Athena Assessment, Inc.

Interview Guide

C. Stephen Byrum, PhD

Barry W. Hull, CDR, USNR (Retired)

Elizabeth Murphy, SPHR, SHRM-SCP

This document may not be cited, reproduced, or distributed without the expressed written permission of Athena Assessment, Inc.

TABLE OF CONTENTS

Interview Guide 6

Should I Interview This Applicant, or Not? 6

Echelons 1 – 3: 7

Echelons 4 – 5: 7

Echelons 6 – 10: 7

Tips And Best Practices 7

Job Description 7

Preparation 8

Choosing the Interview Questions 8

Environment 8

Take Notes 9

Keep Your Cool 9

Be Honest – Especially with Echelons 1-3 9

Avoid Unhelpful, Discriminatory, Off-Topic, and Inappropriate Questions 10

Unhelpful Questions and Topics 10

Potentially Discriminatory Questions and Topics 10

Off-Topic Questions 11

Inappropriate Questions and Topics 11

Avoid Bias 12

Actor/Observer Bias 12

Experience Bias 12

Enthusiasm bias 12

"Like Me" bias 12

Confirmation bias 12

Anchoring Bias 13

Pay Attention to Themes 13

The "What Would You Do?" Scenario 13

Part 1 Indicators: External / Work-Side Judgment 14

People, Relational, Human Judgment (Global Intrinsic) 14

Work, Task, Process Judgment (Global Extrinsic) 15

 © Copyright 2026—All rights reserved

Big Picture, Strategic Judgment (Global Systemic) 16
Indicator 1-1: Decision-Making Strength 17
Indicator 1-2: Ability to Notice, Insight, Sensitivity 18
Indicator 1-3: Dealing with Difficult Situations, Problem-Solving Energy 19
Indicator 1-4: Effects of Work-Side Stress 20
Indicator 1-5: Focus and Concentration 21
Indicator 1-6: Directions Followed with Accuracy 22
Indicator 1-7: Decision-Making Style, Work-Side 23
Indicator 1-8: Realistic vs. Idealistic Orientation 24
Indicator 1-9: General Tolerance and Acceptance 25
Indicator 1-10: Compassion, Empathy, Actions of Care 26
Indicator 1-11: Trainability, Ability to Understand Work 27
Indicator 1-12: Dependability, Reliability, Work Ethic 28
Indicator 1-13: Understanding Big Picture Implications 29
Indicator 1-14: Using Big Picture Implications 30
Indicator 1-15: Overall Part 1 Work-Side Judgment 31
Part 2 Indicators: Personal / Self-Side Judgment 32
Part 2 Global Intrinsic: Perceive Self as an Individual 32
Part 2 Global Extrinsic: Perceive Self as a Role 33
Part 2 Global Systemic: Perceive Self as Part of a Whole 34
Indicator 2-1: A Sense of What Is Important 35
Indicator 2-2: Self-Regard / Self-Care 36
Indicator 2-3: Self-Accepting or Self-Criticizing 37
Indicator 2-4: Effects of Self-Side Stress 38
Indicator 2-5: Assertive or Conflict-Avoidant 39
Indicator 2-6: Understanding Right from Wrong 40
Indicator 2-7: Decision-Making Style, Self-Side 41
Indicator 2-8: Acceptance of Change, Role Identity 42
Indicator 2-9: Meaningfulness of Work Experience 43
Indicator 2-10: Morale, The Value of Work 44
Indicator 2-11: Basic Organizational Ability 45
Indicator 2-12: Solving Personal Problems for Self 46

 © Copyright 2026—All rights reserved

Indicator 2-13: Solving Practical Problems for Self 47
Indicator 2-14: Care of Environment and Self-Discipline 48
Indicator 2-15: Overall Self-Side Judgment 49
Part 3 Indicators: Balance 50
Indicator 3-1: People / Relationships Balance 50
Indicator 3-2: Work / Task Balance 51
Indicator 3-3: Ideas Balance 52
Indicator 3-4: Self-Esteem Balance 53
Indicator 3-5: Role Satisfaction Balance 54
Indicator 3-6: Self-Motivation Balance 55
Additional Indicators and Topics 56
Work / Life Balance 56
Qualitative Judgment / A Sense of Quality 57
Quantitative Judgment / High-Volume Workload 58
Independent vs. Collaborative Preferences 59
Sources and References 60

 © Copyright 2026—All rights reserved

INTERVIEW GUIDE

Hiring the right people—and avoiding the wrong people—are often the most important decisions an organization makes, because the right people, time and again, lead to great success, whereas the wrong people, time and again, lead to utter failure. There is a common thread in hiring the right people: the interview, as no one is hired without one. Therefore, mastering the interview is critical.

Unfortunately, however, formal interview training is rare. This Interview Guide bridges that gap, equipping you with proven strategies and best practices. We will explore the art of conducting insightful, revealing, and impartial interviews. Dedicate time to studying its contents and recommendations. ***Review this guide before each interview***. By doing so, your interviews and hiring decisions will improve. Ultimately, you will hire the right people more often, avoid the wrong ones, and guide your organization toward greater success.

SHOULD I INTERVIEW THIS APPLICANT, OR NOT?

The hard truth is that not everyone who applies to your organization is a good fit. Identifying "bad-fit" applicants beforehand saves time, money, and frustration. Athena identifies "bad-fit" applicants through our hiring reports. After the applicant completes the Athena Assessment, log in to your Athena Administrator portal and select the hiring report that best matches the job or role for which they are applying. A quick review of the selected hiring report helps determine whether or not to move forward with an interview.

Each hiring report includes two Echelon scores. The Echelon scores predict the likelihood of success within that job or role. Echelon scores range from 1 to 10, with 1 being the strongest and 10 the weakest.

The upper Echelon score is primary. It grades work-side judgments. These are the judgments we use to deal with external circumstances that come into our lives. Our work-side judgments help us navigate and make decisions about, for example, people, places, things, work, opportunities, chaos, confusion, stress, and the various situations that we continually encounter.

The lower Echelon score adds some additional components of self-side judgments. Self-side judgments are the judgments of how we see and relate and feel about ourselves, our personal judgments. Self-side judgments are not as immediately predictive of workplace performance, but they will eventually influence it. Strong self-side judgments are a positive influence on work performance, whereas weak self-side judgments are a negative influence. You may have known someone who was initially a great employee, but whose chaotic, stressful, and poor judgment personal life eventually undermined their work.

Depending on the strength or weakness of self-side judgments, the lower Echelon may be stronger or weaker than the upper Echelon. It is important to incorporate both Echelon scores, upper and lower, to help guide the interview yes/no decision.

Athena hiring reports have been refined over decades of analyses of best and worst performers, informed by tens of thousands of assessments and client feedback. You can rely on them. Even so, certain applicants and jobs may have unique circumstances that require a departure from these guidelines. Adjust your interview yes/no decision accordingly. Also, remember that no single report

© Copyright 2026—All rights reserved

should weigh more than thirty percent of the hiring decision. That said, our general guidance is to base your interview yes/no decision on the weakest of the upper and lower Echelon scores, as follows:

Echelons 1 – 3:

These are the applicants with the strongest judgment. We recommend moving forward with an interview. Because of their strong judgment, *job fit is very important*, and a thorough interview is essential. Strong judgment is what you want, but be sure to understand the potential pitfalls within areas of judgment that are extremely well-developed, known as Uniques. Pay particular attention to any Uniques in "small" jobs. For an explanation of Unique, watch "What is Unique?"

Echelons 4 – 5:

These applicants may have one or two areas of weaker judgment, but their overall judgment is strong, and we recommend moving forward with an interview. Do, however, identify the indicators with weaker judgment and choose questions from those areas. Their answers may be disqualifying. That said, even though these applicants are not in the top three Echelon tiers, they are often some of the best employees.

Echelons 6 – 10:

These applicants lack the required judgment needed for the job specified in the hiring report. Therefore, we do not recommend moving forward with an interview for these applicants.

Note: These applicants could do well in an interview. However, the judgments required for an interview are often different from those required for the job. The Echelon score includes many areas of judgment, in addition to those used in interviews. You may have experienced a situation in which an applicant had a terrific interview, was hired, yet failed at the job. The Athena hiring reports help prevent that situation.

Tips And Best Practices

Many interviewers are rightfully concerned about making mistakes that could lead to legal trouble for their organization. While we do not provide legal advice, our hiring and interviewing tips and best practices comply with U.S. guidelines for employee selection. If you are concerned about the appropriateness of any topics, please contact us at info@AthenaQ.com.

Job Description

To conduct a proper interview, you must know what you are interviewing for. This requires a well-thought-out, detailed, accurate job description. Be realistic. Write it down. Bring it with you to the interview. Knowing the requirements of the job might seem obvious, but it might not be as straightforward as you think. Have you given thought to the actual duties of the job?

For example, let's take the job "Tire Technician" in an automotive repair shop. What comes to mind? Changing tires, of course. However, after studying this real-life example, we found that changing tires accounts for only about 40% of the job's duties. There are many other duties, such as stocking wheel weights, calibrating the tire changer and balancer, driving customer cars in and out of the bay, and keeping the tire bay clean, which includes sweeping and mopping. In many repair shops, technicians

© Copyright 2026—All rights reserved

mop the customer areas. In some shops, this includes cleaning customer restrooms. What do you think might happen if you fail to disclose that mopping toilets is part of "Tire Technician" responsibilities?

If the interview focuses solely on tire installation, neither the employer nor the applicant would likely have explored what it takes to succeed in the role. In addition to selecting questions from this Interview Guide, ask about the applicant's concept of safety, staying organized, keeping the workspace clean, and functioning as part of a team.

