



BEHAVIORAL INTERVIEW QUESTIONS

Below are examples of behavioral questions, an increasingly common style of interview. We've provided insight into what employers are looking for when asking behavioral questions (taken from a tool used by hiring managers at ARAMARK, a professional services company).

Question	What the Interviewer Looks for
Tell me about a time you made a commitment and did not deliver on it.	<p>Candid discussion of the situation. Candidate that takes responsibility for decisions. Evidence of: informing everyone affected of what could occur because of inability to keep commitment, learning from the experience, awareness of results or impact. Perseverance in eventually delivering what was promised.</p> <p>Uncover reasons for not keeping commitment. Acceptable-nature of business changed the need, budgeting constraints. Unacceptable-did not effectively manage the project.</p>
In the past, what have you done when working with someone who disagreed with you about how to proceed?	<p>Willingness to address and not avoid conflict, seeing it as an opportunity to come up with a better solution that represents a hybrid of both approaches. Demonstrates an ability to listen to the other side and discuss alternative perspectives before dismissing conflicting views.</p>
Tell me about a time you creatively allocated resources in your group?	<p>Knows what to do in the event money or employees get cut. Want to see that candidates sees obstacles and trade-offs as hurdles that can be creatively overcome.</p>
Describe a unique way you reached an organizational objective this year.	<p>Exhibits enthusiasm for what they did. Also looking for methods that are different from how candidate and organization usually does things.</p>
Talk about a time you had to choose between your personal agenda and what was best for the organization.	<p>Understanding of importance of doing what is best for organization. Consideration of implications of decisions and actions. Reasoning based on mixture of wisdom, experience or judgment. Looking to others for advice.</p>
Tell me about a time when you generated excitement about one of your ideas despite initial resistance.	<p>Ability to communicate a compelling and inspired sense of purpose. Ability to make the idea sharable by everyone. Ability to motivate people behind the data</p>

Describe the vision and direction of a group you've led in the past.	If candidate can't communicate it to you, he/she isn't going to be able to communicate it to team members either. Probe to find out about the results of the vision. Want to make sure that the momentum it generated lasted a long time and that employees remained inspired by it.
Describe a situation where you had a poor performer in your group. How did you remedy the situation?	Acknowledged the damage the poor performer was doing. Did not just give up on the performer or tolerate poor performance but attempted to develop him/her through enriching tasks, training, mentoring, etc. Knew when development wasn't working and had poor performer moved to another area where s/he had a better chance of succeeding or out of the company. Respected poor performer in terms of confidentiality and fair treatment.
Describe an innovative method or approach you initiated.	Creativity in thinking. Breakthrough innovation. Concrete evidence that there was a dramatic change in the way business is conducted.
Describe a time you allowed a project to fall through the cracks.	If candidate states that this has never happened, probe by saying: it doesn't have to be something catastrophic, just something small. Issues to look for: Not managing the details. Failure to anticipate bottlenecks. Inability to deploy resources effectively. Poor time management or issues with prioritization. Could/should it have been foreseeable and avoided?
Discuss a time you engaged your team to improve results.	Ways that the candidate involved his/her team to create results. The ability to inspire his/her staff to achieve more.
Discuss a time you came up with a creative solution to changing conditions/demands/priorities.	Thinks in terms of new trends/opportunities benefiting the organization. Thinks strategically about uncovering ways to proactively address issues. Seeks out and discovers a best practice solution. Anticipates and adapts to a changing environment.

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