BEHAVIORAL INTERVIEW

Planning Strategically:

1. Tell me about how you go about organizing your daily priorities.

2. What has been the biggest challenge you have faced in the last 6 months?
   * what steps have you taken to address this challenge?
   * describe others involvement
   * what did you learn from this?

3. What is your biggest challenge in making effective use of your time?

Inspiring Others to Act:

1. Tell me about a project – within the last year – where you found it necessary to allocate more time to team morale, than to the project itself.
   * steps necessary to complete project
   * how was this received by the group?
   * what was the result?

2. Tell me about a decision you made that backfired.
   * what did you choose that course of action?
   * were others involved in decision?
   * what did you learn from this experience?

3. Describe a situation where you had to let someone know the job they had done was only “approximately right”.
   * what did you say?
   * were you able to motivate this person?
   * what was the result?

Relating to People:

1. Describe the most recent situation where it was important for you to display tact & diplomacy.

2. Describe to me how you handle conflict within the workplace.
   * with peers
   * with supervisees

3. Describe your coping strategies when working with a difficult or frustrating person.

4. What does diversity mean to you?
   * how do you incorporate celebrating diversity into your role as a supervisor?

5. How do you gain the respect of your team members?
Developing People:

1. Give me an example of your mentoring style.
   *how did the individual respond?
   *how did you feel? (is mentoring comfortable-not your cup of tea, etc?)

2. How do you feel when a person continues to ask you questions on how to do something or disturbs you in a group setting?
   *what do you do?

Communicating:

1. Describe the last time at work that someone misunderstood what you were attempting to communicate.

2. Tell me about the most recent event when you had to “sell” your team/coworkers on a new idea or change.

3. What was the most complicated thing you have had to explain to someone?
   *subject
   *how did you present it?
   *did they understand?
   *results

Being Proactive:

1. Tell me what you have done recently which went well beyond what was expected of you. (not your responsibility)

2. How far do you want to go with the company?

3. What have you done for your own leadership growth?

4. Within the last 3 months, tell me about a project that you & your team accomplished without being asked.

Openness to Learning:

1. Describe to me how you handled the last critical feedback regarding your job performance.

2. Describe the mistake that you or someone else made that has taught you the most and what did you learn?
**Trustworthiness:**

1. What do you consider your greatest strengths?
   *What developmental needs (weakness) do you recognize and how are you addressing or working on this?*

2. How do you convey a sense of trust with your co-workers?
   *What do you look for in others?*

3. Tell me about a time when you could not fulfill a promise.
   *What did you do?*
   *Result?*
   *How did you feel about it?*

4. Give me an example of a time where someone asked you to do something against your values or principles.

**Decision Making:**

1. What has been the biggest decision you have made since being employed at Target?
   *Tell me how you made it.*

2. Tell me about a time that you made a poor decision.
   *How did it affect your team?*
   *How did you resolve this dilemma?*