Every job, from an unskilled entry-level laborer to the highest C-suite executive, should have a written job description.

Preparation

Just a few minutes of preparation greatly improves your interviews. Consider printing the job description and bringing it to the interview. Review the applicant's application and resume. Select the most appropriate Athena hiring report, and use it to help select interview questions beforehand. Pay particular attention to any Poor, Caution, or Unique scores. Also, consider including interview questions from Judgment Indicators in areas that are particularly important to their job.

Choosing the Interview Questions

The questions asked during an interview significantly influence the quality of the interview. You can ensure a more thorough, insightful, and impartial interview by avoiding generic questions such as "Tell me about yourself" and instead using direct, behavior-based questions from this Interview Guide.

Take time before the interview to pick several questions. They are organized by judgment indicator. Modify a question if that helps. Use the Hiring Report that most closely matches the job. Look for any scores in the Poor or Caution ranges. Pick questions from those areas simply by clicking the links in the Hiring Report.

Look for any scores marked Unique. A Unique checkmark is significant, as it indicates exceptionally strong judgment in that area. It is important to choose questions from those areas. These conversations may reveal whether the applicant can handle frustration and work amicably with others who have less-developed judgment. Additionally, the more Unique indicators an individual has, the greater the need for proper job fit. This does not mean you should shy away from an applicant with multiple Uniques, even if the job is "small." It means you should conduct a thorough interview and do your best to determine whether they are a good fit.

If the applicant has no Poor, Caution, or Unique scores, select questions from areas you feel are particularly important to the job.

Be sure to ask more than one question in an area. It is common for an applicant to provide one good answer even in an area where their judgment is weak. However, a second follow-up question often reveals the weakness.

Environment

Do your best to provide a quiet, private interview location. Place your phone on vibrate and avoid distractions. Let others know not to disturb you unless required. This goes a long way toward letting the applicant know that you take them and their future employment seriously, regardless of job level.

© Copyright 2026—All rights reserved

Take Notes

Taking notes is a must. It's not fair to you or the applicant if, later, you are unsure which applicant said what. Let the applicant know you will be taking notes so you can accurately remember the interview. This helps calm applicants who find it worrisome that you are writing during the interview.

Keep Your Cool

Avoid reacting strongly to an applicant's responses. By maintaining a neutral facial expression and a neutral tone of voice, applicants are more likely to speak freely. When an applicant hesitates to share information because they feel it might upset or annoy you, they are not revealing who they are. Practice staying neutral, use video meeting software, or just your phone, and record yourself practicing questions and answers. This commitment to neutrality is a key responsibility in ensuring a fair and open interview process.

Use neutral prompts. Phrases such as "tell me more," "put me in the room with you – what would I see?", "go on," and similar ones encourage open conversation. Use "That sounds like a challenge" instead of the more partisan "That's awful"; use "I understand" instead of the absolute "I agree with you"; use "It does sound like a bad fit" instead of picking sides with "they were wrong."

Use awkward silence to your benefit. Yes, it's awkward. Do it anyway. People feel compelled to fill uncomfortable silences, and during interviews, these moments are often when unfiltered, candid comments and conversation happen. At the end of each response, resist the urge to rush into the next question. Keep quiet, nod, remain neutral, and see if more information emerges.

Be Honest – Especially with Echelons 1-3

We all want an army of Superheroes running our organization. The problem is that jobs with low judgmental demands, a short learning curve, few challenges, and little room for advancement create an environment that encourages early departure among some of the strongest applicants.

We aren't suggesting that you lower your standards or hire below your intended target. We're saying that "job fit" is especially important among individuals with extremely strong judgment. If someone is overqualified judgmentally for a particular job, find out WHY they are applying. Are they eager to work for your organization and are willing to work their way up? Or is an external pressure pushing this person into "any job" right now, and they plan to leave the moment something better comes along?

Be realistic about the job, your organization, and the candidate's expectations. Never get so excited about good scores that you gloss over job requirements, neglect to mention any downsides, sugarcoat ongoing issues, or exaggerate the "good" parts of the job. Applicants, especially high performers, will feel tricked if the job isn't as you described. They are more likely than low performers to leave a job if they think a bait-and-switch has occurred.

- Do not hype the job to attract an overqualified person in the hopes of higher performance. Be clear about expectations and the job routine.
- Discuss promotional opportunities, or lack thereof, early in the interview process. Do not be vague. If you fail to provide information, the candidate will create their own story and become discouraged when reality doesn't align with it.

© Copyright 2026—All rights reserved

- Do not downplay the negative aspects of the job. Don't let a high performer find out only after accepting the job that there are unpleasant tasks that were not properly explained.

If, after an honest and thorough interview, the applicant appears to be a good fit for your organization, feel confident in moving them forward in your hiring process. Strong, well-developed judgment is exactly what you want in your workforce. Just be sure that if you are hiring top-tier Echelons for a "small" job, it is a deliberate decision that reflects your and the applicant's intentions.

Avoid Unhelpful, Discriminatory, Off-Topic, and Inappropriate Questions

However you structure your interview, you'll want to keep the conversation relevant and productive, and hopefully leave with clarity regarding the job candidate's fit with your organization.

Legal compliance aside (we do not offer legal advice), we recommend avoiding questions or topics that are Unhelpful, Potentially Discriminatory, Off-Topic, or Inappropriate. While some conversations are obvious, other not-so-obvious conversations can quickly go off track if you aren't prepared.

Unhelpful Questions and Topics

A question or topic would be considered "Unhelpful" if it wastes time, does not address the main concern, is too vague, or is too biased to result in suitable information. This can mentally drain you and the person you are interviewing, lead to an excess of low-quality information, and frustrate the candidate who might be eager to talk about meaningful insights into their qualifications for the role.

Some examples of Unhelpful Questions and Topics:

- Is it important to be nice? (Or on time, or smart, or safe, anything obvious)
- Do you think it's bad for people to gossip at work? (Or steal or break equipment, anything that someone would not want to admit to HR)
- How do you feel about people who get mad and yell in the workplace? (Or any negative behavior that signals you have an out-of-control workplace and does not address this person's specific role.)

Potentially Discriminatory Questions and Topics

A question or topic is considered "Discriminatory" if it prompts the candidate to reveal information about their personal characteristics protected by law. Not only are many of these questions contrary to the guidelines and rules in the United States Code (we do not offer legal advice), but asking them can damage your organization's reputation and give the impression that discrimination and unfair treatment of staff are permitted.

Some examples of Potentially Discriminatory Questions and Topics:

- Any mention of age, even asking about high school graduation dates or other ways of pinpointing the candidate's age. "Where were you on 9/11?""Remember watching the Challenger disaster?" "Do you have any grandchildren?"
- Any mention of country of origin or race, even asking about language usage if they have not volunteered that information, and even then, only ask as far as it applies to the actual position. "What language do you speak at home?"; "Interesting last name, what's the origin of it?"

© Copyright 2026—All rights reserved

- Any questions about gender, sexuality, or related topics such as marriage, pregnancy, or breastfeeding. “You’re so young. Are you planning on having kids soon?” “Do you have reliable childcare?” “Does your husband help with childcare?”
- Any questions about mental or physical abilities that are not directly related to the job. Furthermore, be very specific and do not pressure the person to reveal any details about themselves that might cause them discomfort: “Is that an artificial leg? Are you sure you can climb stairs?” “What medications are you on?” “I hope you don’t have ADD. We’re a fast-paced location and need people who can focus.”
- Any questions about religion, faith, or spiritual practices that are not directly related to the job. There are exceptions for faith-based work within an actual religious institution. Consult an employment lawyer in your jurisdiction if you are unsure. “What religious holidays do you need off?”; “Do you plan to stop work to pray during the day?”

Off-Topic Questions

Off-topic questions do not directly relate to the candidate’s likely work performance. These questions can detract from the interview's purpose, waste time that could be spent on more relevant ones, and give the candidate the impression that your organization is not seriously seeking qualified candidates. Asking off-topic questions can also distract from the focus and may lead the interviewer to miss important information about the candidate's qualifications.

Some examples of Off-Topic Questions:

- What’s your favorite movie/book/sports team?
- If a train leaves from Dallas at 130 mph and … (or any non-work-related brain teaser)
- Would you rather have a million dollars, or … (or any similar unrelated exercise)

Inappropriate Questions and Topics

You might think inappropriate questions and topics are obvious, but some might surprise you. Some topics that naturally arise in casual conversation are off-limits in job interviews. Inappropriate questions can make the candidate uncomfortable and detract from your goal of assessing their qualifications for the role. More importantly, asking inappropriate questions can lead to legal issues for your organization, including potential discrimination claims or violations of privacy laws.

Some examples of Inappropriate Questions and Topics:

- Any questions about potential or actual illegal activities, even those that happened in the past. Such as fighting, underage drinking, and drug use.
- Any questions about health issues the candidate has not disclosed, even if the issue appears obvious. If the candidate does not volunteer information about why they are on crutches, carrying a medical device, or asking for water to take a pill, don’t ask.
- Any lifestyle questions that have nothing to do with the job. This would include anything done or expressed outside work hours, such as hobbies, a second part-time job, political preferences, dietary opinions, and relationship status.

© Copyright 2026—All rights reserved

AVOID BIAS

Even if you are a seasoned interviewer, we recommend reviewing this list of most frequently reported biases before each interview. This helps you be as objective as possible, enabling you to gather more useful information during the interview. It also helps avoid common mistakes.

Actor/Observer Bias

– Experiencing a negative outcome to an action is perceived differently if the action was performed by you or someone else. Your own actions causing the negative outcome will be attributed to external factors, but others' actions causing the same negative outcome will be attributed to personality/internal traits.

