of diversity/inclusion and why it is important to this position.
53. DIVERSITY: What does it mean for you to have a commitment to diversity? How have you demonstrated that commitment, and how would you see yourself demonstrating it here?
54. DIVERSITY: Tell us about a time when you included someone in your team or a project because you felt they would bring something different to the team.

#### EMOTIONAL INTELLIGENCE

---

55. EMOTIONAL INTELLIGENCE: Give us an example of a time that your ability to notice another person's feelings or concerns enabled you to proactively address an issue.
56. EMOTIONAL INTELLIGENCE: Tell us about a time that your ability to appropriately use empathy turned a situation around.
57. EMOTIONAL INTELLIGENCE: Describe a situation where, because you were aware of the nonverbal dynamics of a person or group, you adapted your communication and turned the situation around.
58. EMOTIONAL INTELLIGENCE: Describe a time you were able to transform your anxiety or negative emotions into positive emotions and actions.
59. EMOTIONAL INTELLIGENCE: Give us an example of a time where-even though it was difficult-you were able to control and filter your emotions in a constructive way.

#### FLEXIBILITY

---

60. FLEXIBILITY: Describe a situation where you had to change your approach half-way through a project or task following new input into the project.

61. FLEXIBILITY: Describe a situation where you started off thinking that your approach was the best, but needed to alter your course during the implementation.
62. FLEXIBILITY: Describe a situation where one of your projects suffered a setback due to an unexpected change in circumstances.
63. FLEXIBILITY Describe a situation where you were asked to do something that you had never attempted previously.
64. FLEXIBILITY: Give us an example of a situation where your initial approach failed and you had to change course.
65. FLEXIBILITY: If we gave you a new project to manage, how would you decide how to approach it?

#### INITIATIVE

---

66. INITIATIVE: Describe a project or idea (not necessarily your own) that was implemented primarily because of your efforts. What was your role? What was the outcome?
67. INITIATIVE: Describe a situation in which you recognized a potential problem as an opportunity. What did you do? What was the result? What, if anything, do you wish you had done differently?
68. INITIATIVE: Tell us about a project you initiated. What did you do? Why? What was the outcome? Were you happy with the result?
69. INITIATIVE: Tell us about a time when your initiative caused a change to occur.
70. INITIATIVE: What has been the best idea you have come up with during your professional career?

#### INTEGRITY

---

71. INTEGRITY: What would be the best example that shows you are a person of integrity?
72. INTEGRITY: Tell us about a time when you showed integrity and professionalism.
73. INTEGRITY: Has your manager/supervisor/team leader ever asked you to do something that you didn't think was appropriate? How did you respond?
74. INTEGRITY: Tell us about a time when someone asked you to do something you objected to. How did you handle the situation?

#### INTERPERSONAL

---

75. INTERPERSONAL: What are the three most important factors that make you an effective, valued coworker in your current job?
76. INTERPERSONAL: Tell us about a time you had to work closely with a coworker whom you disliked or with whom you had trouble working. What did you do to make the relationship work so you could succeed for your company?
77. INTERPERSONAL: Tell us about a time you were asked to do something you had never done before. How did you react, and what did you learn?
78. INTERPERSONAL: Describe a recent unpopular decision you made. How was it received? How did you handle it?

79. INTERPERSONAL: What, in your opinion, are the key ingredients in guiding and maintaining successful business relationships? Give us examples of how you have made these work for you.
80. INTERPERSONAL: Give us an example of a time when you were able to successfully communicate with another person even when that individual may not have personally liked you (or vice versa). How did you handle the situation?
81. INTERPERSONAL: Describe a situation where you had a conflict with another individual, and how you dealt with it. What was the outcome? How did you feel about it?
82. INTERPERSONAL: What are the steps that you take to maintain good co-worker relationships?
83. INTERPERSONAL: How frequently do you support others and get support from others?
84. INTERPERSONAL: Describe a situation which required you to be sensitive to the needs of fellow co-workers?

#### LEADERSHIP

---

85. LEADERSHIP: Tell us about a time when you demonstrated leadership skills.
86. LEADERSHIP: Tell us about a time you had to drive a team through change. How did you achieve this?
87. LEADERSHIP: Tell us about a time you needed to inspire a team. What challenges did you meet and how did you achieve your objectives?
88. LEADERSHIP: Tell us about a situation where you faced reluctance from your team to accept the direction that you were setting.
89. LEADERSHIP: Describe a project or situation where you had to use different leadership styles to reach your goal.
90. LEADERSHIP: Tell us about a time that you took the lead on a difficult project.
91. LEADERSHIP: How would you describe your leadership style?
92. LEADERSHIP: Instead of simply using authority to influence another individual, it is sometimes desirable to lead other persons by setting a positive example for them to follow. Describe a work situation when your example served as a model for others.
93. LEADERSHIP: Who have you coached or mentored to achieve success?
94. LEADERSHIP: Give us an example of a time when you used facts and reason to persuade another person to take action. Be specific.
95. LEADERSHIP: Tell us about a time when your attempt to motivate a person/group was rejected. What have you done to re-motivate a demoralized team/person?
96. LEADERSHIP: Tell us how you organize workload, set objectives, follow-up, and monitor results when you are leading a team or project?
97. LEADERSHIP: How do you determine what is right or fair in delegating tasks/roles/responsibilities within your current organization?

