

Behavioral Interviewing Guide

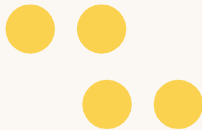
What is behavioral interviewing?

At Elevate Security, we look for culture “adds,” not culture “fits.” As part of our dedication to building a workplace that reflects society and bringing in diverse perspectives, we’ve taken care to design behavioral questions and scenarios that help candidates express the success attributes they bring to the role for which they’re applying. The behavioral questions are designed to help candidates communicate what they value, how they think and collaborate, and the ways that they solve problems. Behavioral questions ask candidates to share examples of specific situations they’ve been in where they had to use certain skills – soft skills especially – or explain how they navigated certain types of scenarios.



How to use this guide

Identify the top behavioral traits from the list below that a candidate will need in order to succeed in their role and at your company. Consider dividing up traits between interviewers, giving each interviewer a few behaviors to dive into. You can preselect questions for them, or let them choose from the pool of options listed under each behavioral section.



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Adaptability / Flexibility

Tell me about a time where you changed your mind about something.
What happened?

Tell me about a time when you felt it necessary to alter your style or behavior in working with others.

Describe a time when one of your decisions or ideas was challenged?
What did you do?

Can you tell me about a time when your carefully laid plans were changed on you? What happened? What did you do?

What's an example of a time when you "rolled with the punches?"

Give me an example of a time when you were abruptly pulled off one task / project and put on another?

Describe a situation where you had to deliver on an idea you didn't agree with.

What's an example of a time when you decided it was best to deviate from guidelines and processes?

Describe a situation where you have had to handle changing priorities.
What practices did you use to cope with change? What was the impact on your overall productivity and job satisfaction?

Describe a time when you changed a closely held belief or point of view?
How did this happen?

Align and Team

Tell me about a time when you held an opposing view from others on your team. How did you reconcile your opinion with the opinion of others?

What's an example of a time when you had to work closely with a person who had a very different style from yours? Describe each of your styles and tell me how you approach it.

Give me an example of a time when you had to work across multiple stakeholders in order to get the work done.

What have you done when your goals or priorities were in conflict with other people's or group's goals and priorities?

Give me an example of a time you helped to facilitate alignment between competing goals and priorities between two people or groups?

Tell me about a time when you made someone else great?

Analytical

Tell me about a task or project that really tested your analytical abilities?

Can you tell me about a time when you discovered a more efficient way to do a work task?

What might be an example of either a problem you faced – either technical, process or people. Walk me through how you approached and worked to resolve the problem.

Tell me about an assignment you worked on in which you had to amass a huge amount of data, and then analyze it?

What's an example of a time when you had to balance logic and intuition?
Tell me how you approached it.

Can you tell me about a situation where your analysis of a problem was deemed to be incorrect? What would you have done differently?

What's an example of a time when you were unable to complete a task because you didn't have adequate information to reach a good decision?

I'm interested in hearing about a situation where you had to put your fact-finding skills to work to gather the necessary information to solve a problem. How did you go about doing this?

Give me one example of a time when you had to quickly analyze a situation and make a quick decision.

What is the process you follow when you are solving problems? What would be an example of that?

Attention to Detail

What's an example of a time when you worked on a project or task that required an attention to detail? How did you approach it?

What's an example of a time when an important detail was lost or overlooked? How did you correct / address the situation?

Walk me through an example of a time when you had to juggle multiple priorities while maintaining an eye on the details. How did you approach it? What was the outcome?

Assertiveness

Describe a situation where you had to tell either your boss, or a customer or someone above you in the organization "No." How did you get the message across? What was the outcome?

Share with me a time where you really had to get what you wanted.

What's an example of a time that you had to deliver some tough news to someone? Tell me what happened.

Tell me about a time when you had a strongly held opinion or idea that others didn't support. How did you handle it?

Tell me about a tough decision you had to make when it would have been easier to compromise.

Business Acumen (Driving the Business)

What have you done to ensure that the work you do aligns with your company's business strategies?

What high-level company strategies impact the work you are doing currently? Give an example.

What's an example of how you translated a high-level business strategy into a specific tactic?

What specific steps do you take to better understand the interrelationships of the various disciplines and processes that impact your work?

Tell me about a time when the goals your team had were in conflict with those of another group. How did you resolve this? Where do things stand now?