For example, you and another person are both late to a meeting:

For yourself, you may blame the weather, traffic, or others' demands on your time.

However, you believe the other person is late due to a character flaw, a lack of work ethic, or carelessness with others' time.

Self: problem is (external) circumstances or something temporary

Others: problem is (internal) a character flaw or personal choices, behaviors, and actions

"I failed because the test was hard; she failed because she's not very smart."

Similarly, when an internal candidate applies, you know their typical actions, motivations, and abilities, so if something negative is revealed in the interview process, you are less likely to blame them the same way you blame those you don't know well. You would be less likely to interview them with the same objectivity and curiosity as you would an external candidate for the same job.

Experience Bias

– Mistaking longevity for competence. There are many reasons a less capable person remains in a job where they perform poorly. Holding a job title for an extended period does not necessarily indicate success in that role.

Enthusiasm bias

– Someone comes across as very enthusiastic; to avoid disappointing them, you feel the need to soften your approach and limit the scope and detail of your inquiries.

"Like Me" bias

– You see yourself in this person and automatically assign good traits to that person, and are blind to negative traits. You may also assume this person shares your ambitions, values, and viewpoints without adequately assessing their knowledge, skills, and experience.

Confirmation bias

– Learning something specific about this person biases your opinion and reduces attention given to the process. Instead of open-ended, objective questions, you seek to confirm what you assume is consistent with the beliefs you hold, and downplay or disregard any evidence to the contrary.

© Copyright 2026—All rights reserved

Anchoring Bias

– Subsequent interviewees are compared to the first person who interviewed, rather than to an objective standard.

Pay Attention to Themes

Be on the lookout for these common problematic themes raised by the applicant during the interview.

- Holding onto grudges
- Everything is unfair and out of their control
- No goals or direction in life
- Not taking responsibility when something goes wrong
- Continual negative and unhappy tone
- Comparisons and "keeping score" with others
- Assuming victimhood in difficult situations
- Lateral move – high performers rarely make lateral moves; there is usually a reason why the person's career is not advancing
- Fixation on difficulty or deprivation – proud of their "not"s
- Learned helplessness – "There's no point" in trying to change anything or do any better because it won't make any difference

The "What Would You Do?" Scenario

Understanding the individual's decision-making strengths and weaknesses, as shown in the hiring reports, is particularly helpful for complex jobs that involve greater judgment and less structure. Consider a "what would you do?" exercise for the candidate, based on a previous real-life situation in your organization. There are several reasons why this works. First, it's a situation that actually happened, so you are not taxing your brain with hypotheticals, and you can focus on the candidate instead. Second, since you know what actually happened in the situation, you can better assess their approach and solution. Third, you'll get to witness this person's problem-solving techniques in real time, in a relevant way – you'll see how they gather information, evaluate difficult situations, and how they communicate and handle uncertainty.

© Copyright 2026—All rights reserved

PART 1 INDICATORS: EXTERNAL / WORK-SIDE JUDGMENT

PEOPLE, RELATIONAL, HUMAN JUDGMENT (GLOBAL INTRINSIC)

- Can you provide an example of a time when your ability to understand and relate to others impacted your work? How did this skill lead to either a failed or successful outcome?
- Can you describe a situation where demonstrating empathy or support significantly affected your team or workplace? How did you approach it, and what was the outcome?
- How do you balance maintaining good working relationships with meeting performance goals? Can you provide an example of how you managed both successfully in a past role?
- What challenges have you encountered when trying to be supportive or empathetic at work, and how did you address them while still maintaining professional effectiveness?
- Can you describe a time when you worked with someone whose behavior was challenging? How did you address the situation, and what did you learn from the experience?
- Can you provide an example of how positive work relationships have contributed to your success in a past role? How did you foster these relationships?
- Tell me about a project where you collaborated with someone from a different background or perspective. How did you ensure effective communication and collaboration?
- Can you provide an example of how you successfully adapted to working with someone from a different background or culture? What strategies did you use to ensure a positive interaction?
- What qualities do you value most in a team member, and how do these qualities contribute to a successful team dynamic?
- Can you describe a challenging team situation and how you worked through it? What did you learn from that experience?
- Tell me about a time you encountered a disagreement or misunderstanding at work. How did you address it, and what was the outcome?
- Can you provide an example of a time when you had to compromise to achieve a team goal? How did you handle the situation, and what was the result?
- How do you ensure that your work is recognized and valued by your supervisors? Can you provide an example of how you've handled feedback or recognition in the past?
- How do you handle work situations with individuals with different working styles or preferences? Can you provide an example of how you managed a similar situation?
- Can you describe a time when using a positive and collaborative approach helped you achieve a better outcome in a work situation? How did it impact the results?
- How do you assess and build working relationships with new team members or colleagues? Can you provide an example of how you successfully integrated with a new team?
- How do you handle conflicts or disagreements with colleagues? Can you provide an example of how you effectively resolved a work-related conflict?

© Copyright 2026—All rights reserved

WORK, TASK, PROCESS JUDGMENT (GLOBAL EXTRINSIC)

- Can you provide an example of a difficult project or task you completed? What actions did you take to ensure it was done effectively and on time?
- Can you describe a specific instance where your dependability was crucial to a project or team? How did your actions contribute to the success of the project?
- Can you describe how you handle situations where team members might not meet expectations? What steps do you take to ensure the project's success despite these challenges?
- Tell me about a time when you were asked to learn and train others on a new skill or process. How did you approach this challenge, and what was the outcome?
- How do you typically approach learning new skills or adapting to new processes at work? Can you give an example of a time when you successfully adapted to a change?
- How would you describe your work ethic? Can you provide an example of a time when your work ethic contributed to a successful outcome?
- Can you provide an example of when you had to choose between focusing on immediate tasks (tactical) versus long-term goals (strategic)? How did you approach the situation?
- Can you describe a situation where you had to work with a team member who was not contributing as expected? How did you handle the problem, and what was the result?
- Can you provide an example of how past experiences or role models have influenced your work ethic? How does this affect your approach to work?
- How do you ensure that your work ethic supports both your personal well-being and job performance? Can you provide an example of how you balance these aspects?
- Can you describe when you had to work with someone whose performance was below expectations? How did you address the situation and ensure the project's success?
- Can you provide an example of working with a team member with innovative ideas, but who struggled with implementation? How did you collaborate to overcome these challenges?
- What factors do you believe contribute to successful task completion in a work setting? Can you give an example of how you demonstrated these factors in your work?
- Can you describe how you handle tasks that may be repetitive or routine? How do you maintain motivation and ensure quality in such tasks?

© Copyright 2026—All rights reserved

BIG PICTURE, STRATEGIC JUDGMENT (GLOBAL SYSTEMIC)

- Can you describe a time when you had to balance the need for planning with the need to start a project promptly? How did you approach this balance, and what was the outcome?
- Can you provide an example where planning and strategizing significantly benefited or hindered a project? What factors influenced the outcome?
- Can you provide an example of a situation where you had to choose between a tactical approach and a strategic one? How did you decide which approach to take?
- Can you describe a time when learning from a mistake helped you improve a process or project? How did you apply that lesson moving forward?
- Can you provide an example of when you needed to address a situation where more time for thought and planning was required? How did you handle the need for additional planning?
- Can you describe a time when considering long-range implications helped you improve a project or process? What steps did you take to ensure thorough consideration?
- Can you describe a time when you had to address mistakes due to rushed work? What did you learn from the experience, and how did you adjust your approach?
- Can you provide an example of a time when you had to act quickly without complete information? How did you handle the situation, and what would you do differently in hindsight?
- How do you approach situations where you need to test multiple solutions to find the best one? Can you give an example of this approach in action?
- Can you describe a time when focusing too much on details prevented you from seeing the bigger picture? How did you address this issue?
- Can you describe how you handle situations where team members may not fully consider the implications of their decisions? How do you address such challenges?
- Can you provide an example of how you have demonstrated vision in your work? How did your approach impact the project or team?
- How do you balance the need to pause and consider implications with the need to take action? Can you give an example of how you manage this balance?
- How do you evaluate the benefits of internal versus external candidates for a role? Can you describe a situation where this evaluation was particularly challenging?

© Copyright 2026—All rights reserved

INDICATOR 1-1: DECISION-MAKING STRENGTH

- Can you describe the criteria you use to determine whether a decision is good or bad? Can you provide an example of where your criteria were applied?
- Can you provide an example where both emotional and rational factors influenced your decision? How did you balance them?
- Can you describe a decision-making process you use and how it might vary depending on the complexity or importance of the decision?
- Can you provide an example of a decision you made that had a positive impact? What factors did you consider, and what was the outcome?
- Can you describe a challenging decision you made and what you learned from it? How did the experience help you improve your decision-making skills?
- Can you describe a critical decision you made at work, including the steps you took to reach that decision and how you evaluated the outcomes?
- Can you describe how your approach to problem-solving changes when dealing with complex versus simpler issues? Provide an example of each.
- Can you provide an example of a challenging decision you faced and explain how you navigated the difficulties? What strategies did you use to overcome them?
- Can you describe a situation where you had to make a decision with limited information? How did you gather the necessary information and make your choice?
- How do you manage decision-making in high-pressure or chaotic situations? Can you provide an example of how you effectively handled such a scenario?
- Can you describe a challenging work situation and how you addressed it? What strategies did you use to manage or overcome the difficulties?
- Can you describe a situation where you successfully solved a complex problem? What steps did you take, and what was the outcome?
- Can you describe when you learned something valuable from observing someone else's decision-making process or problem-solving approach?
- Can you provide an example of a time when you had to make a decision under stress? How did you manage the stress and ensure a sound decision?
- How do you support team members with different problem-solving approaches or levels of competence? Can you provide an example of how you facilitated a collaborative solution?
- Can you provide an example of a challenging problem you successfully solved? What actions did you take, and what were the results?
- Can you describe any methods or experiences that have helped you improve your decision-making and problem-solving skills?
- Can you describe how you seek input or feedback when making important decisions? How do you integrate this feedback into your decision-making process?

