



## BEHAVIORAL INTERVIEWING QUESTIONS

### DISC BEHAVIORAL HIERARCHY & TRIMETRIX INTERVIEW QUESTIONS

Read the following suggested interview questions as they relate to the behavioral traits of the job. Customize the questions to be more job-specific and assure that all candidates are asked the same questions.

#### 1. Analysis of Data

- How do you organize details for recall and use? What system do you use? Would you ever consider yourself to be careless with details? Why do you say that?
- What is longest time you have ever spent ensuring that the facts, details and components of a system were accurate? What was the system? Where was it? Describe it for me.

#### 2. Competitiveness

- How demanding are you of yourself and others? Do you think you are sometimes too demanding? Give me an example of a job situation where being demanding helped achieve the goal. Did it lead to other problems? Would others ever describe you as aggressive? Pushy? Why?
- How important is winning to you? How do you define winning? Give me an example of a situation where you felt you were going to lose. How did it feel? How did you handle it?

#### 3. Customer Oriented

- How important is it for people to like you? Which is more important, being trusted or liked? Why do you say that?
- Do you stop and listen to others or express your opinions quickly? Give me examples and situations where both of these situations occurred. What was the outcome?

#### 4. Frequent Change

- When you are forced to change priorities or direction, how do you respond?
- When things keep coming at you and nothing seems to get completed, how do you feel? When this happens, how do you handle this situation?

#### 5. Frequent Interaction with Others

- How do you handle frequent interruptions by other people? How about your response to people who ask you question after question?
- Are you more comfortable with details, people with the big picture, or with bits of data?

#### 6. Organized Workplace

- How systematic are you? Tell me about how you organize activities, tasks and projects. Explain your system for keeping organized.
- How effective are you when you face repetitive tasks? Tell me about jobs you have had that required diligent record keeping and systematic planning. Describe the job. Describe your level of satisfaction with that job. What was your level of success?

#### 7. Urgency

- When faced with a deadline, how do you respond?
- How important is it to you to have all the facts before proceeding? Give me an example of a time when you didn't have all the facts and you did proceed. How did you feel? How did it work out?

#### 8. Versatility

- Are you patient or impatient? Give me an example of how you handle slower moving people. Would you consider yourself to be opinionated? Strong-willed? Explain.
- How important is it for you to be systematic? Describe a system you have set up, used and been successful with in any previous job you have ever had.



## BEHAVIORAL INTERVIEWING QUESTIONS

### PIAV, WORKPLACE MOTIVATORS & TRIMETRIX INTERVIEW QUESTIONS

Read the following suggested interview questions as they relate to the rewards/culture environment of the job. Modify the questions to be more job-specific and assure that all candidates are asked the same questions.

#### 1. Aesthetic

- How would you rank the importance of creativity and self-expression in your work? How do you personally express your unique creative style?
- Within your work environment, what single event, problem and/or unexpected situation has the potential to throw you off balance more than anything else?
- Describe how you would feel if you were to discover that an organization you worked for was misusing the earth's natural resources. How would you show your feelings?
- Describe your strategy for achieving and maintaining a comfortable level of balance and harmony in your life. What would you say you are most sensitive to in your work environment and/or in general?

#### 2. Individualistic/Political

- What role does being in control of a situation play in your job satisfaction? How important is it for you to control your own destiny?
- How important is independence to you? Power? Influencing others? What would be your level of satisfaction with a job if you had none of these?
- How good are you in taking directions from others? How much do you like doing so?
- How do you go about influencing others to act? Give me a concrete, real-world example of a time when you were able to move a group of people to action and exactly how you did it.

#### 3. Social

- Is there ever such a thing as "too much" service? Explain your answer to me, please.
- Is there ever a point when employees should stand up and tell their manager that they are being mistreated? Give me an example of a circumstance where that might be the case.
- Tell me how you would service an account that kept having problems with your product and kept coming back, yet showed no promise of future business.
- What would you do if an employee was missing an undue amount of time to a family crisis? How would you handle it? At what point would you take drastic action? What would that drastic action be?

#### 4. Theoretical

- Which is more important, action or knowledge?
- Would you consider yourself to be an expert in something? What is it? How did you go about gaining the knowledge?
- Tell me what you especially like or enjoy about learning things. What topics or subjects do you enjoy?
- How comfortable are you in taking the time, energy and effort required to master a subject or topic you currently know very little about? How about one in which you have very little interest?



