| **Principle** | **Question** | **Story** | **TODO** |
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| Customer Obsession | Who was your most difficult customer? |  |  |
| Customer Obsession | Give me an example of a time when you did not meet a client’s expectations. What happened, and how did you attempt to rectify the situation? |  |  |
| Customer Obsession | Tell the story of the last time you had to apologize to someone. |  |  |
| Customer Obsession | When you’re working with a large number of customers, it’s tricky to deliver excellent service to them all. How do you go about prioritizing your customers’ needs? |  |  |
| Ownership | Tell me about a time when you had to leave a task unfinished. |  |  |
| Ownership | Tell me about a time when you had to work on a project with unclear responsibilities. |  |  |
| Invent and Simplify | Tell me about a time when you gave a simple solution to a complex problem. |  |  |
| Invent and Simplify | Tell me about a time when you invented something. |  |  |
| Are Right, a lot | Tell me about a time when you were wrong. |  |  |
| Are Right, a lot | Tell me about a time when you had to work with incomplete data or information. |  |  |
| Learn and be curious | Tell me about a time when you influenced a change by only asking questions. |  |  |
| Learn and be curious | Tell me about a time when you solved a problem through just superior knowledge or observation. |  |  |
| Hire and develop the best | Tell me about a time when you mentored someone. |  |  |
| Hire and develop the best | Tell me about a time when you made a wrong hire. When did you figure it out and what did you do? |  |  |
| Insist on the highest standards | Tell me about a time when you couldn’t meet your own expectations on a project. |  |  |
| Insist on the highest standards | Tell me about a time when a team member didn’t meet your expectations on a project. |  |  |
| Insist on the highest standards | Tell me about your best manager |  |  |
| Think Big | Tell me about your proudest professional achievement. |  |  |
| Think Big | Tell me about a time when you went way beyond the scope of the project and delivered. |  |  |
| Bias for action | Tell me a time when you exceeded expectations |  |  |
| Bias for action | Tell me about a time when you took a calculated risk. |  |  |
| Bias for action | Tell me about a time you needed to get information from someone who wasn’t very responsive. What did you do? |  |  |
| Frugality | Tell me about a time when you had to work with limited time or resources. |  |  |
| Earn Trust | What would you do if you found out that your closest friend at work was stealing? |  |  |
| Earn Trust | Tell me about a time when you had to tell someone a harsh truth. |  |  |
| Earn Trust | Tell me a time you were having a problem with a colleague |  |  |
| Dive Deep | Give me two examples of when you did more than what was required in any job experience. |  |  |
| Dive Deep | Tell me about something that you learned recently in your role. |  |  |
| Have a backbone, disagree, and commit | Tell me about a time when you did not accept the status quo. |  |  |
| Have a backbone, disagree, and commit | Tell me about an unpopular decision of yours. |  |  |
| Have a backbone, disagree, and commit | **Tell me about a time when you had to step up and disagree with a team member’s approach.** |  |  |
| Have a backbone, disagree, and commit | If your direct manager was instructing you to do something you disagreed with, how would you handle it? |  |  |
| Deliver Results | By providing an example, tell me when you have had to handle a variety of assignments. Describe the results. |  |  |
| Deliver Results | What is the most difficult situation you have ever faced in your life? How did you handle it? |  |  |
| Deliver Results | Give me an example of a time when you were 75% of the way through a project, and you had to pivot strategy–how were you able to make that into a success story? |  |  |