© Copyright 2026—All rights reserved

INDICATOR 1-2: ABILITY TO NOTICE, INSIGHT, SENSITIVITY

- Can you give an example of a time when you identified subtle factors that others missed, which significantly influenced the outcome of a situation?
- Can you describe a situation where you had to navigate both obvious and subtle factors? How did you approach the situation?
- Describe a specific situation in your previous work where you had to balance obvious and subtle factors. How did you prioritize them?
- Can you describe a time when your ability to sense underlying issues or dynamics helped you make a better decision or avoid a problem?
- Tell me about a time when you relied on your intuition to make a decision. What was the outcome, and what did you learn from the experience?
- Describe a time when the outcome of a situation differed from what you initially expected. How did you adjust your approach?
- How do you handle situations where colleagues don't "see" what you see in a task, process, or project? Can you give an example?
- Can you recall when your first impression of someone or something was challenged? How did you handle it?
- What role does your intuition play in your decision-making process? How important are first impressions, context clues, and "below the surface" details in your decisions?
- Can you describe a time when your attention to detail helped you notice something others overlooked, leading to a change in the outcome?
- Describe a time when you had to reassess your initial judgment of a situation. What did you learn, and how did it impact your approach in the future?

© Copyright 2026—All rights reserved

INDICATOR 1-3: DEALING WITH DIFFICULT SITUATIONS, PROBLEM-SOLVING ENERGY

- Can you describe a time when you successfully de-escalated a tense situation with a customer or colleague? What strategies did you use, and what was the outcome?
- How do you manage stress or frustration in challenging interactions at work? Can you provide an example of how you've handled a difficult situation?
- Can you share an experience where you turned a negative customer (or colleague) interaction into a positive one? How did you approach the situation, and what was the result?
- Describe a situation where you faced challenges building a relationship with a customer or colleague. How did you address those challenges, and what did you learn from the experience?
- Can you describe a work environment or situation where you feel most energized and productive? How do you sustain your energy levels during challenging tasks?
- Can you share an example of when you had to think creatively to solve a problem? What was the challenge, and how did your approach lead to a successful outcome?
- Give an example of when you had to manage a customer or client dissatisfied with a product or service. How did you turn the situation around?
- How do you handle pressure or stressful situations at work? Can you give an example of a time when you successfully managed a difficult interaction or situation?
- How do you navigate difficult interpersonal dynamics at work? Can you describe how you effectively managed a challenging relationship with a colleague or client?
- Can you give an example of a time when your energy and focus helped drive a project or problem to a successful resolution? How do you maintain that energy in your work?
- How do you manage your workload to prevent overload and stay motivated during high-load times? Can you describe a strategy that helps you maintain your energy and focus?
- How have you contributed to creating a problem-solving culture in your previous roles?
- Can you provide an example of how you've helped create a supportive and low-stress work environment for your team?
- Can you describe when you had to work on a high-stakes project with tight deadlines? How did you maintain your energy and focus throughout the project?
- What strategies do you use to keep yourself motivated and energized during long or challenging work periods?
- Can you describe a situation where you had to deal with a difficult or uncooperative team member? How did you manage the problem, and what was the outcome?
- Can you share an example of when you had to navigate a conflict with a colleague or client? How did you approach the situation, and what was the outcome?
- Describe a situation where you had to persuade someone to see your point of view when they were initially resistant. How did you handle the conversation?
- How do you approach situations where you have to deliver bad news or a difficult message to someone? Can you provide an example of a time when you had to do this and how you managed it?
- Can you share an experience where your proactive approach led to a significant positive outcome for your team or organization?

© Copyright 2026—All rights reserved

INDICATOR 1-4: EFFECTS OF WORK-SIDE STRESS

- Can you share a specific example of a stressful situation at work and the steps you took to manage it effectively?
- How do you maintain a positive outlook when facing high-pressure situations, and how does this impact your work?
- How do you handle situations where work-related stress is high and difficult to mitigate? Can you give an example?
- What strategies have you found effective in managing common workplace stressors? Can you provide an example?
- Can you describe a time when you had to make a difficult decision under pressure? How did you approach the situation, and what was the outcome?
- What coping strategies do you use when facing stress at work, and how have they been effective for you?
- In your experience, how does a high-stress work environment affect team dynamics and productivity? How do you manage these effects?
- What personal strengths do you rely on to manage stress at work? Can you give an example of how these strengths helped you in a challenging situation?
- Can you share a specific instance of a highly stressful situation at work and how you successfully navigated it?

© Copyright 2026—All rights reserved

INDICATOR 1-5: FOCUS AND CONCENTRATION

- Can you describe a time when staying focused on a task was challenging? How did you manage the situation, and what did you learn from it?
- How do you prioritize tasks when faced with multiple responsibilities at work? Can you give an example of a time when you successfully managed several tasks simultaneously?
- How do you balance multiple priorities at work while ensuring each task receives the attention it needs?
- How do you manage your focus when balancing individual tasks with team interactions?
- Can you share an example of when a task or process was very demanding of your focus? How did you ensure a positive outcome?
- What strategies do you use to maintain focus and concentration, especially during challenging tasks?
- How do you handle situations where team members are distracted or unfocused? Can you give an example?
- How do you stay focused when distractions arise at work? Can you provide an example of a time when you successfully managed distractions?
- Can you describe when you were completely focused on a task ('in the zone')? How did this impact your work, and how do you ensure you don't overlook other responsibilities?
- How do you ensure that your focus on a task leads to effective decision-making? Can you provide an example?
- What common distractions do you encounter at work, and how do you stay focused despite them?
- How do you organize your workspace and time to maximize focus and productivity?

© Copyright 2026—All rights reserved

INDICATOR 1-6: DIRECTIONS FOLLOWED WITH ACCURACY

- Can you describe a time when following directions precisely was crucial to the success of a task? How did you ensure accuracy?
- How do you handle situations where the directions provided are unclear? Can you share an example?
- How do you ensure you follow directions accurately, and what steps do you take to verify your work?
- Can you describe a situation where you had to adapt or modify directions to achieve a better outcome? What was the result?
- Is accuracy important when addressing a task or process?
- Have you experienced a situation where expectations of a task or process weren't specific? How did you manage this?
- Have you ever had to correct a situation with your team or colleagues where directions were not followed accurately? How did you handle it?
- How do you approach situations where you are asked to follow directions you do not fully understand? Can you give an example?
- How do you approach situations where you are asked to instruct your team on a new task or process? Can you give an example?
- How do you handle situations where there is a discrepancy between official procedures and actual practices? Can you give an example?
- Can you describe a time when you had to make a judgment call because following directions as given would not have been safe or effective? How did you handle it?
- How do you balance the need to follow official procedures with the practical knowledge of experienced colleagues? Can you share an example?
- How do you handle situations where you believe a procedure could be improved? Have you ever suggested changes? What was the outcome?
- How do you maintain integrity and follow procedures when others ask for exceptions? Can you give an example?
- How do you ensure that you provide excellent service while still adhering to company procedures? Can you describe a situation where you had to balance these priorities?
- How do you approach situations with ambiguity or incomplete detail in procedures? Can you give an example of when you had to interpret guidelines?

© Copyright 2026—All rights reserved

INDICATOR 1-7: DECISION-MAKING STYLE, WORK-SIDE

- When a task or process is presented as time-critical, how does that affect your decision-making process?
- Tell me about a situation where you had limited time to make a decision that would have significant consequences. How did you approach the decision-making process, and what was the outcome?
- How do you typically handle making decisions under stress or facing multiple competing priorities? Can you provide an example?
- Describe a scenario where you made a decision and then changed your mind afterward. What did you learn from the experience, and how did you handle the aftermath?
- Have you ever had to make a decision with incomplete information or uncertain outcomes? How did you ensure your decision was as informed and effective as possible?
- When faced with a high-pressure situation, how do you balance the need for quick action with the need for careful deliberation? Can you give an example?
- Describe a time when you had to make a difficult decision that was unpopular with your team or colleagues. How did you handle the situation, and what was the result?
- How have training and experience influenced your ability to make effective decisions under pressure? Can you provide an example?
- How do you ensure that your decisions align with short-term needs and long-term goals, especially when under pressure?
- When you realize that a decision you made under pressure was incorrect or not yielding the desired results, how do you respond? What steps do you take to correct the course?
- Describe a time when you had to make a quick decision under pressure and did not have the opportunity to gather complete information first. What did you do in response, and how did you adjust your approach in future situations?
- When faced with an unexpected situation, do you typically pause and consider your options, or do you tend to act right away? Can you provide an example of how that approach led to either success or failure?
- How do you balance the need for quick results with the need for careful consideration when making decisions? Have you ever been in a situation where you made a decision too quickly, and what were the consequences?
- Can you give an example of a time when you reacted to a situation without consulting others or considering all the available information? How did this impact your decision, and what did you learn from it?
- Following an important problem-solving decision at work, do you ever take time afterward to judge whether it was the best choice? How would you use the decision to prevent further problems proactively?
- What role should emotional reactions or instinctive impulses play in workplace decision-making? In what way does that impact your work?
- What is the correct way to handle being rushed or pressured to decide at work?
- How would you handle working with a colleague who deliberates over every decision, even small ones?