## BEHAVIORAL INTERVIEWING QUESTIONS

### PIAV, WORKPLACE MOTIVATORS & TRIMETRIX INTERVIEW QUESTIONS

*(CONTINUED)*

#### 5. Traditional/Regulatory

- Is there an absolute right and absolute wrong? How do you decide what is right and what is wrong?
- Tell me about “rules”. Give me an example of a rule that you have relative to managing or leading others. Where did you learn that rule? How rigid is it?
- Have there been situations in your work experience when you were absolutely convinced that your rules or standards were superior to your employers? If so, why were they better? Were you able to convince your employees that yours were better?
- Do you sometimes feel that things would be easier and better if there were fewer rules and procedures? How do you deal with it?

#### 6. Utilitarian/Economic

- How important is earning a lot of money to you? What do you consider to be a “lot of money”?
- Where would you like to be, financially, in 5 years? 10 years? Why?
- What role does earning a significant income play in your job choices? In staying in a job?
- Would you consider yourself to be a bottom line, practical thinker or are you more theoretical or philosophical? Why do you say that?



## BEHAVIORAL INTERVIEWING QUESTIONS

### PERSONAL TALENT/SKILLS INVENTORY & TRIMETRIX INTERVIEW QUESTIONS

Read the following suggested interview questions as they relate to the attributes required by the job. Customize the questions to be more job-specific and assure that all candidates are asked the same questions.

#### 1. Accountability for Others

- How do you go about establishing performance standards for others? Give me an example of a set of specific standards you have established for others and how you kept track of performance.
- Tell me about a time when you inherited a poor performer. What approach did you take with that person?
- Describe a sensitive issue you have dealt with in correcting a subordinate. What made it so sensitive? What factors did you have to consider when dealing with it?
- Describe a difficult, performance issue you have dealt with in the past and describe the process you used to correct the problem. What was the outcome?
- Have you ever had a situation where failure came from a "system" rather than from the "people" who made the system function? How do you differentiate between the two? How would you go about correcting a flawed "system" versus the "people" who are part of it?
- Describe a time when it was necessary to discipline or take punitive action with an employee. How did it work out? Did you do anything differently the next time you faced a similar problem?

#### 2. Conceptual Thinking

- Describe a situation where you formulated a hypothetical outcome of a situation and developed a tangible plan to make that outcome a reality.
- Give me an example of a conceptual idea you had. Walk me through how you implemented it.
- What will your industry look like in five years? Who will your biggest competitors be and why? Describe our competition as you see it. Point out strengths and weaknesses of the competitors.
- What is the biggest strategic opportunity you have successfully identified and accomplished in your life? Describe the largest strategic opportunity you have ever missed. What did you fail to see? Why do you think you missed it?
- Give me an example of a specific plan you developed that was deemed successful or improved a situation.
- How have your career plans changed over the past few years?

#### 3. Conflict Management

- Give me an example of a situation where you had to take control of an emotionally charged situation and exactly what you did to keep everyone and everything under control.
- Who is the most difficult person you have ever encountered? What made that person so difficult? What did you do to remain as objective as possible when dealing with them?
- Give me an example of a situation when you had to choose between two difficult alternatives in a very short time frame. What process did you use to reach your decision? How popular was your decision? What did you do to defend your position, if anything at all?
- Tell me about a time when you had to solve a conflict between disputing parties. What was the outcome? What did you learn from the way you handled it?
- How have you handled criticism of your work? Describe a time when you failed to resolve differing opinions.
- How do you go about learning all sides of a dispute or disagreement before reaching a conclusion? Tell me about a situation that you observed where all sides or points of view were not heard and how you would have handled it differently.



## BEHAVIORAL INTERVIEWING QUESTIONS

### PERSONAL TALENT/SKILLS INVENTORY & TRIMETRIX INTERVIEW QUESTIONS

(CONTINUED)

#### 4. Continuous Learning

- Tell me about the last book you read or seminar you attended. What was it? What were two important ideas you have learned? How did you put these things into practice?
- Describe for me how you have invested in your own professional growth in the last 12 months.
- What are the 3 biggest trends or concepts that you need to learn about in order to stay ahead in your areas of expertise? How do you plan to learn them?
- Give me an example of a creative or innovative way in which you applied something you learned.
- Tell me about the most exciting book you have read in the last year that has helped you on the job. What led you to read this book?
- What do you enjoy learning about? Why is that? How does it help you?

