



INTERVIEW QUESTIONS
BY GENWORTH COMPETENCIES

COLLABORATION

Difficult Situations

- Describe a situation where you worked with a group that had difficulties. How did you handle it and what was the result?
- When you feel that a team is working efficiently, except for the fact that one member is clearly not “pulling their weight,” what steps will you take?
- When your team encounters a problem, such as issue with another co-worker, how do you reach a good resolution?
- Describe a situation in which you and another member of a work group had different opinions about a topic.
- Tell me about a time when you had to deal with a difficult co-worker. What made him/her difficult? What did you do? What was the outcome?
- When is the last time you had a disagreement with a peer? How did you resolve the situation?
- Tell me about a time when a colleague strongly disagreed with your views, ideas, or way of working? What kind of relationship did (or can) you develop with such a person?
- Describe a collaboration experience you found disheartening. What would you have done to change this?

Teamwork

- Tell me about something you have achieved that required you to work as part of a team. What important things did you learn from this about what makes a team effective?
- Have you ever had a role in a team project where your role was not clearly defined? How did you handle this?
- Some people work best as part of a group - others prefer the role of individual contributor. How would you describe yourself? Give an example of a situation where you felt you were most effective.
- Have you ever worked with a colleague to solve a problem? What was the situation? How did you go about working it through? What was your role?
- Please give your best example of working cooperatively as a team member to accomplish an important goal. What was the goal or objective? To what extent did you interact with others on this project? What was the result?
- Tell us about a time when you needed to be particularly sensitive to another person’s cultural background in order to achieve a goal.

Good Collaboration Experiences

- When you are part of a team that is working exceptionally well, what do you think the reasons are for its success?
- Describe a collaboration experience you found rewarding. What did it involve and what was the result?

Cross-Functional Groups

- Explain how you worked with someone outside your immediate work group to accomplish a common goal.
- How have you identified and resolved a problem with others outside your normal line of authority?
- Tell me about a time when you formed an ongoing working relationship or partnership with someone from another organization to achieve a mutual goal?
- How have you helped cross-functional groups work together?

Knowledge Sharing

- Discuss a situation in which you were assigned to work in a group and had to share your knowledge, resources, etc. with the group and they had to share theirs with you.
- Tell me about a time when your willingness to share your knowledge significantly enhanced an outcome or decision.
- Describe a situation where you had to arrive at a compromise or guide others to a compromise.

Team Building

- How have you gone about developing a cohesive, high functioning team atmosphere in the past? How would you do it at Genworth?
- Give examples of how you have brought out the best in others in a team environment.



COMMUNICATION

Persuasion

- Tell me about a time when you had to convince someone to take an action they initially resisted. What did you do and what was the result?
- Give me an example of a time when you had to put your point across in a meeting to which most of the people were reluctant to hear. What did you do and what was the result?
- Describe a situation where you used your skills of persuasion to convince someone to see things from your perspective.
- Tell me about a time when you used your communication skills - be they verbal or non-verbal - to get an important point across. What was the point? How did you do it and what was the result?
- Have you ever needed to 'sell' your point to a group of people, perhaps in a meeting or presentation? Tell me about it. What specifically did you say or do? Were you successful? What did you learn from the experience?
- Tell me about a situation when you had to speak up (be assertive) in order to get a point across that was important to you. What was the point? What did you do to get it across? Were you successful?

Complex Communication

- Tell me about a time when you had to communicate a goal or a process to a customer/teammate, but they did not understand. What did you do? What was the result?
- Tell me about a time when you had to be very careful in communicating delicate information. What was the possible risk involved and how did you go about it?
- How do you (**OR** tell me about a time where you had to) explain a complex technical issue to someone who has less technical knowledge than you?
- What do you do to ensure that someone you are communicating with understands what you are trying to get across?
- Give me an example of a time when you had to present complex information. What did you do? How did they respond?
- Tell me about a time when you had to deal with an upset customer. How did you handle the situation? What did you say?
- Describe a time when you were able to overcome a communication barrier(s). What did you learn from the experience?