How do you stay current on developments in the industry, marketplace and competitors? What trends do you see that will impact our industry in the near future?

Could you give me an example of a time you influenced a solution that had a positive impact on the business.

Give me an example of a time when you had a technical solution that you really believed in, but it didn't align with the business strategy or priority. How did you handle it?

Tell me about a time when you won a deal from a competitor.

Describe an experience when you competed for a contract.

Tell me what you have done to promote a product or service that increased market share.



Collaborating

What have you done in the past to build strategic alliances with suppliers, vendors, stakeholders or customers?

Tell me about a time when you had to work with another team or group to get something done. What were the challenges you faced? What was your role? What was the outcome?

Sometimes we are faced with the choice of standing firm and going it alone – or establishing partnerships and alliances that require us to compromise our own needs for the good of all parties. What's an example of a time that you were faced with this choice? What did you do?

Give me an example of a project you worked on that required coordination across different departments or functional silos. What was the result?

Tell me about a time when you held an opposing view from others on your team. How did you reconcile your opinion with the opinion of others?

What's an example of a time when you had to work closely with someone who had a very different style from yours'. Describe each of your styles and tell me how you approached it.

I'm interested in hearing about a time when you worked on a team where roles were interdependent and the work needed to be handed off from one person to another.

Give me an example of a time when you had to work across multiple stakeholders in order to get the work done.

Describe a time when you facilitated a team in making a team decision.

Share with me an example of where you worked cross-functionally.

Communication

Tell me about a time you effectively listened to what someone was saying. What technique did you use? How did you know how well you were doing?

What happens to your communication style when you are under pressure? Give an example.

What experience have you had with presenting to groups (or: to customers, to Executives)? How did you prepare and what was the outcome?

Describe a time when you have had to communicate an uncomfortable or unpleasant message to your boss, a stakeholder, a customer, or someone reporting to you. What happened? What did you do? What specific steps or techniques did you use? What was the outcome?

Describe the last time you have a disagreement with a coworker, customer, boss, or direct report. What was the source of the disagreement? How did you approach the discussion?

What was the toughest communication situation you have had to deal with? How did you approach it? What did you say and do? What was the outcome?

Tell me about a time you had to communicate a change to someone.

Describe how you took into account the audience when you deliver a message. Give an example.

What do you do when you're unclear about someone's message? What's an example of that?

Describe a situation where you were required to use effective written communication. How did you approach this? What impact did it have?

Tell me about a time when you had to communicate effectively to upper management about acquiring additional resources or budget (or extending the timeline) for a project.

What's an example of a time when you communicated a complex idea to someone else? How did you approach it?

Describe a time when you had to communicate an idea to a stakeholder to get their buy-in? What steps or techniques did you use and what was the outcome?

Describe how you took into account the audience when you created and delivered a message.

Describe a time when you had difficulty communicating your thoughts or message clearly to another person or group. What was the message and what did you do to adjust? What was the outcome?

Tell me about a time when you had to negotiate with upper management about acquiring additional resources, budget or extending timelines for a project.

Compliance

What's an example of a time when you followed guidelines and processes?

What's an example of a time when you decided it was best to deviate from guidelines and processes?

Tell me about a time when you felt it was necessary to question or challenge the authority of your boss or upper management. What did you do?

Have you ever worked with someone that broke a policy? What did you do?

Continuously Improving

What's an example of a skill you've worked at improving. How did you go about doing this?

What have you done to implement continuous improvement in your work?

Tell me about an idea you've had for improving a product, process or system at your company.

In spite of our best efforts, we all make mistakes. What's an example of a mistake you've made and how have you learned from it?

Describe a time when you tried a new or different approach to a situation, even when the current solution was working well.

Coping with Pressure

In our jobs there are times when we have to balance the competing needs of several parties. Tell me about a situation where this happened to you.

Give me an example of a time when you had to work under great pressure. What obstacles did you encounter? How did you deal with the obstacles?

Tell me about a time when you received unpleasant feedback about your work. What did you do?

Tell me about a time when you faced a crisis or emergency at work.



What have you done in the past that required you to remain effective or accurate in spite of distractions or interruptions?

Tell me about a recent time when you had to make a decision under a tight deadline.

What types of pressure do you currently feel on your job? How do you cope with these pressures?