#### 5. Customer Focus

- Give me an example of a time when you knew the customer was wrong but you had to accommodate their wishes. How did you handle it? What did you say? What did you do? How did you feel about it?
- Tell me about a situation where you were able to anticipate a customer's needs before the customer even brought up what they wanted.
- Describe a situation where you went over and above what was expected to exceed a customer's expectations. How did you feel about that? How comfortable would you feel about doing that regularly?
- In your view, what makes some customers more valuable than others? Should all customers be treated the same?
- Give me an example of when you had to go the extra mile to meet a commitment that someone else had made to a customer. What, specifically, did you do? How did you feel about having to meet a commitment made by someone else?
- Is there ever a time when a customer who is in error should be confronted? If so, give me an example of when that would be and how you would do that.

#### 6. Decision Making

- How much of your decision making is based strictly on data? What other input do you use for making decisions? What role does "gut instinct" play?
- What is the most unpopular decision you ever made? How did you prepare yourself to communicate that decision? What was the reaction of those affected?
- Give me an example of a decision you made quickly? Why were you able to make it so quickly? Give me an example of a decision that took a very long time to make. How long did it take and why?
- Describe a decision you had to make where you put the needs of the organization before your personal preferences.
- What decision have you made that had the most strategic impact on others or an organization? What were those implications? Which were good? Bad?
- Describe a situation when you had to explain the rationale for a decision you made to other people? How did you communicate your rationale? What were the reactions of others? How did you handle any negative reactions?



## BEHAVIORAL INTERVIEWING QUESTIONS

### PERSONAL TALENT/SKILLS INVENTORY & TRIMETRIX INTERVIEW QUESTIONS

(CONTINUED)

#### 7. Developing Others

- Tell me about someone in your career who put time and energy into your development.
- Give me an example of a time when you recommended a book or seminar to a subordinate for development purposes. Why did you select what you did? How did you follow up with that person?
- How important are training and development for the ongoing success of your group? Department? Company? What percentage of an annual budget should be set aside for education and training purposes?
- What is the difference between training and coaching? Which are you better at doing?
- How would you go about identifying and developing a training plan to improve someone's performance?
- Give me an example of a time when you delegated a project to someone for the purpose of developing that individual. How did you stay in the loop? How successful were they?

#### 8. Diplomacy and Tact

- Give me an example of a time when you had to exhibit diplomacy while under pressure on the job. How did you do that?
- Give me an example of a time when you or someone you know set aside their personal agenda for the sake of larger, business-oriented issues? What did you think of that?
- How do you identify key stakeholders in an organization? Give me an example of a time when you not only identified them but also maintained a positive relationship with a diverse group of people at all levels of an organization.
- Give me an example of a time when you overcame internal resistance or "politics" to an idea or project. How did you go about doing that?
- Is there ever a time when your personal agenda should supersede the needs of your organization? If so, when?
- Describe the most politically sensitive situation in which you ever found yourself. What were the three things you did to ensure that you maintained your position in that situation without offending anyone?

#### 9. Empathetic Outlook

- Describe ways you are able to show others you care about them, yet do not compromise the needs and requirements of the overall organization.
- How would you communicate to a co-worker that they are not fulfilling their professional obligations because they are spending an excessive amount of time on a personal issue at the expense of the organization?
- Give me a concrete example of how one person's actions have impacted another person negatively and you have gone about correcting the first person's activity.
- What do you do to ensure that you are accurately listening to what another person is really saying and meaning? When have you dealt with cross-cultural issues of a sensitive nature?
- When have your skills in empathy been put to the test? Describe how you handled the situation.
- Do you consider yourself to be more emotional or rational in your thinking? What is the difference? Please give me an example where either or both would be necessary in resolving an issue at work.



## BEHAVIORAL INTERVIEWING QUESTIONS

### PERSONAL TALENT/SKILLS INVENTORY & TRIMETRIX INTERVIEW QUESTIONS

(CONTINUED)

#### 10. Flexibility

- Give me an example of a time when you had to make a difficult transition. What made it difficult? How did you feel about it at the time? How did it work out?
- Give me an example of a time when you had to suddenly change directions on an assignment or project at work. How did you accomplish this? Were deadlines still met?
- How do you regroup when things haven't gone as planned?
- Describe a situation where you have had to be flexible. How did you feel about having to be so flexible? How did it work out for you on a long-term basis?
- Describe a work situation where you had to accommodate someone else. How did it work out long term?
- Describe a conceivable situation where you might have to adjust a plan or make significant changes (i.e. budget cut, deadline moved, etc.). Describe how you would go about doing that.