Written Communication

- If we talked to your last boss, how would he or she describe your writing skills? What are your strengths and developmental needs in this regard?
- In what ways was written communication required in your previous job(s)? What materials or samples of your writing best demonstrate your writing skills?
- When do you feel written communications are preferable to verbal ones? Why?

Active Listening/Soliciting Ideas

- Tell me about a time when effective listening skills helped you in a problematic situation.
- Give me an example of a time when your active listening skills were put to good use.
- Tell me about a time when you were stuck on a problem and had to solicit help from others to come to a solution.

Other Communication Questions

- What steps do you take to establish a rapport with others?
- How do you avoid communication mishaps in your work life? Tell me about a time when you miscommunicated with someone and what you did to fix the problem.
- Give me a specific example of a time when a co-worker criticized your work in front of others. How did you respond? How has that event shaped the way you communicate with others?
- What are your strengths with respect to communication skills? What aspects of communication would you like to further develop?
- What has been your experience with (**CHOOSE ONE**: writing speeches, giving presentations, selling to an audience, presenting reports, giving a talk, teaching, or training). Tell me about your biggest success in this area of your professional life.
- Describe a time when you took extra effort to make sure the person with whom you were communicating had really understood your point. How did you do this?



CUSTOMER-FOCUS

Solid Customer Service

- In your view, what are the ways in which you directly impact the satisfaction of customers (internal or external)? Tell me about how you did this in your last job.
- Describe a time when you provided an exceptional level of customer service. What specifically did you do? What were the outcomes? Why was it exceptional?
- What would your previous boss say about your commitment to satisfying the customer? In what ways did you fall short of providing excellent customer service?
- Describe the benefits of solid customer service. What are the advantages and what are the drawbacks to poor customer service?
- Tell me about a time when you did something extra, which was not part of the routine activities assigned to you, but you did it for the benefit of the customer. What did you do and what was the result?
- Give me an example of a situation you handled with superior customer service.
- Describe a time when you exceeded a customer's expectations.
- What do you think are the key needs and expectations of our customers?

Problematic Customers/Difficult Situations

- Give me an example of a time when you had to handle a problem customer in your previous role.
- Tell me about a time when you had to deal with an upset customer. How did you handle the situation? What did you say?
- How do you handle negative feedback from very angry clients? How do you respond to him/her?
- If you had to turn down a request from a valued client, what would you do?
- Tell us about how you have handled an unsatisfied customer in the past.
- Describe a time when you lost a customer. What would you do differently?
- Tell me about a time when you knew that your customer might not get what he or she needed on time. How did you handle this?

Building Rapport

- What have you done to improve relations with your customers?
- How do you go about establishing rapport with a customer? What have you done to gain their confidence? Give an example.
- Explain how you contact or initiate communications with customers.
- If you wanted to improve the service that you provide to your customers, what would you do first? What efforts have you made in your job to improve the level of customer satisfaction?

Violating Policy for Customers

- Explain, with an example, how you would handle a situation where a customer is asking for something, which is not in the interest of the company or which would violate a policy of the company.
- Have you ever felt, during course of your work, that the existing systems and solutions are not sufficient to meet the needs of customers properly and/or that they need to be changed? If so, tell me more.
- When are policy exceptions to customers warranted? Not warranted?

Other Customer-Focus Questions

- In your most recent position, whom did you consider your primary customers? In your view, what were their needs or expectations?
- In your view, how can the level of customer service provide a competitive advantage over Genworth's competitors (**OR** how did customer service provide a competitive advantage in your last two roles)?
- If I were to poll the most recent group of customers you worked with, what are three words they would use to explain their interaction with you?



