

## Session 3 (1/14/26):

In practice feel issue is that he's diverting away from what the question was asking.

Intros:

Interested in engineering as a kid (legos and minecraft).

Engineering project – crane project and oven in SolidWorks. Like to play basketball and hang out with friends (baking and cooking).

Behavioral Interview:

Question 1: Leadership & Initiative (taking ownership, stepping up, driving results without being asked):

### What to Look For

- Identifies problems proactively, doesn't wait to be told
- Takes ownership of outcomes, not just tasks
- Influences others without formal authority
- Shows clear "I did" vs "we did" — knows their specific contribution
- Demonstrates follow-through to measurable results
- Volunteers for stretch assignments or ambiguous situations

### Red Flags

- Waits for permission or explicit instructions
- Takes credit for team efforts ("we" without clarifying their role)
- Confuses activity with leadership (busy ≠ leading)
- Can't articulate the impact of their initiative
- Blames others when initiative fails
- Leadership examples are all about authority, not influence

"Tell me about a time you had to make a decision without all the information you needed."

S/T: Crane project. Had to build a fully functional crane. Groups of 4. Uneven contributions it became clear that progress wouldn't be made.

A: Took a leadership role and designated to other team members roles. I took the role of SolidWorks and manufacturing. I gave other team members 3D printing and manufacturing roles.

R: Our crane was one of the top performers in the class.

Go back in time: set deadlines and guidelines throughout the project timeline. To be able to come together and see the progress we made and reflect on the project as a whole. Progress checks and better communication will help with more teamwork in an engineering setting for sure.

## Question 2: Problem Solving & Technical Judgement (analytical thinking, debugging approach, technical decision-making):

### What to Look For

- Structured approach: breaks down complex problems systematically
- Considers multiple solutions before deciding
- Articulates trade-offs clearly (cost, time, quality, risk)
- Uses data/evidence to support decisions
- Knows when to ask for help vs. push through
- Learns from debugging experiences—doesn't repeat mistakes

### Red Flags

- Jumps to solutions without understanding the problem
- Can't explain their reasoning or thought process
- "Trial and error" without hypothesis-driven approach
- Overcomplicates simple problems or oversimplifies complex ones
- Blames tools, time, or others for technical failures
- No mention of validation or testing decisions

"Walk me through how you approached a complex technical problem."

S/T: oven project in geometric modeling and dimensioning course. Final project we were designated to build a custom built anything in the world. In my group, alongside 3 other group members, we decided to make a customer oven. I had the oven body, and team members had other parts (11 parts total). Entered with entry level SolidWorks skills, and we had X weeks to finish this project. Because uneven contributions, I had 1.5 days to integrate the full project.

A: Given everyone's parts and designs, I had 1.5 days to complete something that was very new to me. I had to pick up and learn new tools within SolidWorks (combine tool, merge tool, scaling tool). They sent me their parts late with inconsistent dimensions that caused a lot of rework. I had to balance other course commitments and deadlines in the meantime.

R: Ended up creating a really cool custom built oven. It took 10 iterations of upscaling and downscaling to produce the final results. All team members were happy with the work I put in, and they were happy with my integration. There were issues with communication and dimensioning, I did a really good job adapting and learning new skills. We got a great grade on the assignment, and living up to my team members expectations.

Go back in time: I would set earlier deadlines and progress check points and help keep us on track. My main issue was integration with all 11 components. Better communication and more checkpoints would have helped.

Biggest takeaway? We had silly things (antennae/robotic arms) that were interesting, but I had such little experience with prior, gave me so much experience handling other group members and learning technical tools to integrate those silly things.

### Question 3: Teamwork & Collaboration (working well with others, cross-functional skills, and supporting teammates):

#### What to Look For

- Shares credit genuinely—highlights teammates' contributions
- Adapts communication style for different audiences
- Seeks to understand before being understood (active listening)
- Puts team success above personal recognition
- Offers help proactively, not just when asked
- Handles conflict constructively—focuses on solutions, not blame

#### Red Flags

- "I" language only—no acknowledgment of team
- Speaks negatively about previous teammates/managers
- Avoids conflict entirely OR escalates unnecessarily
- Takes a "not my job" attitude
- Can't give specific examples of helping others
- Blames team dynamics for personal failures

"Describe a conflict you had with a teammate. How did you resolve it?"

