## Type of Question & Why?

**1. Behavioural**
To learn about how you have acted in the past in relation to certain experiences, qualities or skills in order to predict how you might perform in the future.

**Examples of Questions**
- Tell me about an experience you had as a team member. What was your role? Did problems occur and what role did you play in solving them? What would you do differently?
- Tell me about a situation when you had to deal with a difficult client. What happened and how did you handle it?
- What is the most significant project you managed? Can you elaborate? What were the results?
- What has been the most stressful situation you have ever found yourself in at work? How did you handle it?
- When have you had to present to a group of people with little or no preparation? What obstacles did you face? How did you handle them?

**Tips**
Practice the STAR technique to behavioural interviews so that you are comfortable structuring your answers effectively:

- **Situation** = Context (When, where)
- **Task** = Goal or Problem
- **Action** = Specific actions you took
- **Result** = Outcome – ideally positive, but if there was good learning that changed how you approached situations in future, ok to go to the negative.

**2. Scenario or Situational**
To assess your speculative/planning/problem-solving abilities, typically in direct relationship to the position, by asking you to hypothesize about a future scenario – i.e., What WOULD you do if . . . ?

**Examples of Questions**
- How would you handle a situation in which 3 out of 10 cities had still not reported in for a major report you are coordinating with 24 hours left to meet a critical deadline?
- If you had a conflict with a colleague, what would you do to resolve it?
- Here is a project plan created by one of your future peers. Imagine that you had to give this person some feedback. How would you go about this?
- How would you deal with a situation in which you suspected your colleague of falsifying information?
- Frequently in this position, you receive direction from multiple leaders. How would you deal with a situation where you had too many tasks to complete and not enough time?

**Tips**
Show you can think through pros and cons (best case/worse case) of a hypothetical situation or real life future possibility and provide a foundation for action in consideration of potential consequences. Making reference to a relevant example from the past can help to ground you – essentially, turn it into a STAR answer.

**3. Technical Knowledge**
To assess your level of relevant technical knowledge as well as how well you are able to articulate that knowledge.

**Examples of Questions**
- Walk me through a typical project management process.
- In your experience, what are the ingredients of a successful test protocol?
- What analytical methods would you use to address the following situation?
- What statistical methods are you most familiar with? Which one(s) would you use in the following situation?
- Critique this test protocol. What would you do different?

**Tips**
Bring on your inner textbook. Use appropriate technical terminology. Sometimes helps to think in big picture or systems terms. Think and speak clearly and objectively. Show that you understand the technical aspect being asked about at an appropriate level of sophistication.

**4. Case**
To test applicants’ analytical reasoning, communication and problem-solving skills with a real-life complex problem. Often, the opening question is followed by much more detailed information you will need to synthesize. A case interview might take as long as an hour, beginning with a review of a detailed document.

**Examples of Questions**
- How many hair salons are there in Japan?
- How many gallons of gasoline does an average gas station in America sell on an average day?
- Your client is a ski resort. Global warming has made it such that natural snowfall has been reduced by 50%. They client is concerned. What should they do and why?
- Your nephew runs a lemonade stand. Yesterday was Monday and he was open from 2pm – 5pm, and sold 2 cups. What should he do differently tomorrow?
- If you were shrunk to the size of a pencil and put in a blender, how would you get out?

**Tips**
Listen carefully. Take notes. Approach as dialogue rather than moving too quickly to a simple answer. Clarify what you do not understand. Take time to think – don’t be afraid of silence! Ask good questions. Work through the answer out loud, so the interviewer can evaluate your analytical skills. Use examples from your experience to provide insight beyond the case. Present a well-structured conclusion.
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| 5. Reflective          | What are your strengths/weaknesses?  
                         | What kind of people do you find it difficult to work with and why? What kind of people do you like to work with?  
                         | What does it take to make you lose your temper?  
                         | If you were an animal, what animal would you be?  
                         | What is the hardest personal decision you’ve ever had to make?  
                         | Who is your most significant role model in life? In relation to a specific skill set or role? | Before the interview, get comfortable with “reflecting” — thinking about who you are, what you like and dislike, and sharing with others. Make sure you read your application materials to remind yourself about YOU. During the interview, be prepared to offer an honest, grounded in experience NOT rehearsed answer – they want to know the real you. |
| 6. Advanced References (360) | If I were to reference with your current boss, what would she say about you?  
                           | What are three qualities that your peers admire about you?  
                           | What weaknesses have your previous bosses addressed with you?  
                           | What strengths or tasks do your friends come to you for?  
                           | How would your clients describe their relationship with you? | Don’t be caught off guard – think about your relationships above, below, beside and outside. If you don’t know what they would say about you, ask before the interview. During the interview, focus on work-related attributes. |
| 7. Career Goals       | What interests you about this job? What interests you about this organization?  
                         | Why did you leave your last job?  
                         | What made you take the job with XYZ organization?  
                         | What do you know about us?  
                         | Where do you see yourself in five or ten years?  
                         | Why should we hire you? What makes you the best candidate for this position? | Prior to the interview, review your career transitions and think about what motivated you (endings and beginnings). Clarify your career goals. In the interview, make sure you explicitly tie your goals to the job/organization for which you are being interviewed. |
| 8a. Housekeeping - Salary | What are your salary expectations? | Establish in advance through research and reflection ideal range as well as bottom line and state honestly. Don’t limit your answer to a $ figure alone. Get comfortable concluding with: “I’m interested in looking at the whole package.” Don’t turn the question back: “what are you willing to pay?” Do not go there unless asked. Do not begin a negotiation during an interview – goal is just to start the salary conversation. |
| 8b. Housekeeping – Other | When are you available to start?  
                           | Are you willing to travel?  
                           | Are you willing to relocate?  
                           | Do you have a driver’s license and access to vehicle? | Anticipate realistic starting date before interview. Avoid surprises. If question is clearly yes/no, answer yes no, don’t go into great detail. |
| 9. Your Turn to Interview | Do you have questions for us? | Be ready. Be genuine. Be curious. Begin doing the job! Find out if you want this job. Don’t ask about money, benefits or working conditions. |