LEADERSHIP

Leadership Style

- Give me an example of a time when you played a leadership role in a group or a project. Describe how you led the efforts of the group and how the group responded to your leadership.
- What characteristics are most important in a leader, in your opinion, and why? Please give me an example(s) of when you demonstrated these characteristics.
- How would your team and peers describe your leadership style? Give me an example to support your answer.
- How would you describe your leadership style? Provide examples.
- Who has been a major influence on the development of your leadership style? How have you implemented what you have learned from your influence?
- Tell me about a time where you had to communicate a vision or goal to a team with which you were working. How were you about to get everyone to share the vision and goal?
- What teams have you led? What was the best part of the team? How was the team selected? If you had an opportunity to form a team, what qualities/skills would you look for and why?

Persuasion

- Tell me about a time you had to convince someone to take an action they initially resisted. What did you do and what was the result?
- In your current job, describe a situation where you were required to persuade or influence someone to your point of view. What was your approach? How did the other person respond? What happened?

Motivating Individual Contributors and Building Morale

- How do you keep each member of the team involved and motivated while keeping morale high? What steps do you need to take to achieve this?
- Tell me about a time when the going got really tough. How did you rally the team and build morale? What did you learn?
- What steps have you taken to gain support from a team?
- Give me an example of a time when you felt you were able to motivate a group of people.
- Describe the ways you have recognized top performance.
- How have you encouraged learning and development of your direct reports or peers?
- In the face of organizational change, how do you communicate the change to your team and keep them focused?

Developing Individual Contributors

- Describe a time you were a mentor to a colleague. Was it worth it from a professional point of view?
- Tell me about a time that you had to teach and develop others in order to get a job done.
- How do you identify the developmental needs of your employees?
- How do you effectively manage your best and worst performers?
- Have you ever had to work with someone who needed significant professional development? Tell me about the impact this had on your own work. What did you do?
- How do you set goals and objectives for each of your employees?
- What do you feel is the best way to give feedback to a team member?

Difficult Situations

- Have you ever tried to do a job for which you were unqualified for? How did you react at that time? Were you able to accomplish your task? What did you learn from the experience?
- Name some situations in which a leader may fail. Tell me about a time when you failed as a leader.
- Give me a specific example of a time when you had to conform to a policy with which you did not agree.
- All leaders have to deal with conflict situations. Describe a recent disagreement or conflict you personally had to handle. When members of your team have a conflict, how do you try to resolve it?
- Describe a difficult situation you have experienced professionally. How did you handle it?



RESULTS-ORIENTED

Setbacks

- What would people who know you well say about your ability to overcome setbacks, adversity, or failure? Be specific and give some examples.
- Describe some important setbacks or failures that you've experienced. What did you do in response to these situations?
- Tell me about a time you got totally fed up on the job. What did you do after that? What did you learn from this?

Personal Success

- What has been your greatest personal success regarding your academic or professional career? Why do you consider this to be your greatest success?
- Discuss your key accomplishments in your last two positions (professional or academic). How have you added value in key roles you have held?
- What is your interpretation of "success?" How were you successful in your previous role?
- How has your technical ability been important in accomplishing results?
- What did you bring to the last position you were in? Describe how your strengths improved the team.

Taking Risks

- Tell me about a time when you undertook a project outside of your role in order to improve yourself.
- Have you ever solved a problem others around you could not solve? Tell me about it.
- Give me an example of when you have had to sacrifice a short-term goal for a long-term gain.
- Describe a time when you had to make a risky or tough decision that you felt confident would have a positive impact.

Initiative/Creativity

- What is your first reaction when your senior manager assigns a task that you think is impossible?
- What if there was a person you had continual conflicts with on your work team, yet you sense that this person is going to be the most creative in bringing the assignment to an effective conclusion. What steps do you take to nurture their contribution and demonstrate that you value their input?
- Tell me about a time you took initiative. What did you do and why did you do it? What was the result?
- Tell me about one case when you tried to solve a problem with a totally different approach than is normally used. What was the result?
- Tell me about a time you went above and beyond in a project or role. What were the expectations of you and how did you go beyond those expectations?

