**Have a Backbone; Disagree and Commit**

- Tel me about a time when you strongly disagreed with your manager or peer on something you considered very important to the business. What was it and how did you handle it? Knowing what you know now, would you do anything differently?

- Describe a time when you took an unpopular stance in a meeting with peers and you reader. What was it? Why did you feel strongly about it? What did you do? What was the outcome?

- Often, we must make decisions as a group. Give me an example of a time you committed to a group decision even though you disagreed. What factors led you to commit to the decision? Would you make the same decision now?  
- Describe a time when you felt really strongly about something on a project, but the team decided to go in a different direction. How hard did you press4the issue? How did you approach that project afterward?  
- Tell me about a time when you pushed back against a decision that negatively impacted your team. What was the issue? How did it turn out? Would5.you have done anything differently?

- Give me an example of when you submitted a great idea to your manager, and they did not support it. What was the idea? How did you handle the lack of support?

- Describe a time when you had to support a business initiative that you didn't agree with. How did you handle it? How did you deliver the message to your team?

- Tell me about a time when the business gained something because you persisted for a length of time. Why were you so determined? How did it turn out?

**Frugality**

- Give me an example of how you have helped save costs or eliminate waste within your role or organization. What was the situation? What was the impact?

- Describe a time when you had to get a project or initiative completed with limited resources. How did you approach the situation? What was the impact? Knowing what you know now, would you have done anything differently?  
- Tell me about a time when you didn't have enough resources to do something you felt was important but found a creative way to get it done anyway. What was the situation? What other options did you consider? How did you decide on a path forward? What was the outcome?  
- Tell me about a time when you had to make tradeoffs between quality and cost. How did you weigh the options? What was the result? Would you have done anything differently?

- Tell me about a time when you generated a creative solution to a problem or project without requiring additional resources. What was the problem? What was the solution and how did you come up with it? What was the outcome?   
- Give an example of a time you requested additional funding/budget to complete a project. Why was it needed? Did you try to figure out another approach? Did you get the additional resources? Why or why not?

**Earn Trust**

- Tell me about a time when you had to communicate a change in direction that you anticipated people would have concerns with. What did you do to understand the concerns and mitigate them? Were there any changes you made along the way after hearing these concerns? How did you handle questions and/or resistance? Were you able to get people comfortable with the change?

- Give me an example of a tough or critical piece of feedback you received. What was it and what did you do about it?  
- Describe a time when you needed to influence a peer who had a differing opinion about a shared goal. What did you do? What was the outcome?   
- Give me an example of a time when you were not able to meet a commitment. What was the commitment and what were the obstacles that prevented success? What was the impact to your customers/peers and what did you learn from it?  
- Tell me about a time when your team's goals were out of alignment with another team you relied on in order to meet your goal. How did you work with the other team? Were you able to achieve your goals?

- Tell me about a time when you uncovered a significant problem in your team. What was it and how did you communicate it to your manager and other stakeholders? What did you do to address the problem? How did you manage the impact of this problem for the rest of your team?  
- Describe a time when you improved morale and productivity on your team. What were the underlying problems and their causes? How did you prevent them from negatively impacting the team in the future?

- Tell me about a time when a team member was struggling at work and you stepped in to help out. Why did you think they were struggling? Why did you decided to step in and support? What did you do to help out? How did it impact your work? What was the outcome? What did you learn from that situation?

**Dive Deep**

- Tell me about a time when you were trying to understand a complex problem on your team, and you had to dig into the details to figure it out. Who did you talk with or where did you have to look to find the most valuable information? How did you use that information to help solve the problem?

- Tell me about a situation that required you to dig deep to get to the root cause. How did you know you were focusing on the right things? What was the outcome? Would you have done anything differently?

- Tell me about a problem you had to solve that required in-depth thought and analysis. How did you know you were focusing on the right things? What was the outcome? Would you have done anything differently?

- Walk me through a big problem or issue in your organization that you helped to solve. How did you become aware of it? What information did you gather? What information was missing and how did you fill the gaps? Did you do a reflection at the conclusion of the project? if so, what did you learn?

- Tell me about a specific metric you have used to identify a need for a change in your department. Did you create the metric or was it already available? How did this and other information influence the change? What was the outcome of this change?