98. LEADERSHIP: Describe a time in which you had to improve a team's performance. What challenges did you meet and how did you address them?

#### ORGANIZATION

---

99. ORGANIZATION: Tell us about a time you had to multitask, how did you handle it?

100. ORGANIZATION: Tell us about a time that your planning/organizational skills led to positive results.

101. ORGANIZATION: Tell us about a time you failed to meet a deadline.

102. ORGANIZATION: Planning is often more than thinking, it is also doing. Tell us what you have done with such tools as flow charts, production schedules, and filing systems (or anything else) to help you plan.

103. ORGANIZATION: Give us an example of a time in which you feel that you were effective in mitigating 'constant emergencies' and 'surprises' in your work climate. How did your planning help you deal with the unexpected?

104. ORGANIZATION: Give us an example from your working history that demonstrates your ability to organize and maintain a system of records to facilitate your work.

105. ORGANIZATION: Time management has become a necessary factor in personal productivity. Give us an example of any time management skill you have learned and applied at work. What resulted from use of the skill?

#### POLITICAL AWARENESS/SAVVY

---

106. POLITICAL AWARENESS/SAVVY: Describe a politically sensitive situation that you were in and how you handled it.

107. POLITICAL AWARENESS/SAVVY: Give us an example of a complex political situation you were able to handle effectively and quietly, which, had you not handled it well, could have blown up.

108. POLITICAL AWARENESS/SAVVY: Describe an instance when you had to think on your feet to extricate yourself from a difficult situation.

#### PROCUREMENT

---

109. PROCUREMENT: What do you like most and least about procurement?

110. PROCUREMENT: Which commodities/categories have you sourced in the past? Do you have a preferred category?

111. PROCUREMENT: What was your best negotiation and why?

112. PROCUREMENT: How do you manage supplier relationships?

113. PROCUREMENT: How would you deal with a difficult stakeholder?

114. PROCUREMENT: How would you implement a cost-saving, value-building initiative?

115. PROCUREMENT: What technology and tools (such as procurement software) have you used?

116. PROCUREMENT: What is the most difficult lesson you have learned during your time in procurement?

117. PROCUREMENT: What factors would you consider if you had to produce cost savings in a short time frame?

118. PROCUREMENT: What process do you go through when conducting a sourcing initiative?

119. PROCUREMENT: What are some appropriate remedies for a supplier's failure to perform?

#### PROJECT MANAGEMENT

---

120.PROJECT MANAGEMENT: How do you ensure that your project is always on track?

121.PROJECT MANAGEMENT: What tools do you use to plan your activities on projects?

122.PROJECT MANAGEMENT: How do you approach a newly assigned project?

123.PROJECT MANAGEMENT: How do you ensure you stay on track to meet deadlines?

124.PROJECT MANAGEMENT: Take us through a complicated project you were responsible for planning. How did you define and measure success? What obstacles did you encounter? Which ones were anticipated and which were unanticipated? What did you learn that you could, or have, applied to other projects?

125.PROJECT MANAGEMENT: What programs or projects have you been responsible for implementing? Tell us how you planned and executed the most important of these. What unanticipated difficulties arose in carrying out the plan? What changes were made in your plan as it was being implemented? Looking back, how effective do you think that your preliminary planning efforts were?

126.PROJECT MANAGEMENT: Can you give us an example of when your curiosity made a real difference in a product or project?

#### RESILIENCE

---

127.RESILIENCE: Describe a time in which you received negative feedback from an employer, colleague, or client. How did you manage this feedback? What was the outcome?

128.RESILIENCE: Tell us about the biggest change that you have had to deal with in a workplace setting. How did you cope with it?

#### SUPERVISION

---

129.SUPERVISION: Tell us about a time you had to confront and handle the negative behavior of someone who reports to you. What was the situation? What did you do? What was the outcome?

130. SUPERVISION: Tell us about a time you had to take disciplinary action with one of your direct report. What led to that action? How did you handle it? What was the outcome?

131.SUPERVISION: Tell us about a time you had to provide constructive feedback to an employee who was not meeting performance expectations. Why was the employee not meeting expectations? (NOTE: Listen for whether the person accepts responsibility for developing employees or places the blame solely on the employee.)