#### 11. Goal Achievement

- Describe the most complex project you ever worked on. How did you establish action steps and milestones for that project? What was the most difficult part of that project for you?
- Share with me 5 goals you have previously set for yourself in your career. How many have you accomplished? What have been the reasons for your successful completion of them? How about those you have not completed?
- Give me an example of a time when you really procrastinated before getting started on something. How did you get started? Did you complete that goal or project?
- Is there one thing in your life that you have accomplished that gives you the most satisfaction? What is it? How tough was it to accomplish?
- What is the one thing in your life that you have not been able to accomplish or complete that gives you the most frustration? Why didn't you complete it? How could you complete it?
- Give me an example of a time when you were really able to focus your efforts on a single goal. How were you able to do that?

#### 12. Influencing Others

- What do you consider to be the most effective way to influence someone to a particular point of view? Give me an example of when you have done that successfully.
- Who is the most convincing person you have ever known? What did that person do that made them so convincing?
- What steps do you take when trying to gain the support for an idea of another person(s)? What is the biggest mistake someone could make when doing that?
- Give me an example of a time when you listened carefully and you learned something that helped you gain support or convince someone of something. What is the one, single thing you listened to and how did it help you?
- Have you ever seen someone continue to persuade someone even though the other person had already committed to the first person's point of view? What are some signs that communicate that this has happened?
- How often do you use tools or aids to help you persuade someone to your point of view? Give me several examples of what you have used and how you used them. How successful were you?



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### PERSONAL TALENT/SKILLS INVENTORY & TRIMETRIX INTERVIEW QUESTIONS

(CONTINUED)

#### 13. Interpersonal Skills

- Describe for me the most difficult business relationship you have ever had to deal with. Why was it so difficult? What did you do to make the relationship go more smoothly?
- What is the most stressful or difficult situation where you had to maintain your composure at work? What did you do to maintain the composure? How do you think you did? If you had it to do over, what would you do the same? Differently?
- What is your single biggest communication strength? How do you know? What is your greatest business success acquired as a result of this strength?
- Describe the most difficult, demanding person you have ever encountered. What made them so difficult? What did you do to better understand and relate to them?
- Give me an example of a situation when a personal relationship you had or developed was helpful in a business situation. How did you cultivate that relationship without appearing to be patronizing?
- Give me a specific example of a situation where you had to develop a productive relationship with someone whose point of view was different from your own. How did you go about sustaining the relationship?

#### 14. Leading Others

- Who is the most effective leader you have ever seen? What made that person so effective?
- Would you consider yourself to be a leader? What is your philosophy of leadership?
- What do you believe are the attributes of an effective leader? How have you demonstrated these qualities? Where would you like to grow?
- Who was the worst leader you have ever encountered? What did they do that made them the worst?
- Who is a role model you have had in your life? What did that person do to justify being a role model? Would you do the same? How would you do it?
- If we asked your immediate subordinates to describe your leadership style, what would they say? In what areas would they make positive comments? Negative comments?

#### 15. Objective Listening

- Give me an example of a time when someone else provided you a solution to a problem or situation that you would not have been able to arrive at yourself. Did you give credit to the other person? How?
- How often do you implement ideas suggested by someone else? Could you give me an example of when you did that? Did you give public credit to that person?
- Demonstrate for me how you confirm to other people that you have clearly understood what they have said to you.
- Explain a situation where you empowered others to enthusiastically submit their ideas.
- Describe a time when you acted on someone's suggestion.
- Explain a situation where you have seen a person prematurely present his or her point of view or opinion to someone else. What is the downside of doing that? Have you ever done that?





## BEHAVIORAL INTERVIEWING QUESTIONS

### PERSONAL TALENT/SKILLS INVENTORY & TRIMETRIX INTERVIEW QUESTIONS

(CONTINUED)

#### 16. Personal Accountability

- Tell me about a time when it was necessary to admit to others that you had made a mistake. How did you handle it?
- Give an example of a situation where others had made an error or mistake and you had to take the blame for their actions. How did you feel about doing that?
- What is the worst business decision you ever made? What made it the worst? Would knowing what you do now have helped you to avoid making that decision?
- Give me an example of a lesson you have learned from making a mistake. What did you do differently going forward?
- Give me an example of someone you know whose personal actions led to disastrous results. How answerable is that person for what happened? What advice would you give to that person?
- What person from history do you most admire for taking the blame for a failure? What did taking the blame do for that person?

#### 17. Planning and Organizing

- How much time do you normally spend planning on a weekly basis? Daily basis? Specifically, when do you plan for a specific week? For a day? How does your weekly planning differ from your daily planning?
- Tell me about your personal organization system. How do you organize your work area?
- What system do you have in place to ensure that longer-term projects and goals are accomplished within the time frame that you have set?
- When you find yourself losing focus on a project, how do you get back on track?
- Give me an example of a specific plan that you personally had established and then had to totally restructure it. How did you do it? Was it done on time?
- Give me an example of how you planned a specific event, project or activity.