Handling Change

- Tell me about a time when you were very much opposed to a change that affected your work practices. How did you get through it?
- Describe a time when you wanted some change in the working style of the team, but others were reluctant to do so. How did you go about it?
- In the face of organizational change, how have you kept focused? Give me an example.
- Have you ever had to persuade a peer or superior to accept an idea that you know they would not like? Tell me about the resistance you met and how you overcame it.

Other Results-Oriented Questions

- How do you manage your time in a project when the project has a tight deadline?
- You need information and access to it is being denied to you. What steps do you take to acquire the information?
- Sometimes it is difficult to know when to set something aside and take a break. Describe an experience in which you were too persistent or not persistent enough. What happened?
- Tell me about a goal you set that was a real stretch. Did you achieve it? Why or why not?
- Tell me about a time when you had to use analytics (such as financial or business data) to develop and/or support a strategy.



MANAGERIAL INTERVIEW QUESTIONS
BY GENWORTH COMPETENCIES

COLLABORATION

- Tell me about a team you lead that required you to take extra steps to ensure it worked as a cohesive unit. What were the results?
- Give examples of how you have brought out the best in each of your direct reports.
- Tell me about a time when your team faced a difficult problem which they initially failed to solve. How did you approach the problem the second time? What did you do differently that succeeded?
- Tell me about a time when you had to mediate a conflict between two of your direct reports. What did you do and what was the result?
- Tell me how you have created a cross-functional work group to solve a business need. Was it successful or not? If yes, what is the key to a successful work group? If no, what problems did you face? How did you go about trying to solve those problems? What would you have done differently?

COMMUNICATION

- Describe your communication plan for your work team. How do you plan on communicating goals, progress, and results on an on-going basis?
- Give an example of an unpopular decision you made. How did you communicate the decision and deal with the negative feedback?
- How do you/would you keep your team informed of changes and events occurring within other departments in your company?
- When gossip and rumors are being spread, what actions do you take to mitigate the problem?
- Describe a situation where you had to persuade your team to follow a particular course of action. What did you take into consideration? What was the outcome?

CUSTOMER-FOCUS

- When is it ok to break company policy for a customer? Do you give any of that decision making process to your team? How have you created guidelines or a safety net when delegating those responsibilities to your team?
- How have you used difficult customer service situations as learning tools for your team?
- Give me an example of a time where you had to get information from the customer in order to develop an improved process. How did you get the customer's "voice"? What did you learn from the customer?
- How do you train your team on handling customer relationships with someone they know has different values, beliefs, or perspectives than them? Give me an example.
- Describe some particularly trying customer complaints or resistance that your team escalated to you to handle. How did you react?

LEADERSHIP

- How have you fostered an inclusive culture in your past teams?
- Tell me about a team-building event you put on for your team. What were your objectives, challenges, and results?
- How do you celebrate the accomplishments of your team?
- Tell me about a time when you initiated or implemented a new program, idea or procedure. How did you achieve your desired results?
- How would your team rate your level of approachability on a scale of 1-10? Why?
- What community activities have you been involved in? How did you create support within the group for the cause?
- How have you motivated employees to maintain high performance standards?

RESULTS-ORIENTED

- Tell me about a time when you learned about a different business unit in order to help your team understand their goal.
- How do you bring out the best in your direct reports?



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- How have you supported your direct reports in developing new ideas?
- Tell me about a time you lead a group of people over whom you had no authority and how you effectively utilized their diverse input to create results.
- Describe some of the business decisions that you have made that were challenging. How did you make them? What criteria did you use?
- How have you created alignment among groups or teams of which you have led? Tell me what you did.
- How have you helped your team reprioritize projects when new tasks come in? How do you keep them focused on delivering quality work while still meeting deadlines?