132.SUPERVISION: Tell us about a time you coached or mentored someone to a higher level of performance or a higher level position.



133.SUPERVISION: Describe what steps you have taken in your current or previous positions to define and communicate performance expectations to your employees.

134.SUPERVISION: Describe your procedures for keeping track of what is going on in your department.

135.SUPERVISION: Tell us about the process you use to set goals for your department and your direct reports.

#### STRATEGIC PLANNING/THINKING

---

136.STRATEGIC PLANNING/THINKING: Tell us about a time when your industry knowledge alerted you to an upcoming challenge or opportunity, and where you were able to develop a proactive strategy to deal with it.

137. STRATEGIC PLANNING/THINKING: Give us an example of a strategy you developed to achieve a long- or short-term business need, goal, or objective.

138.STRATEGIC PLANNING/THINKING: Give us an example of a time where, by using your understanding of the strengths and weaknesses of your competitors, you were able to gain a competitive advantage in the marketplace.

139.STRATEGIC PLANNING/THINKING: Tell us about a strategic initiative or opportunity you identified and pursued.

#### SYSTEMS THINKING

---

140.SYSTEMS THINKING: Give us an example when your ability to look at problems and issues from a big picture approach served you well.

141.SYSTEMS THINKING: Tell us about the most significant project you have worked on in which it was crucial to keep track of details while still managing the “big picture.” How did you make sure the work got done? How did you keep focused on the overall goal while still managing all of the specific parts?

142.SYSTEMS THINKING: Tell us about a time when you failed to look at a problem or issue from a big picture perspective and paid the price for that.

143.SYSTEMS THINKING: Describe a time when your ability to find relationships between things inside and/or outside the organization helped you be more effective.

144.SYSTEMS THINKING: Give us an example of a time you solved a problem in ways that addressed total system needs rather than just your immediate situation.

145.SYSTEMS THINKING: Tell us about a system you designed or improved. Why did you do it? What benefit resulted? Who was impacted by the design/improvement? How did they react?

146.SYSTEMS THINKING: Tell us about a time where your understanding of a (social/organizational/technological) system helped you be more successful than you would have been otherwise.

147.SYSTEMS THINKING: Give us an example of a time when you picked up on a business or industry trend or change and made appropriate changes with your company/department/team to respond to or take advantage of the opportunity.

#### TEAMWORK

---

148.TEAMWORK: Building a team spirit to get results is often a very difficult thing to do. Tell us about a time when you had your greatest success in building team spirit. What specific results were accomplished by the team?

149. TEAMWORK: Describe a time when you put your needs aside to help a co-worker understand or complete a task. How did you assist your co-worker and what was the result?
150. TEAMWORK: When have you been part of team that drove an important business change? What was your role?
151. TEAMWORK: Describe the most difficult team you worked on, what was your role, and what knowledge have you applied from that experience?
152. TEAMWORK: How do you address a situation where you are the team lead and a team member is not contributing at the same level as other team members and it is affecting the effectiveness of the project?
153. TEAMWORK: Describe a time in which members of your team did not get along. How did you handle the situation?
154. TEAMWORK: Describe a time in which you were a member of a team. How did you positively contribute to the team?

#### TECHNOLOGY/COMPUTER PROFICIENCIES

---

155. TECHNOLOGY/COMPUTER SKILLS: What software programs are you most comfortable using? Describe your technology skills.
156. TECHNOLOGY/COMPUTER SKILLS: What development tools have you used?
157. TECHNOLOGY/COMPUTER SKILLS: What languages have you programmed in?
158. TECHNOLOGY/COMPUTER SKILLS: How would you rate your key technology competencies for this job?
159. TECHNOLOGY/COMPUTER SKILLS: Define authentication and authorization and the tools that are used to support them in enterprise deployments.
160. TECHNOLOGY/COMPUTER SKILLS: What technology-related blogs, podcasts, tweets or websites do you follow? Do you share any information yourself online?
161. TECHNOLOGY/COMPUTER SKILLS: How do you keep your technology skills current?
162. TECHNOLOGY/COMPUTER SKILLS: From a technology standpoint, what do you think are the most significant advancements over the past three years?
163. TECHNOLOGY/COMPUTER SKILLS: Give us an example of a time when you were responsible for selecting a new or improved technology.
164. TECHNOLOGY/COMPUTER SKILLS: Give us an example of a time you applied technology to improve a service, process, or productivity.

#### TIME MANAGEMENT

---

165. TIME MANAGEMENT: Give us an example of a time you were unable to complete a project on schedule despite your best efforts.
166. TIME MANAGEMENT: Give us an example of a time that your priorities were changed quickly. What did you do? What was the result?
167. TIME MANAGEMENT: Tell us about time you had to complete multiple tasks/projects in a tight timeframe.