



Behavioral Interview Questions

Use this tool for Behavioral Interviewing of Job Candidates

INSTRUCTIONS: Behavioral interview questions focus on a candidate's core beliefs and responses. These questions are designed to access memory rather than theoretical responses. David McClelland, considered the Father of Behavioral Interviewing, believed that we should test for competence rather

than for "intelligence", he trusted the notion that past performance is an excellent predictor of future behavior. These questions should help elicit verifiable evidence about previous workplace actions.

Conversational Statement	Follow-up Questions	Behavioral Focus
Tell me about the proudest moment in your life	How did others contribute to this moment? How did you celebrate this accomplishment?	Pride Humility Value
Tell me about the worst decision you've ever made	What did you learn? How did that change you?	Personal Improvement Self-Actualization
Tell me about a time where someone asked you to do something you didn't agree with.	How did you rationalize your decision? What impact did your decision have on the situation?	Integrity Honesty Value
Tell me about a time that you worked as part of a team.	What part of this event did you find most challenging? What part did you find most rewarding?	Teamwork Interpersonal Interaction
Tell me about a time where you had a difficult interaction with a client.	What type of service recovery did you provide after the event? How did your supervisor respond to your actions?	Customer Service Communication
Tell me about a time that you worked under heavy stress and a tight timeline.	How did your actions impact you personally? What was the most important takeaway from that event?	Time Management Stress Response
Tell me about a time when you were able to convince someone to follow you.	What techniques did you find most effective? How did this event change your actions with future events?	Negotiation Communication
Tell me about a time when you felt as though your efforts were overlooked or marginalized.	What could you have done differently to prevent it? How did you respond to those who were responsible?	Coping Self-Actualization
Tell me about a time when you took initiative, without being asked, to fix/improve a situation.	What steps did you take to solidify your improvement? How did you address your actions with your supervisor?	Initiative Motivation