## Sample Behavior-Based Interview Questions

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<tr>
<th>Target Behavior/Performance Factor</th>
<th>Behavior-Based Questions to Use in Interview</th>
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| Supports the team                 | • Give an example of when you had to support others in a team. What did you do to support them? Why did they need your support?  
• In the past, how have you encouraged others to share their views, thoughts, and feelings? How did the other people react? How did you check that you had understood all of the information? How did you show that you were listening? What did they tell you? |
| Takes initiative                  | • Tell me (us) about a time when you took it upon yourself to accomplish a task without being asked. What was the reaction of others? What led to your decision to take charge? What was the outcome?  
• Tell me (us) about a time when you set specific work goals for yourself. How did things turn out? |
| Is committed                      | • Give an example of when you demonstrated real commitment to an organization or group. How did you show this? Why was it so important? What conflicts did this cause you? How did your attitude compare to that of those around you?  
• What impact do you feel your role has/could have on overall business performance? How do you measure this impact? How could you increase this impact? How important is this as a motivator to you? |
| Is honest and ethical             | • Tell me (us) about a time when you applied or enforced a company policy or rule. How did those involved respond? What was the outcome?  
• When have you been asked to compromise organizational values or ethics to meet the needs of a colleague or customer? How did you manage the situation? What factors did you have to consider? What was the outcome? |
| Give constructive feedback        | • Tell me (us) about a time when you gave constructive feedback to a colleague. What was your approach? How did he or she react? What difference did it make? What would you do differently? |

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| Manages time effectively          | • Tell me about a situation in which you had to cope with a particularly demanding task. How did you feel? What did you do to keep your energy level up? How often do you get asked to achieve difficult goals?  
• Describe a time when you failed to complete a task on time. At what point did you realize you would miss the deadline? With whom did you communicate? What lessons did you learn?  
• Give me an example of when you had to work under an important deadline. Why was this so important? How did you respond to this sore of pressure? To what extent did you meet the deadline and all that is required? |
| Is adaptable                       | • Describe a time when you had to adapt to a new method of working. What changes to your current working practices did you have to make? How did you feel about it? How easily did you adapt to it, compared to your colleagues?  
• When have you tailored a solution for a customer? In what way did you tailor it? How did you use your knowledge and experience to ensure it matched the customer’s needs? |
| Provides leadership                | • In the past how have you ensured that staff members are well informed? Give me a specific example. What information did you pass on? Why? How did that help them?  
• How do you motivate people to achieve results? Give me an example of when you have done this. What approaches did you try? How did they react? What was the outcome?  
• How do you supervise, appraise, and monitor others’ behavior? Give me a specific example. What methods have you used? How have these worked? What different methods may you use in the future?  
• How do you decide what to delegate to your team, and to whom? Tell me about one specific time. What factors did you consider? How did you monitor their progress? What was the result? |