#### **Customer Obsession**

- Tell me about a time you exceeded a customer's expectations.
- Describe a time you prioritized customer needs over business metrics.
- How have you turned customer feedback into a product or solution?
- Tell me about a time you advocated for a customer.
- Have you ever had to say no to a customer? What did you do?

### Ownership

- Describe a time you took complete ownership of a project end-to-end.
- Tell me about a time when you stepped up when no one else did.
- Have you ever taken responsibility for something that wasn't your fault?
- Tell me about a long-term initiative you led without being told to.
- How do you stay accountable when things don't go as planned?

## **Invent and Simplify**

- Tell me about a time you simplified a process or workflow.
- Have you ever invented a tool or method from scratch?
- Describe a situation where your innovation was misunderstood at first.
- Tell me about a creative solution you implemented to solve a bottleneck.
- Have you replaced a legacy solution with something better?

### Are Right, A Lot

- Tell me about a time you made a tough decision that paid off.
- How do you ensure your judgment is sound?
- Tell me about a time you disagreed with the majority but were proven right.
- Describe a mistake you made in judgment and how you handled it.
- How do you balance data and instinct in decision-making?

### **Learn and Be Curious**

- What's the most recent thing you taught yourself?
- Tell me about a time curiosity led to an important discovery.
- How do you pursue learning outside of work?
- Describe a time you took on a project just to learn something new.
- Tell me about a skill you developed that wasn't required.

### **Hire and Develop the Best**

- Tell me about a time you helped someone level up their performance.
- Have you ever helped someone switch roles or grow professionally?
- How do you identify high potential in others?
- Describe a time you gave someone difficult but helpful feedback.
- Tell me about a time you led a mentorship initiative.

## **Insist on the Highest Standards**

- Tell me about a time you refused to accept low-quality work.
- Describe how you've improved a flawed process.
- What do you do when peers don't meet your quality expectations?
- Tell me about a time you raised the bar on a deliverable.
- How do you ensure your own work meets high standards?

### Think Big

- Describe a time you proposed a bold idea.
- Tell me about a time you had to influence others to think bigger.
- How do you inspire others to pursue ambitious goals?
- Have you worked on a 10x improvement project?
- Tell me about a solution you created that scaled beyond expectations.

#### **Bias for Action**

- Tell me about a time you made a quick decision under pressure.

- Describe a time you launched without full data or clarity.
- When have you prioritized speed over perfection?
- Tell me about a situation where delaying action would have been worse.
- Have you ever broken a process to get results?

### **Frugality**

- Tell me about a time you solved a problem with little to no budget.
- Have you ever reused or repurposed something creatively?
- Describe a time you made trade-offs to stay within constraints.
- How do you make your work cost-efficient?
- Tell me about a lean approach you implemented.

#### **Earn Trust**

- Tell me how you build trust on a new team.
- Describe a time you regained someone's trust.
- How do you handle situations when others don't trust your judgment?
- Tell me about a time you openly admitted a mistake.
- What role does honesty play in your team interactions?

### **Dive Deep**

- Tell me about a time you found something others missed.
- Describe a situation where data changed your perspective.
- Have you ever challenged assumptions with evidence?
- How do you verify information before taking action?
- Tell me about a time you investigated a recurring issue.

### **Have Backbone; Disagree and Commit**

- Describe a time you strongly disagreed with your manager.
- How do you push back respectfully on decisions you don't agree with?

- Tell me about a time you convinced others of your viewpoint.
- Have you ever escalated an issue because it was the right thing?
- Describe how you handled a disagreement on team direction.

#### **Deliver Results**

- Tell me about a challenging goal you achieved.
- How do you handle pressure near deadlines?
- Describe a time you overcame major obstacles to meet an objective.
- Tell me about a time you hit a target that seemed impossible.
- How do you make sure things get done when priorities shift?

### **General Behavioral**

- Tell me about your biggest failure and what you learned.
- How do you handle critical feedback?
- Describe a time you worked with a difficult colleague.
- Tell me about a project you're most proud of.
- How do you prioritize your work when everything feels urgent?
- Have you ever made a mistake that impacted your team?
- What motivates you to do your best work?
- Describe your ideal team culture.
- Tell me about a time you managed ambiguity.
- How do you handle conflict under stress?