DETERMINING LEADERSHIP
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Sample Interview Questions

Intelligence

- How do you think about growing a function or an organization? What are your levers?
- In 5 minutes, pls explain something complicated that you know well.
- Who is the smartest person you know? Why?
- Tell me about how you have converted insights and data to business intelligence and action.
- Which challenges are you looking forward to solving with our organization?
- Have you taken any courses that have enhanced your cognitive skills?
- How do your cognitive skills make you the best fit for this open role?
- What is your greatest achievement career-wise, and how did your cognitive skills help you accomplish it?
- What has been your most rewarding work-related project? Why?
- What has been your least rewarding work-related project? Why?
- Describe your experience and milestones in your career so far.
- Whom have you interviewed with thus far and what have you learned about the job and the people?
- What do you recall from the first round of interviews with our organization?
- Which work event is the most memorable to you? Describe the event.
- Describe a time when you had to incorporate feedback into your work process using cognitive skills.
- What have you learned about our organization?
- What would you improve about our organization?
- Which three words would you use to describe your cognitive skills?
- How would you adapt to change using cognitive skills in the workplace?
- How would you learn how to use new technology in this role?
- Which skills do you use to cope with stressful situations?
- Which cognitive skills do you use to meet deadlines?
- How did you get accustomed to your previous role?
- How well do you work with team members who have different cognitive backgrounds?
- What are your best cognitive skills?
- What are your worst cognitive skills, and how are you improving them?
- How would your manager rate your critical thinking skills?
- How would you rate your problem-solving skills?
- How would your manager rate your ability to follow instructions?
- How would you rate your numerical reasoning skills?
- How would your manager rate your interpersonal skills?

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- How would you rate your math skills?
- How would your manager rate your analytical skills?
- How would you rate your interpersonal skills?
- How would your manager rate your attention to detail?
- Which rating would you give your reading comprehension skills?
- Which soft skills do you use alongside cognitive skills to complete complex projects?
- Describe a situation where you used cognitive skills to consider all angles of a complex problem.
- Have you ever made an error or missed a deadline at work? Describe how you corrected the error using cognitive skills and critical thinking.
- Describe a time when you led an initiative or innovative idea.
- How would you describe your reading habits?
- How do you learn best?
- What techniques do you use to remember things?
- How would you describe your logic and reasoning skills?
- What do you do to help you pay attention?
- When was the last time you had to think on your feet to solve a problem?

Personality

- Tell me about yourself … having seen your resume, give me a 3-4-minute infomercial on you…what should I know to get us warmed up and started?
- What are your strengths?
- What are areas you know you would like to improve upon?
- What would your last team or assistant say to describe you?
- What frustrates you?
- What are you most proud of?
- Where do you get your energy?
- What is the biggest decision you've made over the past year? Why was it such a big deal?
- Who have been the coaches in your life? What have they helped with? How coachable on you on a scale of 1 to 10? What would past coaches tell me the most difficult part of coaching you was?
- What do you think of office politics? When have you encountered it and how did you handle it? -
- How do you like to work? When/where/how are you most effective?
- What is important to you?
- When you are not your best self…when you are tired, under pressure, or frustrated… what behaviors might have come out in the past?
- What is your worst fear about joining the organization?

- Give me an example of how you have had to be flexible.
- What are your beliefs about leadership?
- What do you do to ensure you are self-aware?
- Think about someone whom you haven't gotten along with…how would they describe you?
- Tell me about a time you received negative feedback from your boss and how you felt.
- How have you responded in the past when a coworker or direct report challenges you in a meeting?
- What inspires you?
- How are you most likely to be misunderstood by people?
- What bothers you most about other people?
- How would you describe your personality?
- What is one trait that makes you unique?
- Tell me about a time in which you have gotten angry at work. What happened and how did you handle it?
- What do you do to manage stress?
- What are you passionate about?
- If you could make one change to your personality, what would it be and why?
- How would your best friend describe you?
- Do you prefer working collaboratively or independently?
- How do you handle negative feedback?
- If you saw your coworker doing something unethical, what would you do? Would you act differently if it was your manager?
- How do you like to spend your free time?
- Using just three words, how would you describe yourself and why?
- Do you consider yourself to be an introvert or an extrovert? Why do you feel that way?
- Tell me about what you would consider to be your greatest failure. What did you learn from it? What would you do differently now?
- What do you consider to be your greatest success and why?
- Do you prefer working in a team or on your own? Why? `
- If you could change one thing about your personality at the snap of your fingers, what would it be and why?
- Would you describe yourself as more analytical or creative
- What is one personality trait you are proud of
- What is one personality trait that needs some improvement
- Describe a time when you were asked to perform a task or spearhead an initiative that went against your values. What did you do? What was the outcome?
- Describe a situation where you and a colleague whom you relied upon for support (e.g., to complete a project) were in conflict. How did you address the situation?

- Tell me about a time when you had to convince another staff member or leader, whom you had no direct authority over, to buy into a new idea or project. How did you accomplish this?
- Have you ever lacked confidence at work? Describe the situation and tell us how you overcame it.

