Developing Interview Questions

*Questions generally fall into the following general categories:*

**Topic-Opening Questions:**

“Take 5 minutes and walk me through the highlights of your career.”

“Tell me more about your role in that project.”

**Technical, Case and Problem-Solving Questions**

“What’s the most difficult organizational financial challenge you’ve faced and how did you address it?”

**Self-Appraisal Questions:**

“How capable are you in giving and receiving feedback in formal and informal settings? Can you provide an example that supports your assessment?”

“What kind of leadership style do you typically use? How has your style served your organization well and at times been perceived as an impediment?”

**Scenario-Based Questions:**

“Can you describe a situation where you were faced with a significant ethical dilemma in the workplace? Walk us through how you managed the situation.”

“Tell me about the most challenging personnel issue you’ve dealt with. What was the outcome and did you learn any lessons that you have incorporated into your management style?”

**Suggestions for scenario or situations; escalation can be added based on candidate response:**

* Leadership behaviors, styles that impact emergent or routine work
* Leadership ability to strategize, linkage to UW mission, HSA initiatives, process improvements or regulatory mandates
* Emergency situation that requires candidate to assess, develop next steps in absence of immediate supervisor and approaching end of work day or week/holiday weekend.
* Miscommunication, poor communication or information gaps that are negatively impacting or jeopardizing project timeline
* Personnel styles or behaviors that are at conflict with team and/or management (timeliness, absence trends, gossip, negativity, etc.)
* Conflict management in typical workplace scenarios (related to organizational re-structuring, covering for team members on leave, lack of recognition/value or perceived favoritism)

**General Tips:**

* Follow up on issues, questions that arose in group interview or seminar
* Introduce specific technical or industry jargon to test familiarity
* Compare and contrast work force and client demographic across HSA service profile and delivery range
* Address change management issues, strategic planning, importance and value of relationship-building in an academic environment
* Test assumptions about HSA, UW and public versus private sector organizations