What's the most demanding manager (or customer) you have ever worked for? How did you handle it?

Give me an example of when you had to complete several assignments in too short a time frame. What did you do during this period or "crunch time"? How would you rate the results?

Creativity

Tell me about a time when you came up with a creative approach to a problem or project.

Walk me through an example of an instance when you used your imagination to think outside of the box?

When working on a project, what's the most creative idea you ever came up with?

What's an example of a time when you experimented with something new and it failed? What did you learn from this experience? What would you do differently the next time?

Tell me about a time when you were creative in solving a problem. What was the problem and what was your solution?

What was the most creative or innovative accomplishment in your last position? What specific things did you do that directly contributed to this being a creative or innovative outcome? What happened as a result?

Describe for me your creative process in coming up with novel approaches and ideas.

Tell me how you encourage and support creativity and innovation in those around you. Give an example when this resulted in someone else being successful. What specifically did you say and do to help this individual be more creative and innovative?

Describe a time when you tried a new or different approach to a situation, even when the current solution was working well.

Tell me about a time when you drove creativity within your group or product.

Describe a creative idea you had that wasn't adopted by others. Why do you think that was?

Customer Service / Customer Focus

Tell me about a time when a customer (or stakeholder) "tried your patience?" What did you do? What was the outcome?

Tell me about a time where you had to respond to a customer complaint.

What's a recent example of a time when you had to handle a difficult service issue? How did this situation come to your attention?

Tell me about a time when you were faced with a difficult request from a customer (or stakeholder). How did you respond?

In spite of our best efforts, sooner or later we all make a mistake in providing excellent service to our customers or stakeholders. Tell me about a time when this happened to you.

How do you seek customer (or stakeholder) input and feedback? Give an example when you used this input and feedback: What did you do and how do you know these actions had the impact you anticipated?

What is your customer service philosophy; Give an example where you have lived this philosophy; Give an example when your philosophy was in tension with other drivers in the business? What specifically did you do? How did you know your actions had a positive effect on customer satisfaction?

Describe how you've gone about building a new relationship with a customer or stakeholder.

Tell me an example when your work had an impact on customer (or stakeholder) satisfaction or customer needs.

Can you tell me about a time when a customer had an issue with your product or service and how you handled it?

Describe a situation where you had to make a decision that balanced a customer's need with your company's objectives.

Give me an example of when you had an opportunity to go the extra mile for a customer (or stakeholder).

Give me an example of a time when you had to deviate from an original design based on a customer need.

Get it Done: Execution & Delivery

Using examples from the past year, describe your design process for a short project and multi-month project.

How do you decide what to work on each day? How do you decide what your priorities are?

What project are you most proud of? Why?

Give me an example of a time you had to meet multiple deliverables and a number of top priority tasks? How did you approach it?

Share with me a story where you had to work with and through others to get results?

Given me an example of a time when you took the initiative to do something that was needed even though it wasn't in your area of responsibility?

Give me an example of a time when you had to balance the need for speed or meeting deadlines with the need for quality and what was the outcome?

Initiative

Describe a situation where you discovered a problem on your own and took the initiative to resolve it. How did you uncover this problem? What did you do? What was the resolution?

Give an example of a time when you took the initiative to do something that was needed even though it wasn't in your area of responsibility.

Tell me about a time when you had to take decisive action before an opportunity would be missed. Why was the quick action necessary? What impact did your actions have on others? How did it all turn out?

Describe a time when you took initiative and independent action to accomplish something important, without being asked.

Tell me about a time when you went beyond the call of duty to get the job done. How did your efforts impact the business results?

Influencing Others

What's an example of a time when you were able to persuade others to act on something that was important to you?

What's a time when you weren't successful at influencing? What would you do differently?

Describe a time when you crossed organizational boundaries to influence a decision or present a new idea relevant to the organization's strategy: What was the outcome?

What techniques do you use to persuade people to take your recommended course of action? Give an example where you were successful. What's an example of a time you were unsuccessful?

Describe a situation where you sold an idea under a particularly difficult circumstance. What was the ultimate result of your influence?

Describe a situation where you have had to prepare for push back and resistance. What steps did you take to prepare? What happened in the actual interface? How did it all turn out?