Motivation

- Tell me about a time in which you were tremendously successful.
- Where do you get your energy?
- If you could do over one or two things, what would they be?
- What made you excited to get up and come to work in your last job?
- If I gave you 50k to start your own business, what would you do?
- Where do you see yourself in the future?
- If you could do anything else in life other than your current work, what would it be?
- What do you know about the company?
- What's your definition of hard work? What does it look like for you?
- How do you stand out from other professionals in your field?
- What does success mean to you?
- Can you describe a time when you were dealing with an incredibly challenging workload? How did you handle it?
- Describe your ideal work environment and what you like about it.
- What do you need to be present in a culture to be your best self
- What's your process for making sure you stay productive and on top of your tasks?
- Tell me about a time when you've motivated other employees to overcome workplace challenges.
- What is your biggest dream in life?
- What goals, including career goals, have you set for the next 5 years? ...
- How would you define success in your career?
- What roles do your manager and team play in your motivation at work?
- At times your workload may feel unmanageable. Describe a time when you recognized that you were unable to meet multiple deadlines. What did you do about it?
- Tell us about an idea you started that involved collaboration with your colleagues that improved the business.
- When you had extra time available at your last job, describe ways you found to make your job more efficient.
- At times you may be asked to do many things at once. Tell me how you would decide what is most important and why.

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- Tell me a time when you identified a problem with a process and what steps did you take to improve the problem?
- What processes or techniques have you learned to make a job easier, or to be more effective? What was your discovery process and how did you implement your idea?
- Give me an example of a new idea you suggested to your manager within the last six months. Describe steps you have taken to implement your idea.
- Tell me about a time when you went beyond your manager's expectations to get the job done.
- Tell me about a time when you identified a new, unusual, or different approach to address a problem or task.
- Describe a project or idea (not necessarily your own) that was implemented or carried out successfully primarily because of your efforts.
- How do you react when faced with many hurdles while trying to achieve a goal? How do you overcome the hurdles?
- Everyone has good days and bad days at work. Take your time and think back to a really good day you had and tell me why it was a good day.
- How do you maintain self-motivation when you experience a setback on the way to achieving your goal? How do you do it?
- If you find yourself working with a team that is not motivated, how do you keep yourself motivated and motivate others?
- Describe the work environment or culture in which you are most productive and happy.
- Tell me about the job position that satisfied you the most. How about the least? What made each one more or less satisfying to you?
- What goals, including career goals, have you set for your life?
- Describe for me a situation where you had a positive effect on someone. What did you do? How did the other person react? Why do you think what happened, happened?
- What is your preferred work style? Do you prefer working alone or as part of a team? What percentage of your time would you allocate to each, given the choice?
- Describe the actions and behaviors of your current/former manager or supervisor that you respond to most effectively.
- What strategies do you use to manage multiple deadlines
- Describe a time when the cards were stacked against you or your group completing a project on time, and you still met the deadline. What happened?
- Describe when you didn't meet a deadline. What happened?
- Tell me about some goals that you have set yourself and how you went about meeting them.
- How have you found ways to make your job easier or more rewarding?
- Can you think of some projects or ideas that were sold, implemented, or carried out successfully because of your efforts?
- What changes have you tried to implement in your area of responsibility? What have you done to get them underway?

- Tell me about some projects you generated on your own. What prompted you to begin them? How did you sell them to your manager or peers?
- Tell me about a work situation where it was not clear how a project was to be addressed, and you had to figure it out on your own.
- Tell me about a time when your manager handed you a task and gave you little or no direction. What was that like for you?
- Describe an experience you had where you were not tenacious enough. What happened? How could you have improved the outcome?
- If your manager asked you to complete a task you thought impossible at first, how would you go about it?
- Tell me about a time you had to fill in for someone. Were you successful? How did the experience make you feel?
- Tell me about a time when you had too much to do, but not enough resources (this could include staffing, time, and money). How did you handle the pressure, overcome the deficit, and/or achieve goals?
- Tell me about a time when you went the extra mile when it would have been just as acceptable to perform the bare minimum. Why did you exert the effort? What was the outcome?
- What do you hope to achieve in three years?

Learning Agility

- When you walk into a new company or situation, what are some of the processes or practices you use to get started?
- How do you learn best?
- Tell me about a time in which you did something wrong. How did you handle it?
- What does it take to get people to change, in your experience?
- When you start a new job, what do you do to adapt to your new environment?
- How do you navigate change in the workplace?
- Tell me about a project that did not go according to plan. What corrections did you make and what were the results?
- Tell me about a time when you were asked to do something you had never done before. How did you respond?
- We all have to deal with change. Tell me about a time you needed to change an approach to a task or a project. How did you approach it and what was the result?
- Tell me about a time you had to learn a new technology or approach.
- Tell me about a time when you had to adjust your working style in a team project.
- Tell me about a time when you have been working on a project that's requirements changed last minute. What did you do?
- Tell me about a time when an unreasonable deadline was imposed on you. What did you do?

- Describe a situation where you had to make a last-minute revision to a product based on company changes made at a higher level. How successful were you? How did you communicate changes to the people on the team?
- What has been the period of greatest change in your career? What did you learn about yourself and your skills in managing the change?