© Copyright 2026—All rights reserved

INDICATOR 1-8: REALISTIC VS. IDEALISTIC ORIENTATION

- When working with colleagues or clients, did you ever experience a situation where you were certain of the preferred path forward, but the person behaved unpredictably? Describe the interaction.
- How do you manage situations at work where colleagues may be set on pursuing ideas that are fanciful, vague, overly optimistic, or unlikely to happen?
- How would you coach a colleague who appears to be strongly affected by "what should have happened" or "how it should be" following an event or process that has already concluded?
- Give an example of where what "should" happen at work (name a role-related challenge) differs from what has happened and how you approach that challenge.
- How do you manage situations where colleagues or customers make assumptions about how a process should go when you believe they are unrealistic?
- How do you manage situations where colleagues or customers refuse to listen to possibilities, alternatives, and potential approaches?
- How do you manage letdown or disappointment when interactions do not go as planned?
- Describe a situation where your expectations for an outcome of an interaction or process changed from the initial expectations. How did you recalibrate to stay effective?
- Describe what you expect to experience with this role in the short and long term. (Regarding daily expectations, career goals, and progress in this organization.)
- Can you think of a time when your efforts were not recognized or appreciated appropriately? How did this happen, and what was the result?
- How would you describe your expectations for (name a specific task/process in this role) and the support you'll receive from the organization and your team to accomplish this task/process?

© Copyright 2026—All rights reserved

INDICATOR 1-9: GENERAL TOLERANCE AND ACCEPTANCE

- Can you describe a time when you disagreed with a colleague on a work-related issue? How did you handle the situation, and what was the outcome?
- How do you approach working with colleagues with different perspectives or backgrounds? Can you share an example of how you've collaborated with someone with a different approach or viewpoint?
- How do you handle situations where a colleague's behavior or attitude is contrary to your values? Can you provide an example of how you addressed such a situation professionally?
- How do you balance being accepting and open-minded versus meeting your needs and objectives? Can you give an example of a time when you had to assert your position while remaining respectful of others?
- In your experience, how does diversity in a team contribute to the success of a project or organization? Can you share an example of when working with a diverse team led to a successful outcome?
- How do you approach building relationships with colleagues from different backgrounds or experiences from your own? Can you provide an example of how you've successfully integrated into a diverse team?
- How do you ensure effective collaboration across different generations in the workplace? Can you share an example of how you've successfully worked with colleagues of varying ages?
- Can you describe a time when you worked with someone from a different background than yours? How did you ensure that the collaboration was successful?
- How do you handle work pace or style differences among team members? Can you provide an example of how you adapted to ensure the team met its goals?
- Can you share a time when you worked closely with someone whose background, beliefs, or working style differed greatly from yours? How did you ensure that the collaboration was effective and respectful?
- How do you handle situations where you strongly disagree with a colleague's opinion or approach? Can you describe a specific instance and how you resolved it?
- What steps do you take to ensure everyone on your team feels included and valued, especially those with different perspectives or experiences?
- Describe a situation where you had to adapt to a new or unfamiliar culture, environment, or set of norms at work. How did you approach this challenge?
- Can you give an example of a time when you learned something valuable from a colleague with a very different perspective or approach from yours? How did this impact your work or thinking?
- What actions do you take to contribute to a positive and respectful workplace culture? Can you provide an example of how you've helped resolve a conflict or misunderstanding within a team?
- How do you respond when a colleague's behavior or attitude is difficult or contrary to your values? Can you share how you maintained professionalism in such a situation?
- Have you ever encountered a situation where someone tried to take advantage of your willingness to help or your tolerance? How did you recognize the issue and respond?

© Copyright 2026—All rights reserved

INDICATOR 1-10: COMPASSION, EMPATHY, ACTIONS OF CARE

- Describe a time when you had to make a difficult decision despite pressure from others to take a different approach. What factors did you consider, and how did you reach your conclusion?
- Can you describe a situation where the human factor of a decision overrode the need for efficiency or completion? What was the result?
- Have you ever been in a situation where you had to navigate a discrepancy between your colleagues' requests and your professional responsibilities? How did you manage it?
- Can you provide an example of when you witnessed unpleasant interpersonal behavior between colleagues? How did you handle it, and what steps did you take to address the issue?
- How do you handle requests at work that you feel would be unpleasant for your colleagues? Can you share an example of when this occurred and how you responded?
- How do you ensure that your willingness to be helpful and accepting does not lead to being overburdened or taken advantage of by others? Can you give an example of how you've managed this balance?
- How do you evaluate whether someone at work is trustworthy? Can you describe when you had to reassess your trust in a colleague or client?
- Can you share an experience where being too accommodating or accepting led to a challenge or a lesson learned? What did you take away from that experience?
- Have you encountered a person in the workplace who seemed to manage interpersonal relationships well? What sorts of techniques did you learn from their example?
- Have you encountered situations where a lack of empathy affected workplace morale? How did you respond to improve the situation?
- In your opinion, how important is showing empathy and caring towards colleagues in achieving success as a team at work?
- How do you prioritize your responsibilities while also being attentive to the needs of your colleagues or clients? Can you give an example?
- Have you tried to help a colleague or client only to find they did not appreciate your efforts? How did you manage the situation, and what did you learn from it?
- Can you describe a time when you had to work with someone difficult to get along with? How did you maintain professionalism and empathy in the situation?
- Tell me about a situation where you noticed a team member struggling. How did you approach the situation, and what actions did you take?
- How do you maintain empathy and understanding when dealing with difficult or frustrated customers or colleagues?
- Give an example of a time when you had to make a difficult decision that affected others. How did you consider their requests and needs in your decision-making process?
- When working on a team project, how do you ensure everyone feels valued and heard, especially if someone is quieter or less assertive?
- Have you encountered a situation at work where being honest with a person would upset them? How did you navigate this situation, and what was the result?

© Copyright 2026—All rights reserved

INDICATOR 1-11: TRAINABILITY, ABILITY TO UNDERSTAND WORK

- How do you approach learning new tasks or concepts in your job? Can you provide an example of a time when you had to learn something new quickly?
- Can you describe a challenging situation in your previous job where you had to develop new skills or knowledge? How did you overcome the challenge?
- What changes in this industry would you like to see? How would you prepare for this?
- How do you balance the excitement of learning new skills with the comfort of performing familiar tasks? Can you share an experience where you had to do both?
- In your experience, how do you approach learning multi-step tasks? Can you provide an example of how you mastered a challenging concept?
- Can you describe how your past experiences have shaped your approach to learning new tasks?
- How do you handle situations where a colleague struggles to learn a new task? Can you provide an example of how you supported them?
- How do you adapt your approach when working with colleagues who learn at a different pace? Can you share an experience where you successfully collaborated with someone with a different learning style?
- How do you adapt your approach when a new task or process has insufficient instructions or guidance?
- Tell me about a situation where you had to quickly adapt to a significant change in your role or responsibilities. How did you manage the transition?
- What new industry trends or new technologies will directly impact your role? Can you give an example of something new you've learned recently that will affect your work?
- How do you ensure that you retain and effectively use new information or skills you've learned? What strategies have worked well for you?
- Have you ever been in a situation where you disagreed with the way something was taught or done? How did you handle it, and what did you learn from the experience?
- Can you give an example of a time when you helped train or mentor someone else? What did you learn from that experience?
- What's the most challenging concept or task you've had to learn in your career? How did you overcome the difficulties, and what was the result?

© Copyright 2026—All rights reserved

INDICATOR 1-12: DEPENDABILITY, RELIABILITY, WORK ETHIC

- How do you navigate task and process completion when the task or process is less interesting to you?
- How are the contributions of team members judged in the completion of a team objective? Is it by volume of work, hours dedicated to the project, participation in team meetings, or something else?
- Which will be more useful in this role, technical knowledge or practical usage?
- What role does consistency of performance play in the success of a person's career?
- Would you prefer dependability, not just achievement, to be recognized and rewarded at your workplace?
- How do you manage your time to ensure you meet deadlines and are punctual? Can you share an example of a time when your time management skills were tested?
- How have you handled challenges in maintaining punctuality or deadlines? What strategies have you developed to overcome these challenges?
- How do you handle working with team members with different work styles or levels of reliability? Can you provide an example of how you've navigated such a situation?
- Can you share your approach to starting your workday? How do you ensure you're prepared and ready to contribute from the moment you arrive?
- Tell me about a situation where your reliability was questioned. How did you respond, and what was the outcome?
- How do you handle situations where unforeseen challenges might prevent you from delivering on a commitment? Can you provide an example?
- What factors are most often present when a task or process cannot be completed within the time given? (Weather, traffic, interruptions, demands of others, schedule, lack of support, etc.)
- How do you approach tasks that you find less interesting or engaging? Can you give an example of how you stayed motivated to complete such tasks?
- Tell me about a time when you had to take responsibility for a mistake at work. How did you handle it, and what did you learn?

© Copyright 2026—All rights reserved

INDICATOR 1-13: UNDERSTANDING BIG PICTURE IMPLICATIONS

- Can you describe a technique you use on the job to make a more informed decision (planning software, brainstorming, seeking expert opinions, etc.)? How did you balance planning with the need to take action?
- How do you balance the need for quick decision-making at times of urgency with the importance of considering long-term implications? Can you provide an example?
- How do you integrate both strategic thinking and tactical execution in your decision-making process? Can you share an example where both were critical to a successful outcome?
- Can you describe a situation where you had to make a quick decision but still considered the long-term implications? How did you manage this?
- Can you provide an example of a project where medium- or long-range planning was critical to its success? How did you approach it?
- Have you encountered situations where you disagreed with a decision due to potential negative long-term consequences? How did you handle this disagreement?
- How do you approach situations where colleagues may not fully understand the implications of their decisions? Can you share an example of how you helped guide them to a better understanding?
- How did you balance short-term needs with long-term goals?
- How do you ensure that your day-to-day tasks contribute to the organization's larger goals? Can you provide an example?
- Describe a situation where you identified a potential risk to a long-term plan. What steps did you take to address it?
- Can you give an example of a time when you identified a safety risk in your workplace? How did you address it, and what was the outcome?
- How do you incorporate safety considerations into your decision-making process, even when under pressure to meet deadlines?
- Describe a time when you had to educate or influence your colleagues about the importance of safety. How did you approach this, and what was the result?
- What steps do you take to stay informed about your industry's latest safety regulations and best practices?
- How would you handle a situation where you noticed a safety violation by a colleague or supervisor? What actions would you take?

