

## BEHAVIORAL INTERVIEWING QUESTIONS FOR FACULTY HIRING

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### *Questions for General Faculty Positions*

#### **Problem Solving**

1. Describe a situation where you may have missed an obvious solution to a problem. What did you learn from this?
2. Describe a situation in which you found a creative way to overcome an obstacle.
3. Tell the story of a problem someone has recently called on you to solve and what your approach was.

#### **Self-Awareness**

1. What has been your most significant accomplishment in each of your past two or three positions?
2. What are your principle developmental needs and (what are your) plans to address them?
3. What is one of the biggest mistakes you've made in the past, and what did you learn from that?

#### **Adaptability**

1. Can you give us an example of an organizational change that you found difficult to accept?
2. Tell us about a time you had to start something over (e.g., new process, project) because of something changing in the environment (e.g., institutional policy, expectations of mentor)? How did you manage these changing expectations?
3. Have you ever had a colleague who was openly resistant to change with a "this is how we do it" attitude? What did you do to influence them and what was the outcome?

#### **Stress Management**

1. Describe a situation in which you were the angriest you have been in years.
2. Describe a situation where you used your creativity to overcome a stressful situation.
3. What strategies do you use to mitigate burnout?

#### **Initiative**

1. What sort of obstacles have you faced in your present position, and what did you do to address these?
2. Who has had a major career influence and why?
3. Tell us about a time you brought two or more reluctant groups or individuals together to implement a change.

### **Organization/Planning**

1. In reflecting on something that you had to organize or plan, what do you do to organize yourself, others, and the work? (Potential follow-up: in reflecting on that same task, what, if anything, do you feel could have been done to be better organized?)
2. Tell us about a time you started a new project, how did you approach managing the tasks (e.g., jump in, formulate a detailed plan, etc.)? Does your approach change given the circumstances or type of work?
3. Describe a situation or project that did not go as well as planned. What would you have done differently?

### **Passion**

1. Can you tell us about a project or idea you were passionate about and how the people around you knew this?
2. What are you passionate about? Please give examples of how you've pursued this passion.
3. Tell us about a time when you successfully motivated a team or group to a higher level of performance, and how you provided feedback along the way.

### **Conflict Management**

1. Describe a time you had to relay an unpopular decision and how you handled it.
2. Tell us about a time you had to work with somebody that needed to improve their performance? What were your strategies to communicate the need for improvement and to establish an improvement plan?
3. Can you share an example of a time you had to deal with colleagues who tended to complain a lot for seemingly minor reasons? How did you manage this?

### **Judgment/Decision Making**

1. What are a couple of the most difficult or challenging decisions you have made recently?
2. What are a couple of the most courageous actions or unpopular stands you have ever taken?
3. Please describe your decision-making approach when you are faced with difficult situations.

### **Emotional Intelligence**

1. Give an example of a time when you changed your mind?
2. Describe a situation in which your persuasion skills proved ineffective.
3. Tell us about a situation in which you were expected to work with a person you disliked.
4. Please share a specific example of something you have done to enhance the environment to be welcoming and inclusive of team members of all backgrounds at your institution.
5. What professional development activities have you engaged in to continue learning about values of equity and inclusion that inform academic excellence?
6. Please tell me about when you contributed to equitable and inclusive learning and working environments for students, staff, and faculty.
7. Can you give me a specific example of something you do to help your colleagues feel a sense of inclusion, belonging, and equity?

**Team Player**

1. What do you feel are the most challenging personality characteristics you have interacted with in the workplace? Can you share an example of when you had to do this and the result?
2. Please describe a situation when you managed up.
3. Can you tell us about the best team you were on? What was so special about that team? What role did you play?

**Communication Skills**

1. Describe the last time you put your "foot in your mouth"?
2. Can you tell us about a time you had to communicate an unpopular decision to an individual or group? Describe your approach and the outcome.
3. When there is a difference of opinion, what is your approach to resolve the conflict?

**Collaboration**

1. Describe a successful collaborative effort that you have initiated (follow up to ask for details, such as people involved, issues raised and addressed, outcome).
2. Describe a collaborative effort that was not as successful as you had hoped. Tell us what you might have done differently to affect the outcome.
3. Can you give an example when you were able to get very disparate groups to collaborate? (Again, ask for details, why were the groups disparate, what challenges were you able to overcome and how, etc.)

**Process Improvement**

1. Tell us about a process improvement initiative in which you took the lead, and describe the approach, the challenge, and the outcome.
2. Describe an effort to improve a process that was not as successful as you had hoped. Why was it not successful, and what might you have done differently?
3. Are you better at initiating a lot of things or hammering out results for fewer things?

**Wellness**

1. Tell us about something that motivates you to come to work each day or to succeed professionally?
2. What are some characteristics of a work environment that you recognize as a place that puts an emphasis on wellness?
3. What have you done to create or influence a culture of wellness among your team members?

## ***Questions for Faculty Positions that Involve Leadership Roles***

### **Leadership Management**

1. Tell us about a project you led where you had to delegate work. How did you choose who you delegate to?
2. What would you suppose your subordinates feel are your strengths and shortcomings from their point of view?
3. Tell us about a feedback you have received about your leadership and how you used that feedback.

### **Performance Management**

1. Please describe your approach to performance management. What happens when people fail to perform?
2. Can you share examples of the strategies you use to hold people accountable, especially for following up on delegated assignments?
3. Please share an example of a time when someone reporting to you made a significant (serious, costly) mistake? How did you approach this? How happy were you with the result of that interaction?

### **Team Building**

1. Which of the teams you have established has been the best and why? What did the team achieve?
2. Which of your teams has been the biggest disappointment regarding cohesiveness or effectiveness?
3. Tell us about a team you built that seemed to have the right players and just couldn't seem to accomplish its goals.

### **Vision**

1. Give us an example of how you develop a vision for your work and/or a project.
2. Can you give us an example of how you communicate your vision and get others to buy-in?
3. What's the best idea you've come up with on a team project?

### **Change Leadership**

1. In what specific ways have you changed an organization the most (in terms of direction, results, policies)?
2. Tell us about a situation in which you were effective in facilitating change with an individual and with a group.
3. Describe a situation in which your attempts to facilitate change were unsuccessful. What were the most significant learnings you took away from the experience?

**Strategic Skills**

1. In the past year, what specifically have you done to remain knowledgeable about the competitive environment, market dynamics, service trends, and innovations?
2. Please describe your experience in strategic planning, including successful and unsuccessful approaches.
3. Can you give us an example of how you have measured whether a strategy is effective?

**Professional Development**

1. Can you give us an example of how you worked with someone to help them develop professionally?
2. What have you done in the last year to continue your own learning and development?
3. Please share a professional development workshop, event, or initiative that you instituted. How did you decide this was a need and what was the outcome of the intervention?