



Interview tips – behavioral questions...

Change Management (1 of 2)

Planned Behavioral Questions

1. When was the last time you saw a need for a significant change in your organization, and proposed to make the change?

How did you decide on the need for the change? What exactly would be different? What actions did you take? Did the change happen? How was the change received?

2. Give an example of a difficult negotiation process that you were involved in.

Why was it difficult? How did you overcome the challenge? What kind of negotiation plan did you have?

Change Management (2 of 2)

Planned Behavioral Questions

3. What techniques have you used recently to encourage your internal customers to embrace change?

Were those techniques successful? What obstacles were in the way, and how did you address them?

4. Tell about a time when you met a lot of resistance to change that was detrimental to productivity.

What was the root cause of the resistance? How did you deal with the resistance? What techniques did you use for

e-Procurement

Planned Behavioral Questions

1. Describe your experience using e-Procurement tools.

Relate a specific project where you used these tools.

Supply Market Knowledge

Planned Behavioral Questions

1. Describe the tools you have been using to perform supply market analysis.

Why did you perform supply market analysis?

Financial Analysis & Managerial Cost Accounting

1. Describe a time when you had to create a business case to change a supplier, a process or a service.

Where did you obtain the data? Was your proposal implemented?

Contract Law

Planned Behavioral Questions

1. Describe the process you use to review contracts.

What are some of the most important points in the review?



Category Management

Planned Behavioral Questions

1. Tell about a time when you had to fulfill a customer requirement for a product or service.

What were the steps you took?

2. Give an example of how you have selected a supplier.

How did you ensure that your selection of supplier was the right decision?

Communication (1 of 2)

Planned Behavioral Questions

1. Give an example of a time when you changed a document that you had written in order to better meet the needs of the audience.

Why did the document need changing? What kinds of changes did you make? Were they effective? How do you know they were effective?

2. Describe the toughest writing assignment you ever had at work.

What made it so tough? How did you approach the task, and how did you begin to write? What were the results?

3. Recall a time when you were required to convince someone of the merits of a project, plan or proposal in a one-on-one meeting.

What methods did you use to present your case? What was their response to you? Were you able to successfully persuade the other person?

Communication (2 of 2)

Planned Behavioral Questions

4. Describe a presentation you made to a group.

How did you prepare? What materials did you use? What techniques or methods were very effective in getting your point across? What response did you get from the listeners?

5. Many people do not possess the same level of supplier knowledge that you have. Tell about a time when you had to communicate information to someone who did not have the same level of supplier knowledge as you have.

How did you know the listener's level of knowledge? What did you do to modify the information? What did you do to ensure you were understood?

6. Tell about a colleague with whom you have had a misunderstanding more than once, someone with whom you do not seem to communicate well.

What caused the misunderstandings? What conversation have you had with this person about it? What have you done to

correct the misunderstandings, and to prevent a reoccurrence? Have you been successful?

Customer Service Orientation

Planned Behavioral Questions

1. Tell about a time when you worked to improve customer satisfaction for either internal or external customers.

How did you measure satisfaction at the outset? Did you interact with customers as a part of the effort?



How? Who participated in the effort?

2. Describe a situation where you had to assess internal or external customer needs for a group of customers that were new or unfamiliar to you.

What did you do to put yourself in the customer's place, or to see things from the customer's perspective? Who else participated in the assessment? What action items resulted?

3. Tell about a time when you markedly failed or exceeded at meeting customer expectations.

How did you find out about the problem? How did you analyze it? What did you do to fix it?

How did you know that you had exceeded expectations?

Decision Making

Planned Behavioral Questions

1. Describe the steps you took to tackle a recent problem or situation where the solution was not clear-cut.

Why was the solution unclear? What information did you collect? How did you choose your course of action? Who else did you involve?

2. Tell about a time when you had competing projects with overlapping timelines.

How did you decide which project to address first? How did you come to this conclusion?

Influence and Persuasiveness

Planned Behavioral Questions

1. Tell about a time when you successfully gained the support of a group or person who previously disagreed with you.

What techniques did you use to effect the change? Who assisted you, and how? Was this support sustained afterwards?

Why?

2. Describe a time when you had to influence stakeholders to gain their commitment to a project or initiative.

How did you present the initiative? How did you overcome any reluctance? What barriers or obstacles did you face?

Negotiation

Planned Behavioral Questions

1. Tell about a negotiation that you were involved in recently.

How much money did you save? How did you calculate the savings?

2. Give an example of a difficult negotiation process that you have been involved in.

Why was it difficult? How did you overcome the challenge? What kind of negotiation plan did you have?

1. Tell about a time when you used a team to successfully solve a problem.



Team Player

Planned Behavioral Questions

How was the membership of the team established? How was their charter established and communicated?

What obstacles did they have to overcome? How did you recognize success?

2. Describe a time when you were a member of a team and had to act in a leadership role, although you weren't the "official" leader.

What did you observe that made you act? What were you trying to accomplish? What steps did you take?

Who else did you involve? What was the outcome? Were you satisfied? Were the team members satisfied?