© Copyright 2026—All rights reserved

INDICATOR 1-14: USING BIG PICTURE IMPLICATIONS

- Can you describe when you were tasked with implementing a strategic plan? How did you break down the strategy into actionable steps, and what was the outcome?
- Tell me about a situation where you had to adjust your strategy in response to unforeseen challenges. How did you identify the need for change, and what steps did you take to adapt?
- How do you ensure your work aligns with the company's strategic goals? Can you provide an example of a time when your work directly supported a strategic initiative?
- Describe a project where you had to balance short-term objectives with long-term strategic goals. How did you manage any conflicts between the two?
- Give an example of when you had to communicate a complex strategy to your team or colleagues. How did you ensure that everyone understood the strategy and their role in it?
- Can you discuss when you identified a gap or missed opportunity in a strategic plan? How did you bring this to the attention of others, and what actions were taken as a result?
- How do you prioritize tasks when you have multiple strategic objectives to achieve? Can you share an instance where your prioritization led to a successful outcome?
- Describe a scenario where you had to make a strategic decision with limited information. What approach did you take, and how did you mitigate any risks?
- How do you involve your team in the strategic planning process? Can you give an example of how their input significantly influenced your strategy?
- Tell me about a recurring issue you encountered at work. How did you approach developing a strategy to address the root cause and prevent future occurrences?
- Describe a situation where you had an idea to improve a process or solve a problem. How did you evaluate whether to pursue it, and what steps did you take?
- How do you balance the need for quick action with the importance of careful planning? Can you provide an example of a situation where you had to decide whether to act immediately or take time to strategize?

© Copyright 2026—All rights reserved

INDICATOR 1-15: OVERALL PART 1 WORK-SIDE JUDGMENT

- Can you describe when you faced a difficult decision at work with no clear right or wrong answer? How did you approach the decision, and what was the outcome?
- Tell me about a challenging problem you encountered on the job that required a creative solution. What steps did you take to address it, and what was the result?
- Describe a situation where you had to choose between following a standard procedure and taking a different approach. How did you weigh your options, and what did you ultimately decide to do?
- Can you provide an example of when you had to solve a problem with limited resources or information? How did you go about it, and what was the outcome?
- Have you ever had to make a quick decision without consulting others? What was the situation, and how did you ensure the decision was well-informed?
- Describe a situation where you identified a potential problem before it became serious. How did you address it, and what was the impact of your actions?
- Tell me about a time when you had to consider multiple perspectives or conflicting opinions to solve a problem. How did you navigate these differences and arrive at a solution?
- Can you think of an instance where your decision didn't turn out as expected? What did you learn from the experience, and how did you apply that learning to future situations?
- Give an example of when you had to prioritize multiple tasks or projects. How did you determine what needed to be addressed first, and what criteria did you use in your decision-making?
- Describe a situation where you had to navigate a complex problem involving multiple stakeholders. How did you manage their interests and arrive at a decision that addressed everyone?

© Copyright 2026—All rights reserved

PART 2 INDICATORS: PERSONAL / SELF-SIDE JUDGMENT

PART 2 GLOBAL INTRINSIC: PERCEIVE SELF AS AN INDIVIDUAL

- Can you describe a time when you had to make a difficult decision at work that directly affected you? What was your thought process, and what did you learn from the experience?
- How do you typically handle unexpected work-related challenges or setbacks that affect you directly? Can you give an example of how you managed a recent challenge?
- When faced with multiple workplace priorities directly affecting you, how do you decide which to focus on? Can you walk me through a recent situation where you had to balance competing demands?
- Tell me about a time when you had to set boundaries at work to manage the demands of others on your time, energy, attention, and approval. How did you communicate those boundaries, and what was the outcome?
- How do you approach making workplace decisions that impact you directly? Can you share an example of a time when you had to weigh the pros and cons before making a decision?
- Can you describe a situation where you had to reverse your previous decision due to additional information or someone else's opinion? What motivated your decision, and what was the result?
- How do you ensure that your personal career goals are pursued within your professional responsibilities? Can you give an example of how you've successfully managed both areas?
- Tell me about a career goal you set for yourself and how you achieved it. What challenges did you face, and how did you overcome them?
- How do you evaluate the potential risks and benefits when making a significant workplace decision? Can you share an example of a decision where this evaluation played a key role?
- Do you feel you are "too focused" on progressing in your role, "not focused enough," or somewhere in between? Describe your ideal level of career progress at work.

© Copyright 2026—All rights reserved

PART 2 GLOBAL EXTRINSIC: PERCEIVE SELF AS A ROLE

- What motivates you to seek this role, and how do you see this job fitting into your long-term career goals?
- Can you describe your approach to work?
- What are the most important qualities that a person should have to be fully prepared for a successful career in this role? How do these qualities apply to you?
- How do you define success in your career, and what steps have you taken to ensure that you are on the path to achieving that success?
- Can you share an example of a time when you made a significant decision regarding your career path? What factors did you consider, and how did that decision impact your readiness for future roles?
- How do you see this job contributing to your personal and professional growth?
- How do you stay motivated to continue developing your skills and knowledge in your career?
- Can you provide an example of a time when you took proactive steps to prepare yourself for a new role?
- What role does professional growth play in your overall goals, and how do you ensure that you consistently move toward those goals?

© Copyright 2026—All rights reserved

PART 2 GLOBAL SYSTEMIC: PERCEIVE SELF AS PART OF A WHOLE

- Can you describe when you played a key role in a team's success? What was your contribution, and how did you ensure the team worked well together?
- What are the most important qualities of a high-functioning team, and how do you contribute to creating that environment?
- How do you handle situations with a disagreement within the team? Can you share an example of how you approached resolving a conflict like this?
- What motivates you to work collaboratively with others, and how do you ensure that your contributions align with the team's objectives?
- Can you provide an example of a time when you had to adapt your working style to better fit the needs of the team? What was the outcome?
- In your opinion, how important is the concept of a team to achieving organizational success? How have you demonstrated this belief in your past roles?
- Describe a situation where you had to rely on others to complete a project. How did you ensure the team stayed on track and met its objectives?
- How do you contribute to the culture of your team, and what steps do you take to maintain a positive and productive team environment?
- What challenges have you faced when working as part of a team, and how did you overcome them to ensure the team's success?
- Why do you believe collaboration is important in the workplace, and how do you ensure that your collaborative efforts contribute to the team's success?

© Copyright 2026—All rights reserved

INDICATOR 2-1: A SENSE OF WHAT IS IMPORTANT

- Can you describe how you assess the importance of tasks at work? How do you decide what needs your immediate attention versus what can be deferred?
- How do you determine what tasks you should prioritize during your workday? Can you give an example of how you've managed conflicting priorities?
- How do you balance short-term tasks with long-term goals in your work? Can you give an example of a time when you had to prioritize one over the other?
- Tell me about a time when you took a significant risk at work. How did you prioritize the desired objectives to decide to take the risk, and what was the result?
- How do you evaluate and focus on your priorities when faced with repetitive or routine tasks?
- How do you handle situations where team members have different priorities or levels of urgency? Can you provide an example of how you managed a similar scenario?
- Can you describe a time when you had to manage multiple urgent tasks simultaneously? How did you prioritize them to ensure successful completion?
- How do you approach taking risks at work? Can you share an example of a time when you had to choose between a safe approach and a more ambitious one?
- Describe a time when you had to negotiate resources in the workplace. How did you ensure that the most critical needs were addressed?
- Can you describe when you faced a critical decision with uncertain outcomes? How did you weigh the risks and prioritize your actions?
- How do you prioritize your tasks when you have multiple responsibilities at work? Can you give an example of how you managed competing deadlines?
- How do you ensure your actions align with short-term and long-term work goals? Can you give an example of how you've navigated this in a challenging situation?
- Can you describe a situation where you had to balance the competing demands of (co-workers, vendors, and clients)? How did you prioritize tasks to meet these demands?
- How do you evaluate the impact of your work on the overall goals of the team or company? Can you provide an example of how you've contributed to meaningful outcomes through effective prioritization?
- Can you give an example of a situation where you had to decide between two important tasks quickly? How did you determine which one to prioritize?
- Can you recall when you had to delegate tasks to others because your workload was too heavy? How did you decide what to delegate and ensure those tasks were prioritized correctly?
- How do you handle situations where you've realized too late that you prioritized the wrong task? What did you learn, and how did you correct the course?

© Copyright 2026—All rights reserved

INDICATOR 2-2: SELF-REGARD / SELF-CARE

- How do you ensure that you maintain a healthy work-life balance? Can you provide examples of how you manage stress and prioritize your well-being while meeting professional obligations?
- How do you balance your personal needs with the needs of your team or workplace? Can you share a time when you had to make a difficult decision to maintain this balance?
- Can you describe a time when you had to prioritize others' needs over your own? How did you manage the situation, and what did you learn from it?
- How do you unwind after a busy workday or week? How do you ensure you have time for activities that recharge you?
- How do you ensure you take time for self-care and personal well-being amidst your professional responsibilities?
- In what ways do you think maintaining personal well-being contributes to your effectiveness in the workplace? Can you give an example?
- How do you define success, and how do you balance your professional achievements with maintaining your personal well-being?
- Can you describe a time when maintaining your personal well-being positively impacted your work performance?
- How do you maintain professional boundaries to stay effective and engaged at work?