Describe a situation where you have had to influence a peer or colleague who wasn't doing something they were supposed to be doing. What did you say? How did it turn out? Did this person demonstrate these behaviors again?

Tell me about a time when an idea of yours met with resistance. How did you drive it to resolution?

Innovation

There's a saying that "if it ain't broke, don't fix it." On the other hand, there's also a saying that we should "think outside the box." Both are valid. Share with me a story that illustrates how you took one of these two approaches.

What's an example of a time when you experimented with something new and it failed? What did you learn from this experience? What would you do differently the next time?

How much risk taking is expected in your current position? Give an example of a high risk and a low risk situation.

How would you describe your comfort with risk taking? Give an example where you took a risk and it paid off. Give an example when it caused you or others to fail.

Tell me about a time when you were creative in solving a problem. What was the situation?

What was the most creative or innovative accomplishment in your last position? What specific things did you do that directly contributed to this being a creative or innovative outcome? What happened as a result?

Tell me how you encourage and support creativity and innovation in those around you. Give an example when this resulted in someone else being successful. What specifically did you say and do to help this individual be more creative and innovative?

Describe a time when you tried a new or different approach to a situation, even when the current solution was working well.

Tell me about a time when you drove innovation within your group or product.

Describe a creative technique you have used to get the information you needed to do your job.

Integrity

Tell me about a tough decision you had to make when it would have been easier to compromise.

Describe a time when you made a mistake and accepted full responsibility for it.

What's an example of a time when you demonstrated a high degree of integrity?

Sometimes people stretch the truth or omit information a bit in order to either protect themselves, their team or the organization. Tell me about a time when you either found it necessary to do so or decided not to.

Describe a situation where you could not fulfill a commitment made to a coworker or customer. How did you handle it? What would you do differently?

Discuss a time when your integrity was challenged. How did you handle it?

Have you ever experienced a loss for doing what is right? If so, tell me about it.

Tell me about a time when you knew, or had access to sensitive information, and people were pressuring you to reveal it. What would have been the consequences of divulging it? How did you handle the situation?

Tell me about a situation when it was necessary for you to have the trust of others. What was the situation? How did you know that others perceived you as trustworthy?

Leadership

What's an example of a time when you commanded the respect and attention of others? What did you do to achieve this respect?

Tell me about a time when you worked as a leader of a diverse team. How you taken advantage of each person's unique skills and background?

Give me a brief summary of the times you've played a leadership role.

What was your greatest success as a leader? What was your greatest failure? What did you learn from the failure?

Can you tell me about a time when you were given a directive that you didn't think was the best decision. How did you handle it?

Tell me about a time when you were able to rally and align people around an idea or new direction.

What's an example of a time when you really believed in an approach or a particular solution? What happened?

Making Tough Decisions / Taking a Stand

Tell me about a time where you had to make a decision that you knew would be difficult for others to accept. What happened?

Tell me about a time when you "rocked the boat." What were the risks? What was the outcome?

Can you recall a situation where you had to communicate an important or unpleasant change or decision to others? What happened?

Can you describe a situation in which you found it important to "take a stand" even though the outcome would make you unpopular?

What's an example of an instance where you had an opinion that was "at odds" or contrary to the opinions of others? How did you handle it?

Managing Others

What have you done to monitor the day-to-day work performance of the people you managed?

Describe a situation where you had to deal with someone who was resisting a change.

Tell me about a time when you coached an employee to improve their skills.

What's an example of a time when you delegated work to someone you fully trusted? How about a time when you had to delegate work to someone you didn't fully trust? How did you handle each situation?

Managing Others (cont.)

Tell me about a time where someone who was obviously upset came to you for guidance in solving a problem. What did you do?

Tell me about a time where you took a chance by giving another person greater responsibility than you normally would have.

What's an example of a time when you were able to motivate someone else? When have you not been successful at motivating someone else?

Tell me about a particularly challenging employee situation you had to deal with.

Pick out 3 employees that work for you: Tell me about each of their developmental needs and what's being done to meet that need.

Tell me about the last time you had to give someone corrective feedback? How did it go?

When was the last time you recognized or rewarded another employee? Tell me about it.

What's an example of a time when you involved others in a decision?

When have you made a decision on your own without input from others? What factors did you consider in deciding which decision making method to use?

Describe your process for setting expectations for your employees. When is this most challenging. Perhaps you could give an example.