#### 18. Problem Solving

- Give me an example of a difficult problem you solved at work and describe how you went about solving it.
- What problem have you solved in your career that has provided you the greatest sense of fulfillment?
- Give me an example of a problem at work that you just couldn't solve. What did you do?
- Give me an example of how you approach a complex or difficult problem.
- How do you identify resources and data and go about organizing them when working on a project or problem?
- When confronted with a difficult or complex issue how do you prepare yourself with the right attitude and expectation?



## BEHAVIORAL INTERVIEWING QUESTIONS

### PERSONAL TALENT/SKILLS INVENTORY & TRIMETRIX INTERVIEW QUESTIONS (CONTINUED)

#### 19. Resiliency

- Share with me a time you have faced a great deal of personal criticism from others. How did you handle it? Did you modify or change your position in the face of this criticism?
- Give me an example of a time when you had an idea and had to abandon it. How did you recover?
- Tell me about a specific setback you faced at work. How long did it take you to get past it?
- Describe a time when you received negative feedback from your manager. Did you feel it was accurate or warranted? What actions did you take as a result of receiving the feedback?
- Give me an example of a time when you were faced to take the initiative in the face of a mounting tide of adversity or criticism. How, exactly, did you move past it?
- Do you consider yourself to be a resilient person? Who is the most resilient person you ever knew? How do you compare to that person in resiliency?

#### 20. Results Orientation

- Give me an example of one thing in your life that you have worked on for what you consider to be a very long time with no distraction or break. What did you dislike most about that? How successful were you in completing it? How long a time did you work it?
- Give me an example of a time when someone didn't follow-through on a commitment to you. What did you do about it? How do you make sure that others around you follow through on their commitments? How do you ensure that you do?
- Give me an example of a project that you have completed and the outcome. Please give me the most essential components of that project that played the biggest role in its completion.
- Describe a plan you've developed for something you are currently working on. What are the most essential components of that plan...the things that must be accomplished or the plan won't work?
- Tell me about a time when you missed a deadline. What were the consequences? What did you do differently the next time you faced a deadline?
- Have results ever been less than stellar for a project you've worked on? What caused the results to be less than great? How did it happen?

#### 21. Self-Management

- Give me a specific example of a project that you were responsible for organizing from beginning to end. How did you go about it? How did you deal with changes that arose? How did you ensure that the project stayed on track? What was the final outcome? What did you learn from this experience?
- Have you ever faced a day in which you just couldn't get everything done that you had planned? How did you handle it? (If the position sometimes requires extra hours, simply ask the candidate if they are able to fulfill that requirement).
- Do you consider yourself to be a good time manager? Share with me the planning system you use and show me how you use it.
- We have all had times where it was necessary to balance work and personal or family time. Give me an example of a time when you had too many things to do in both areas of your life and describe how you went about prioritizing your time.
- How much time do you spend getting organized on a daily basis? When do you do it? What impact do you think this habit has on your results?
- What is the difference between activity and results? How do you personally define this difference?



## BEHAVIORAL INTERVIEWING QUESTIONS

### PERSONAL TALENT/SKILLS INVENTORY & TRIMETRIX INTERVIEW QUESTIONS

*(CONTINUED)*

#### 22. Self-Starting

- What time of the day are you at your best? How do you organize your activities around your most productive times?
- Tell me about the most aggressive, self-starting person you ever knew. What did you admire most about that person? Least?
- Give me an example of a time when you went and made something happen without much outside prodding.
- How would you approach a new task that you've been assigned without being given much direction?
- Describe a time when you were proactive. Describe a time when you were reactive. How did the results differ?
- As part of our reference checking, we will contact your former manager at some point. What will he/she tell us about your capacity as a self-starter? What example do you think your former manager will use to illustrate his/her point?

#### 23. Teamwork

- Describe a team in which you have participated that you feel was effective. What made it a good team? Describe a team that was less effective. What was the difference between the two?
- What, in your opinion, is the most important thing to always remember when you are on a team? What is the worst mistake a person on a team can make?
- Have you ever seen someone violate a trust relationship with another team member? What was the trust issue that was violated? What was the result? How could it have been avoided?
- Give me an example of a group or team decision that was made and you felt that it was wrong or was something you disagreed with. How did you handle it? Were there others who agreed with you? What was the end result?
- List some things you think are important to remember in order to be a productive team member?
- What would you do if you were on a team and one of the members failed to meet the promises and commitments they had made to the others and did this consistently?