© Copyright 2026—All rights reserved

INDICATOR 2-3: SELF-ACCEPTING OR SELF-CRITICIZING

- How do you balance self-assessment with maintaining confidence in your work? Can you provide an example of how this balance has influenced your job performance?
- Can you share when you had to adjust your performance expectations in a challenging work situation? How did you ensure your expectations didn't impact your work negatively?
- Describe your expectations for your performance when asked to maintain high-quality work while meeting deadlines and team expectations.
- How do you evaluate the feedback you receive at work? Can you provide examples of positive and negative feedback you have received regarding your performance?
- Can you describe a time when delivering feedback in the workplace did not go as planned? What did you learn from that experience, and how did you handle it moving forward?
- Can you share an instance where your feedback significantly improved a work process or outcome? How did you approach the situation?
- Have you ever received unfair, too-picky, or unpleasant feedback in the workplace? How did you evaluate this, and what was the outcome?
- How would you respond to unsolicited feedback from a supervisor/co-worker/direct report?
- Describe a situation in which a (vendor, client, or end-user) reviewed, evaluated, or complained about your performance in a way you felt was inaccurate. How did you respond, and what was the outcome?
- Give an example of effective constructive criticism you have received on the job. How did you determine the criticism was accurate and actionable?
- What feedback or criticism on the job have you remembered the longest? How have you incorporated this into your ongoing performance?
- Do you feel the pursuit of continuous improvement on the job affects a person's attitude positively or negatively, and why?
- How do you assess when to stay in a challenging work situation versus seeking new opportunities? Can you provide an example?
- How do you handle situations where feedback is unpleasant or counterproductive? Can you provide an example of how you navigated such a situation?
- When faced with setbacks or mistakes at work, how do you approach learning from them and moving forward?
- How do you navigate giving and receiving critical feedback in a team setting where there might not be privacy, and the entire team would observe the feedback process?
- How do you manage self-expectations and avoid burnout while maintaining high performance in your work?
- How would you manage a situation where you disagree with the feedback you received?
- If you received conflicting feedback from multiple sources, how would you prioritize the information?
- What steps do you take to encourage others to give you feedback on your performance?

© Copyright 2026—All rights reserved

INDICATOR 2-4: EFFECTS OF SELF-SIDE STRESS

- Can you describe when you had to manage a particularly challenging workload? How did you ensure that your responsibilities didn't overwhelm your job performance?
- How do you maintain a healthy work-life balance, especially during high-pressure periods at work?
- Tell me about a situation where you had to juggle multiple priorities. How did you ensure that your performance remained consistent?
- What strategies do you use to stay organized and focused on work when unexpected issues arise?
- How do you remain energetic and effective at work when the challenges to complete the task are frustrating or draining?
- Is there a way to recharge your energy at work when demands are high?

© Copyright 2026—All rights reserved

INDICATOR 2-5: ASSERTIVE OR CONFLICT-AVOIDANT

- Can you describe a time you had to address a disagreement or conflict at work? How did you handle it, and what was the outcome?
- How would you describe your approach to handling disagreements in a professional setting? Can you provide an example?
- How do you typically handle situations where a colleague's work may need improvement? Do you prefer direct feedback or a different approach?
- Can you give an example of a time when you had to disagree with a superior? How did you approach the situation, and what was the result?
- Describe a situation where you successfully resolved a conflict involving yourself or between others. What steps did you take, and what was the outcome?
- How do you ensure effective communication with your team at work? Would your team consider your communication “too much,” “not enough,” or balanced, and why?
- How do you handle situations where you disagree with a decision that could have significant consequences? Can you share an experience where you had to speak up?
- How would you decide whether or not to deliver unpleasant feedback to a person on your team?
- Can you describe a situation where the other person poorly received open, honest feedback? What was the result? Would you handle it differently if you had to do it over?
- Can you describe a time when your feedback was not appreciated or received in the right spirit? How did that situation resolve? Would you handle it differently if you had to do it over?
- Describe a situation where you had to maintain professionalism but disagree emphatically.
- Can you describe a time when you had to have a difficult conversation with a colleague or superior? How did you approach the conversation, and what was the outcome?
- Share an example of when you had to advocate for your team’s needs or opinions in a situation where leadership did not initially consider them. How did you handle it?
- Can you give an example of a situation where you had to assert your workplace boundaries? How did you communicate your needs, and what was the result?
- How do you handle situations where you feel you or your team have been unfairly criticized? Can you share an example of how you responded?
- Can you tell me about a time when your organization’s values or policies were unfairly criticized? How did you handle the situation?
- Share an experience where you had to negotiate for resources or support critical to your team’s success. How did you approach the negotiation?
- Describe a time when you had to stand up for your ideas or opinions in a group setting where others were resistant. How did you ensure your voice was heard?
- How do you handle a situation where you’ve raised a concern multiple times, but it has not been addressed? Can you provide an example of how you persisted?

© Copyright 2026—All rights reserved

INDICATOR 2-6: UNDERSTANDING RIGHT FROM WRONG

- Can you describe a time when an ethical dilemma at work surfaced? How did you approach the situation, and what was the outcome?
- Describe a workplace situation where you were unsure of the right course of action from an ethical point of view. How did you resolve the dilemma?
- Have you ever observed unethical behavior in the workplace? How did you handle the situation?
- If there is a situation for which there is no stated rule or policy, how would you decide the right way to handle the situation?
- Can you provide an example of when you had to choose between following the rules and doing what you believed was morally right? How did you decide?
- If your supervisor does not give clear instructions and there are many ways to meet a demand, how would you evaluate the potential methods to accomplish the task?
- Tell me about when you had to balance being empathetic with holding someone accountable. How did you manage this?
- Can you share an experience where you had to make a tough decision regarding a colleague's behavior? What guided your decision?
- How do you handle situations where workplace practices conflict with your ethics?
- Can you describe a time when you made a difficult decision to follow ethical guidelines, even if it wasn’t the easiest or most popular choice?
- How would you describe the relationship between ethical behavior in the workplace and long-term outcomes?
- How do you ensure transparency and honesty in communicating with colleagues and clients?
- If you suspect that instructions you have been given at work are unethical, even if there is no specific stated rule or policy, how would you proceed?

© Copyright 2026—All rights reserved

INDICATOR 2-7: DECISION-MAKING STYLE, SELF-SIDE

- Can you describe a time when you had to make a critical decision under pressure? What was the situation, and how did you arrive at your decision?
- Tell me about a situation where you had limited time to make a decision that would have significant consequences. How did you approach the decision-making process, and what was the outcome?
- How do you typically handle making decisions under stress or facing multiple competing priorities? Can you provide an example?
- Describe a scenario where you made a decision that didn't turn out as expected. What did you learn from the experience, and how did you handle the aftermath?
- Have you ever had to make a decision with incomplete information or uncertain outcomes? How did you ensure your decision was as informed and effective as possible?
- When faced with a high-pressure situation, how do you balance the need for quick action with the need for careful deliberation? Can you give an example?
- Describe a time when you had to make a difficult decision that was unpopular with your team or colleagues. How did you handle the situation, and what was the result?
- Can you provide an example of a time when you had to make a decision that involved a significant risk? How did you assess the risk, and what steps did you take to mitigate it?
- How do you ensure that your decisions align with short-term needs and long-term goals, especially when under pressure?
- When you realize that a decision you made under pressure was incorrect or not yielding the desired results, how do you respond? What steps do you take to correct the course?
- Can you tell me when you made a quick decision at work without considering all the details? What was the outcome, and how did you feel about the decision?
- Have you ever made a decision at work that you later regretted because it was too hasty? How did you handle the consequences of that decision?
- Describe a time when you had to make a quick decision under pressure, which didn't work out as expected. What did you do in response, and how did you adjust your approach in future situations?
- When faced with an unexpected situation, do you typically pause and consider your options, or do you tend to act right away? Can you provide an example of how acting quickly led to either success or failure?
- How do you process (your, your team's) tendencies toward impulsiveness when making decisions?
- How do you process (your, your team's) tendencies toward deliberation when making decisions?
- Can you give an example of a time when you reacted to a situation without consulting others or considering all the available information? How did this impact your decision, and what did you learn?
- When you make a quick decision, do you ever take time afterward to judge whether it was the best choice?

© Copyright 2026—All rights reserved

INDICATOR 2-8: ACCEPTANCE OF CHANGE, ROLE IDENTITY

- Can you give an example of a time when your work environment changed rapidly? How did you adjust to the change, and how did you help others adapt?
- Describe a significant organizational change at your previous job. How did you assess the change, and what steps did you take to implement or support it?
- In situations requiring a major change, like adopting a new process or system, how did you prepare yourself and your team to ensure smooth implementation?
- How do you see your role evolving with industry changes or technological advancements?
- When working on long-term projects, how do you stay open to adapting new strategies or improvements as circumstances change?
- Can you give an example of how you have handled sudden changes in project priorities or goals?
- How do you prioritize your tasks when company goals shift unexpectedly? Can you share an example of a time when this occurred and how you managed your workload?
- What changes have been challenging for you, and how have you overcome those challenges to continue being effective in your role?
- What organizational changes or process improvements have you found most beneficial to your work? To your team's work?
- How do you see your role changing or adapting when your organization undergoes a major shift in priorities or structure?
- How do you maintain performance and motivation during times of uncertainty or when things are in flux at work?
- When faced with a major change in company direction or work processes, how do you evaluate the impact and adjust your approach accordingly?
- When faced with change, how do you balance being open to new ideas while also critically assessing what will work best for the organization?
- Can you share an example of when you actively advocated for or implemented a change in your previous role? What strategies did you use to ensure buy-in from your colleagues?
- How do you balance the need for consistency with the ability to adapt quickly when job roles or expectations change?
- If a key aspect of your job role changed or became obsolete, how would you approach learning new skills and adjusting to the new expectations?
- Tell me about a time when you initially disagreed with a proposed change at work. How did you assess the situation, and what was the eventual outcome?
- What is your approach when a change you implement does not go as planned? How do you handle setbacks and adjust your strategy?
- What role do you think communication plays during periods of change, and how do you ensure that information is shared effectively with those impacted by the change?
- How do you stay current with industry trends and changes? Can you share an example of how you've applied something new you've learned to your role?