How do you stay on top of your employee's progress? Describe a time when you discovered a mistake by your employee. What did you say? How did they respond?

What has, in your experience, been the most effective method for developing the skills of your employees? Give an example where an employee's development efforts resulted in improved performance.

What have you found to be the most effective way to provide ongoing feedback to your employees? Give an example of a feedback session.

What specifically do you do to hold your direct reports accountable for their performance? Give an example when an employee was not performing up to expectations. What did you say? What steps did you take? How did it turn out?

Tell me about a time when you had to handle a performance problem.

How have you kept your top talent engaged and challenged?

Have you ever inherited a team? What steps did you take shortly after taking over the team? What was most challenging? Where is the team now?

Tell me about a time you had to act on a decision that would be unpopular with the team. How did you manage the situation?

Negotiating and Resolving Differences with Other

What's an example of a time when you and a customer or stakeholder (or your Manager) had different ideas or different approaches – and you had to negotiate a path forward that worked for everyone involved?

Tell me about a time when you found a win-win solution to a conflict.

When were not able to achieve a win-win? What would you do differently next time?

Tell me about a time where you were proud of your ability to stand firm and resist compromise. What's an example of a time where you gave in to accommodate the other person's wishes?

What have you done when your goals or priorities were in conflict with other people's / group's goals and priorities?

Tell me about a time when you overcame a disagreement on the direction of a project.

Tell me about a time when you disagreed with the majority decision. How did you handle it?

Optimism / Passion

Describe for me a time when you had to be upbeat and optimistic when others were pessimistic.

Tell me about a part of your last job that you were passionate about.

Describe a time when things didn't go as you planned as a result of a lack of passion or interest on your part. What would you do differently next time?

How do you maintain morale on your team?

Tell me about a project that did not go very well. What was your reaction?

Describe a time when morale was low and you took a proactive approach to boosting the morale.

Tell me about a project that you were so passionate about that you could not get it out of your mind.

Tell me about a time that you stayed upbeat and driven toward results even when things weren't going well.

Walk me through a time you had to sell an unpopular idea that you believed in.

What "gives you a charge" or excites you in your job? What's an example of that?

Persistence / Tenacity

Give me an example from your background where you had to persevere under difficult circumstances to complete a task / project.

Tell me about a time where you demonstrated a high level of commitment to completing a project or task.

Walk me through a time when you "under the gun" to get something done with limited resources and time. What did you do?

Tell me about a time when you were given a project or task with an impossible deadline or requirements that were difficult to meet. How did you handle this situation?

Tell me about a time when a project / task was put at risk of meeting the deliverables. What steps did you take? How did you respond to the pressure that was put on you?

When have you stuck with a task even though you weren't particularly interested in it?

What's an example of a time you put in extra effort to get the job done?

Planning and Organizing

Walk me through how you prioritize your work and schedule your day.

Give me an example where you analyzed a process or a workflow in order to improve its efficiency or eliminate a bottleneck or duplication.

Share with me a story that illustrates your planning and organization skills.

How have you dealt with unanticipated surprises or changes to your work schedule?

Describe a time you missed a deadline. What did you learn?

Tell me about a project where it was critical to track high numbers of details while still staying on top of the "big picture"? How did you manage your time during this process?

How do you keep things organized when you are at your most hectic? Describe the methods and tools you use.

Describe a time when better planning would have avoided "fire fighting." How has this experience changed your methods? What do you do now to avoid reactive or heroic project management behaviors?

What is your biggest time waster? How do you cope with it?

Describe a time when you were working on multiple projects at one time. What methods did you use? How did each of the projects turn out?

Tell me about a time when you had responsibility for a deadline or project deliverable that you did not have the resources to meet. What steps did you take?

How do you prioritize the elements of a complex plan? Give an example of your most complex project. Why was it complex? How did you know if your priorities were correct? What was the final outcome?

Problem Solving and Decision Making

Describe an experience where you had to take action or make a hasty decision without adequate data or information.

Describe a time when you failed to anticipate a problem. How could you have anticipated it? How did you fix the problem?

Think about a complex problem you had to solve on your job. Tell me about the process you used to determine the root cause of the problem.

Recall a decision you had where there were several possible choices. Tell me about the situation and describe how you made the decision.

