**Session 1: Intro & Behavioral**

**Behavioral Frameworks:**

| **S**ituation**T**ask**A**ction**R**esult | **D**ramatize the situation**I**ndicate the alternatives**G**o over what you did**S**ummarize your impact |
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**Probing Questions:**

* Why was the project/situation/task important?
* What were the goals?
* What were the challenges?
* How long did it take?
	+ Why did it take that long?
	+ If it took more/less time than you predicted then why did it take longer/shorter?
* What is the expertise or skill you demonstrated in accomplishing the goal?
* Did you own or drive the project? Or were you just an observer?
* What was your unique value or contribution?
* What were other results than the one you mentioned?
* Why did you choose to mention that result over the others?
* How does the result compare to prior performance?

**Challenges:**

* Do you have other examples? Anything more recent?
* How do did you get buy-in?
* What did you challenge regarding the execution, direction, or strategy of the project?
* What would you do differently?
* If this project was not possible for whatever reason, what was another project you could have undertaken?

**Pain Points:**

Take brief moments to see not only the surface of people, activities, products, and services but the pain points associated with each.

**Practice Questions**

Use the below questions to practice answering behavioral question. Work with a partner and have him/her fill out a STAR or DIGS for your answer. Review the sheet and check to see if your partner is jotting down the major points/story of your answer.

**Behavioral Practice:**

Common

* tell me when you used 5 whys to get to a root cause
* tell me a strength
* tell me a weakness

Tell me about a time when you…

* worked with a team to understand a problem by diving deep
* used customer feedback to drive improvement or innovation
* took on something significant outside of your area of responsibility
* did or implemented something innovative
	+ why was it innovative
* made an important decision in the absence of good data
* learned something on your own that has helped you better perform your job
* helped a team member develop his/her career
* used/created a metric to identify a need for change
* were unsatisfied with the status quo
* had to drive adoption of your vision/idea
* made a trade off between quality and cost
* had a difficult customer interaction and how you handled it
* didn’t think you were going to meet commitments or deadlines
	+ how did you identify the risk and communicate it to stakeholders
* took a complex problem and solved it with a simple solution
* gave feedback to a team member and the outcome
* worked to improve the quality of a service or product
* saved costs or eliminated wastes in your company
* took a big risk
* took on work outside of your comfort area and found it rewarding
* made a bad decision, the impact, and what you learned from that experience
* felt like a customer needed something other than what they were asking for
* refused to compromise your standard on quality when others thought “good enough”
* had to effectively transition a project to a new owner
* had to come up with a new approach because the usual way was not working
* had to balance the needs of the customer vs the needs of the business
* saw a peer struggle and decided to help
* had to make a decision between moving forward or gathering more information
* had a significant professional failure and what you learned
* received a tough or critical piece of feedback
* strongly disagreed with your manager
* had to make a difficult decision and defend it