S/T:

A:

R:

### Question 4: Communication & Influence (explaining complex ideas, persuading stakeholders, and presenting):

#### What to Look For

- Adjusts message complexity for the audience
- Uses concrete examples, analogies, or visuals
- Listens and addresses objections thoughtfully
- Shows preparation and structure in presentations
- Delivers difficult messages with empathy and clarity
- Persuades through logic AND relationship-building

#### Red Flags

- Uses jargon when explaining to non-experts
- Rambles without clear structure or point
- Gets defensive when challenged
- Avoids difficult conversations entirely
- Relies on authority/position rather than persuasion
- Can't give examples of adapting communication style

"Tel me about a time you had to explain something technical to a non-technical audience."

S/T:

A:

R:

## Question 5: Adaptability & Learning (handling change, learning quickly, and dealing with ambiguity):

### What to Look For

- Embraces change as opportunity, not threat
- Has a systematic approach to learning new things
- Stays calm under uncertainty—takes action anyway
- Seeks out unfamiliar challenges proactively
- Shows curiosity and asks good questions
- Quickly integrates new information into their approach

### Red Flags

- Resists change or complains about shifting priorities
- "That's not what I was hired to do" attitude
- Freezes when facing ambiguity—needs all answers first
- Relies only on familiar methods, won't try new approaches
- Learning approach is passive (waiting to be taught)
- Gets frustrated easily when things don't go as planned

"Tell me about a time you had to adapt to a significant change."

S/T:

A:

R:

## Question 6: Failure & Self-Awareness (humility, self-reflection, growth mindset, accountability):

### What to Look For (Strong Answers)

- Owns the failure fully—no deflection or excuses
- Shows genuine self-reflection, not scripted humility
- Describes specific actions taken to improve
- Shares a REAL failure, not a humble-brag
- Demonstrates growth—behavior actually changed
- Comfortable discussing imperfection (emotionally mature)

### Red Flags (Weak Answers)

- Blames others, circumstances, or timing
- "Failure" is actually a disguised success
- Can't name a genuine failure (lack of self-awareness)
- Gets defensive or uncomfortable with the topic
- Learning is generic: "I learned to work harder"
- No evidence the lesson was actually applied

"Tell me about a time you realized you were wrong about something."

S/T: Father passed away from kidney cancer when I was 9. When he was sick we moved to my aunt's house. Doctors and nurses came by each week to do checkups.

A: Moving to my aunt's house meant losing my home environment. Dealt with a lot of heavy change at a young age. Took a very hard toll on me, hearing my aunt and mom crying and in despair. Going back to school in 3rd grade was tough. I didn't like other kids giving me pity and "looking down on me". I beat myself up in high school seeing other kids doing father/son things. It took a big academic toll on me. But growing up without a father shaped who I am today. It evolved from FOMO on father/son activities, to become more aware of who I am, becoming more aware of my academics. I learned to stop hating people for treating me differently. Recently, I went fishing with some friends (everyone had gone fishing with their father, and I hadn't), and I realized how capable I have become.

R: I realized I don't have to leave his memory behind, but I learned how to be a critical thinker and an engineer and work hard on my own.

Go back in time: it was a low point in my life, but it shaped how I face challenges today. I would tell myself not to follow the instinct of shutting down, stay composed, and keep moving forward. At the end of the day, I can't control someone's death, but I would tell myself that the resilience I built, I will reap the fruits of that in the future in every area of life.

## Question 7: Generic Job Fit (passion for engineering, career goals, and intrinsic motivation):

**What to Look For**

- Genuine enthusiasm—eyes light up talking about work
- Clear career direction with logical reasoning
- Pursues learning outside of job requirements
- Connects personal interests to professional goals
- Shows curiosity about the role and company specifically
- Has researched the company and asks thoughtful questions

**Red Flags**

- Generic answers: "I like solving problems"
- Motivation is purely extrinsic (salary, title, prestige)
- No side projects, learning, or personal development
- Can't articulate why THIS role vs. any other
- Career goals seem unrealistic or disconnected
- No questions about the role, team, or company

"Why are you interested in this role/company specifically?"

Thursday, 22nd Jan 6PM CST.