It's often tempting to immediately jump to a solution when faced with a problem. Tell me about a time when you resisted this temptation in order to get to the real cause of the problem.

Describe a situation in which you were particularly analytical and thorough in your decision-making. Conversely, what's an example of a time when you had to make a decision "on the fly"?

In your opinion, how much should decisions be based on a "gut feel" versus hard data. Give me an example of a situation that supports your perspective.

In your current position, what kind of decisions are you able to make without consulting your manager?

When was the last time you made a difficult decision or solved a tough problem that had a broad impact? When did you first become aware of the situation? How did you analyze it? What inputs did you use? How did you implement your solution? What was the impact?

Describe the toughest decision / most unpopular decision you have ever made. What made it difficult? What was the result?

How and when do you involve others in the decision making process? What's an example of when you involved others in making a decision? What's an example of a when you made the decision on your own?

Tell me about a time when you averted a problem by anticipating it. What helped you anticipate the problem? What was the result?

Tell me about the last time you had to escalate a problem to a higher level. What was the situation? What actions did you take before escalating it? What was the outcome? In retrospect, how would you handle it differently, if at all?

Quality

Walk me through an example where you produced work of high quality. What were the steps you took to ensure quality?

Give me an example of a time when you had to balance the need for speed (meeting deadlines) with the need for quality. What was the outcome?

Tell me about a time where you discovered a quality problem with a product or service. Describe what you did. How did you prevent this problem from happening in the future?

Tell me about a time when you proposed a way to improve quality or reduce errors / bugs. How did you recognize this opportunity? What was the impact of your proposed change?

What's an example of a time when you advocated others to be more conscious (or spend more time with) of the need for quality? What happened?

Results Orientation

Describe the most significant contribution you've made in your job during the last year. What was the impact of that contribution?

Give me an example of a time when you had to go above and beyond the call of duty in order to get the job done.

What have been the major obstacles you've faced on your last job? How did you deal with them? What was the result?

What results are you trying to achieve in your current position? What are the obstacles / barriers that you're having to overcome?

Tell me about the last time one of your projects / tasks fell off track. How did you identify this? What did you do to get it back on track?

How do you decide what to work on each day? How do you decide what your priorities are?

Tell me about an important deadline and the steps you took to meet it.

Tell me about a complex assignment or project you accomplished. Did you initiate it? How did you get started on it?

Give me an example of a time when you exceeded a deadline on a project or surpassed a goal.

What's an example of a time that you had to meet multiple deliverables and a number of top priority tasks? How did you approach it.

Share with me a story where you had to work with and through others to get results.

Risk Taking

What's the last time you took a risk on your job? What did you do? What were the outcomes? How did you decide to take this risk? What were the effects of your decision?

Describe a situation where you tried a new idea that didn't work out. What would you do differently?

What's the "gutsiest" thing you've ever done at work?

Describe the riskiest decision you ever made? How did it work out?

Business Smart

Give me example of how you have used knowledge of your users to inform product decisions?

How do you stay current on developments in the industry, technology and competitors? What trends do you see that will impact our industry in the near future?

Who in the industry do you follow and read?

Give me an example of a time when you had a technical / design solution that you really believed in but it didn't align to the business strategy or priorities? How did you handle it?

What are some apps / sites / services that you really love? Why?

Tell me about a time when you have had to advocate for the greater good of the company as opposed to just your team / department?

Sense of Urgency

Give me an example when you had to make a quick decision in order to adapt to changes in the marketplace.

Tell me a time when you had a very tight schedule for a project. How did you approach it?

Give me an example of a time when you were given a high priority project on top of your regular ongoing work. How did you handle it?

Walk me through an example of how you handled an escalated customer issue.

Tell me about a time when a high priority task was give to you and needed to be completed urgently.

Give me an example where you showed agility in responding to a customer or stakeholder (or management) need.

What's an example of a time when you responded to an urgent request?

Tell me about a time when your approach to a problem turned out to be wrong. How did you solve it?

Tell me about a time when you worked on a project where the specifications changed and the deadline was moved forward.

Strategic Thinking

Tell me about a time when you adopted a long-range view that really benefited your organization or team.

Give me an example of a time when you had to solve immediate issues while at the same time continue to address long-term issues. How did you balance the two?

What's an example of a time where you were able to "get out of the weeds" and look at the work from a "big picture" perspective?