- Have you ever created a metric that helped identity a need for a change in your department? What was the metric? Why did you create it? How did this and other information influence change? What was the outcome of the change?

**Deliver Results**

- Give me an example of a time when you were able to deliver an important project under a tight deadline. What sacrifices did you have to make to meet the deadline? How did they impact the final deliverable? What was the final outcome?  
- Tell me about a time when you had significant, unanticipated obstacles to overcome in achieving a key goal. What was the obstacle? Were you eventual successful? Knowing what you know now, is there anything you would have done differently?

- Tell me about a time when you not only met a goal but considerably exceeded expectations. How were you able to do it? What challenges did you have to overcome?

- Tell me about a time when you or your team were more than halfway to meeting a goal when you realized it may not be the right goal or may have unintended consequences. What was the situation? What did you do? What was the outcome? looking back, would you have done anything differently?

- Give me an example of a mission or goal you didn't think was achievable. What was it and how did you help your team try to achieve it? Were you successful in the end? Looking back, would you have done anything differently?

- Tell me about a time when you did not effectively manage your projects, and something did not get completed on time. What was the impact? What approaches do you use to make sure you are focusing on the right deliverables when you have several competing priorities?

**Customer Obsession**

- Describe a difficult interaction you had with a customer. How did you deal with it? What was the outcome? How would you handle it differently?

- Tel me about a time when you went above and beyond for a customer. Why did you do it? How did the customer respond? What was the outcome?

- Give me an example of when you were able to anticipate a customer need with a solution/product they didn't know they needed/wanted vet. How did you know they needed this? How did they respond?

- Give me an example of a time when you asked for customer feedback. How did you use that feedback to drive innovation or improvement? How did the customer respond?

- Tell me about a time when you evaluated the customer experience of your product or service. What did you do? What was the result?

- Tell me about a time when a customer came to you for something that wouldn't actually address their need. How did you approach the situation? What was the result?

- Sometimes customers make unreasonable requests. Tell me about a time when you've had to push back or say no to a customer request. What did you say or do in response to that request?

- Tell me about a time when you had to balance the needs of the customer with the needs of business. What did you do? What was the result?

Bias for Action

- Give me an example of a calculated risk that you have taken where speed was critical. What was the situation and how did you handle it? What steps did you take to mitigate the risk? What was the outcome? Knowing what you know now, would you have done anything differently?  
- Tell me about a time when you worked against tight deadlines and didn't have time to consider all options before making a decision. How much time did you have? What approach did you take? What did you learn from the situation?  
- Describe a situation where you made an important business decision without consulting your manager. What was the situation and how did it turn out? Would you have done anything differently?  
- Tell me about a time when you had to gather information and respond immediately to a situation. What was the outcome? Would you have done anything differently?  
- Give me an example of when you had to make an important decision and had to decide between moving forward or gathering more information. What did you do? What was the outcome? What information is necessary for you to have before acting?  
- Tell me about a time when you saw an issue that would impact your team and took a proactive approach to solve it. What was the issue? What did you do and what was the outcome? What did you learn from this situation?

Are Right, A Lot

- Tell me about a time when you didn't have enough data to make the right decision. What did you do? What path did you take? Did the decision turn out to be the correct one?  
- Tell me about a strategic decision you had to make without clear data or benchmarks. How did you make your final decision? What alternatives did you consider? What were the tradeoffs of each? How did you mitigate risk?  
- Tell me about a time when you made a difficult decision with input from many different sources (customers, stakeholders, partner teams, and so on) What was the situation and how did you arrive at your decision? Did the decision turn out to be the correct one? Why or why not?  
- We don't always make the right decision all the time. Tellme about a time when you made a bad decision. what was the impact of that decision? What did you learn? How have you applied what you learned?  
- We don't always make the right judgment all the time. Tell me about a time when you made an error in judgment. What was the impact? What did you learn? How have you applied what you learned?  
- Tell me about a time when you discovered that your idea was not the best course of action. What was your idea? Why wasn't your idea the best course of action? How did you find out it was not the correct path? What was the best course of action? Who provided it? What did you learn from the experience?  
- Describe a time when you brought different perspectives together to solve a problem. What types of different perspectives were represented? How did you seek out different points of view? What was the outcome? Were there any key learnings from this experience? Knowing what you know now. would you have done anything different?