Give me an example of when you developed and implemented a business strategy. How did you get support from others? What obstacles did you face?

Startup Spirit

Describe a time when you made a mistake and accepted full responsibility for it?

Describe a situation when you could not fulfill a commitment. How did you handle it? What would you do differently?

Tell me about a time when you were able to rally or align people around a new idea or direction?

Tell me a part of your last job that you were passionate about?

Tell me about a time you stayed upbeat and driven towards results even when things were not going well.

What's an example of a time you put in extra effort to get the job done?

Tell me about a situation where you did the right thing where it would be easier compromise.



Team Building

Describe a situation where you contributed to a team environment. Be specific.

When have you not been as successful at creating a strong team? What got in the way of your success... and what would you do differently next time?

Tell me about something you have done in the past that encourages teamwork among others.

What have you done to promote increased communication and collaboration between your team members and with other teams?

Give me an example of a time when morale was low in your team. What did you do to address it?

Tolerance for Ambiguity

Describe a situation where you needed to make a decision even though you didn't have all the important information.

Tell me about a time when you had to work with unclear or changing priorities.

When have you had to satisfy a requirement to get something done fast and with high quality? How did you handle it?

What's an example of a time when priorities were in shifting and the direction was unclear? How did you handle it?

Have you ever had to support a policy or a program that you disagreed with? What did you do?

Working with Others / Teamwork

Describe a situation where you have had to adjust your behavior or style to work more effectively with someone else.

Could you tell me about a time you worked with someone of a different background, belief system or perspective than yours [preferably in a coaching context]. What were your biggest challenges with this and how did you navigate them?

What has been your experience working with people from different ethnic or cultural backgrounds. Please share an example where you particularly effective in reaching business objectives with someone from another culture.

Describe how you work with people who have very different ways of reacting to situations and approaching problems. What were the differences and how did things turn out?

Tell me about a time when you had to work with someone who had a significantly divergent opinion or approach.

Think of a problem person you had to deal with. Tell me exactly what happened and how you handled it.

How do you figure out what motivates someone else? Give an example where you used your understanding of what motivated someone to a positive end. What happened? What did you say? What was the impact?

Tell me about a time you helped someone do something that they probably didn't think they could do. What impact did this coaching have on the other person?

Tell me about a time when you supported a team effort even though you may not have agreed with it.

What roles have you played on a team at work? Which roles were most rewarding? Least rewarding?

What have you done to contribute to a positive team environment?

Describe a situation where you had a difference of opinion with a co-worker. What happened, and how did you resolve the issue?

Questions to “Seek Disconfirming Evidence”

Tell me about an objective / deliverable in your last job that you weren't able to meet and why?

What have you learned from the mistakes you've made?

We've all made mistakes in our careers. Tell me about a situation where you “blew it.” How did you resolve or correct it to save face?

Tell me about a situation where you realized you were wrong and, as a result, changed your course of action.

If you could change one decision you made during the past two years, what would that be?

Tell me of a time where you had to work on a project that didn't work out the way it should have. What did you do?



Diversity, Equity, Inclusion


Diversity, equity, and inclusion are important to us. We know that diverse teams are more successful, and we work hard to ensure everyone is treated fairly and respectfully. That's a bit about what these values mean to us; what do diversity, equity, and inclusion mean to you?

What are some tactics you've [used / seen used] to improve diversity at an organization?

What are some tactics you've [used / seen used] that build inclusive and equitable teams?

For executives: how have you built teams that live up to these values in the past?

For executives: how might you work with a report who isn't living up to these values?



Elevate Security addresses one of the most challenging aspects of building an enterprise security program: getting ahead of breaches before they happen. Our solutions help enterprise security leaders gain deep visibility into their biggest organizational risks to prevent ransomware, account takeover, and data loss.

Elevate Security enables CISOs to transform beyond managing incidents to proactively addressing these risks with automated playbooks to get in front of the next breach. Elevate Security's cloud-based platform integrates with leading security technologies to identify users most likely to cause a breach and automatically orchestrate additional security to minimize the likelihood of an incident. Elevate Security is trusted by leading enterprises in industries such as financial services, technology, healthcare, and more who rely on our proactive solution to strengthen their organizational security posture.

For more information, visit: www.elevatesecurity.com