© Copyright 2026—All rights reserved

INDICATOR 2-9: MEANINGFULNESS OF WORK EXPERIENCE

- Can you describe when you felt motivated and engaged in your work? What factors contributed to that experience?
- What motivates you to do your best work, and how do you find value in your tasks?
- How do you adapt to tasks or projects that may seem less interesting or meaningful to others? How do you ensure they still get done well?
- In your past roles, what elements of the job were most important to your sense of purpose or motivation?
- What factors are most important to you in choosing and staying in a role? How do you balance a sense of satisfaction with meeting professional goals?
- What aspects of your current or previous job have you found most fulfilling or motivating?
- What attracted you to this specific role, and how do you believe it aligns with your strengths or career goals?
- How do you see your role contributing to the overall success of the team or organization?
- How would you collaborate with a team member who did not share your enthusiasm for our work?
- What type of work environment or tasks help you perform at your best, and how do you adapt to less favorable circumstances?
- What change in this industry would you welcome the most? The least?
- How do you take ownership of your work to stay engaged and motivated, even when facing challenging tasks?
- Describe a time when you faced a challenging or less engaging task. How did you maintain your performance and motivation?
- When faced with routine or less exciting tasks, how do you maintain focus and contribute positively to the team?
- Can you describe a project or task that you found particularly meaningful in a past role? What made it significant, and how did it impact your performance?
- What aspects of this role or the company's mission align with your workplace values and career goals? How do you see yourself contributing to this mission?
- How do you measure the impact of your work on the team or organization? Can you give an example of how you've seen your contributions make a difference?
- In your view, what is the role of feedback in finding meaning and satisfaction in your work? Can you provide an example of how feedback has influenced your approach to a task or project?
- When considering a new role or opportunity, how do you evaluate whether it will be fulfilling and meaningful to you? What criteria are most important to you?

© Copyright 2026—All rights reserved

INDICATOR 2-10: MORALE, THE VALUE OF WORK

- What is your opinion of the impact morale (positive or negative) has on team performance? Can you give an example of each?
- What is your opinion of the impact of criticism on the team's morale? How would you counsel a colleague on how to process the criticism?
- What motivates, excites, and engages you most at work?
- Describe a situation at work where you were able to influence others positively.
- Describe a situation at work where being “good enough” was sufficient.
- How do you engage a colleague who seems less invested in the success of a project?
- How important is it for team members to align their attitudes toward the work in progress? How would you manage a teammate who is either excessively positive or negative towards the work?
- What observations can you share about the general attitude in the workplace for this industry / our organization / your role? Do you notice excessive positivity or negativity?
- How do you support team members with a more negative view than you do of our work? How do you leverage team members who have a strongly positive view of our work?
- In what ways do you contribute to the atmosphere at work?
- How do you interact with others who lack commitment to their role?
- What keeps you motivated and engaged in your work, regardless of external factors?
- If your team is experiencing a time of low engagement during a project, how would you remain motivated and committed to the project?
- Can you give an example where your attitude affected others positively or negatively?

© Copyright 2026—All rights reserved

INDICATOR 2-11: BASIC ORGANIZATIONAL ABILITY

- What impact does your immediate workspace condition have on your work?
- How does the skill of organization impact your work? What would you change about your ability to stay organized, if any?
- How has your ability to organize your workspace and common tasks evolved throughout your career? What changes have you made for the better? What changes would you like to make, if any?
- What skills to stay organized would you be able to teach to others? What organizational abilities would you like to augment or learn?
- How would you keep a shared workspace organized if others do not share your views on how to keep it organized?
- If a new colleague introduced themselves to you as highly prioritizing staying organized at work, what assumptions would you make about working with this person?
- If a colleague warned you about a client who lacked basic organizational skills, what would that mean for your approach to working with this client?
- How do you approach planning and strategizing to accomplish your work goals? Can you provide an example?
- How do you manage physical or digital clutter in your workspace to ensure you remain focused on your goals?
- Is managing clutter in the workspace a matter of cleaning up visual issues, limiting the volume of items, determining the relevance of items, or all of those? Explain.
- How would you prioritize tasks in a high-volume workload?
- How do you typically organize your workday to ensure tasks are completed efficiently and on time? Can you share your approach?
- When managing multiple projects simultaneously, how do you keep track of your progress and avoid missing important deadlines or details?
- What tools, methods, or systems do you use to stay organized at work? How do they help you avoid clutter, whether physical or digital?
- How do you ensure that your physical workspace and digital files remain organized and clutter-free? Can you provide examples?
- Have you ever encountered a situation where disorganization or clutter caused a problem at work? How did you handle it, and what steps did you take to improve the situation?
- How do you handle unforeseen changes disrupting your planned schedule or workflow? What strategies do you use to stay organized despite the unexpected?
- In your opinion, how does being organized / disorganized affect team productivity and success? Can you provide an example from your previous experience?
- How do you ensure that important information is easily accessible to you and your colleagues without creating clutter?
- Can you describe a time when you needed to help a colleague or team become more organized? What approach did you take, and what was the outcome?

© Copyright 2026—All rights reserved

INDICATOR 2-12: SOLVING PERSONAL PROBLEMS FOR SELF

- Can you describe a time when you realized you needed assistance to complete a task? How did you seek out help, and what was the outcome?
- When facing a challenge at work, what strategies do you use to find solutions? Do you seek input from others or work independently?
- How do you handle workplace challenges when you are unsure of the best solution? Can you provide an example?
- Can you describe a time when you faced uncertainty at work? Did you collaborate with others or work it out yourself to get back on track?
- In your opinion, how important is it to seek input from colleagues when working through a difficult project? Can you give an example of when you did this?
- How do you balance working independently with knowing when to involve others in a project? Can you provide an example?
- How do you support or guide colleagues seeking help on work-related tasks?
- How do you typically ask for help or clarification when you're unsure about something? Can you provide an example from your previous job?
- Can you recall when a colleague asked you for help, but you were busy with your work? How did you manage the situation?
- Describe a situation where you had to work with someone whose work style differed from yours. How did you communicate to ensure a successful collaboration?
- How do you handle feedback when you ask for help? Can you share an example of how you applied the feedback you received?
- What steps do you take to ensure that when you ask for help, your request is clear and easy for others to respond to?

© Copyright 2026—All rights reserved

INDICATOR 2-13: SOLVING PRACTICAL PROBLEMS FOR SELF

- Tell me about a time you had to evaluate different tools or resources for a project at work. How did you decide which one to use?
- When faced with a significant decision at work, how do you balance practical needs and personal preferences in your approach?
- Can you describe a challenging problem you encountered at work? What steps did you take to resolve it, and what was the outcome?
- When facing a complex task, how do you determine when to seek assistance or handle it independently?
- How do you approach helping others solve problems? Can you share an example of a time when your input helped improve a situation?
- Describe a time when you faced an unexpected issue at work. How did you react, and what steps did you take to solve it?
- When an unforeseen problem disrupts a project, how do you quickly assess and address the situation to minimize the impact?
- Tell me about a time when a key tool or piece of technology stopped working during an important task. How did you troubleshoot the issue and move forward?
- Describe a time when you encountered a challenging problem at work that took longer than expected. How did you stay focused and motivated to see it through?
- Tell me about a situation where a project or task did not go as planned. How did you approach finding a solution and ensuring the team's morale remained high?
- What do you do when a problem seems unsolvable? Can you share a specific experience where you had to try multiple approaches before finding a resolution?
- When working with a team to solve a problem, how do you handle situations where there is disagreement or negativity? What steps do you take to keep the group focused on finding a solution?
- Give an example of a time when you were given a problem without clear instructions on how to solve it. How did you approach it, and what was the outcome?
- Tell me about a situation where you had to manage frustration while working through a difficult task. How did you stay positive and motivate the team to reach a solution?
- How do you balance the need to solve a problem quickly with ensuring the solution is thorough and effective? Can you provide an example?

© Copyright 2026—All rights reserved

INDICATOR 2-14: CARE OF ENVIRONMENT AND SELF-DISCIPLINE

- How do you think your actions in the workplace affect your team and the organization as a whole? Can you provide an example?
- Tell me about a recent professional goal you set and how you worked to achieve it. How did your environment or team play a role in your success?
- What work-related goals have you set for yourself recently, and how do you adjust your approach when changes occur in your work environment?
- What does the influence of personal clutter have on the accomplishment of your dreams and ambitions?
- How do you manage your workspace to stay organized and efficient? Can you describe your method for keeping things in order?
- Can you describe a time when you noticed something in your work environment that needed attention and how you addressed it?
- How do you prioritize hygiene and cleanliness in the workplace to ensure a safe and efficient environment?
- In your experience, how important is it to be aware of the physical environment in your workplace? Can you share an example of how your attention to your surroundings contributed to solving a problem?
- How do you stay aware of things in your workspace that need attention, such as maintenance or organization, and what steps do you take to address them?
- Can you describe your approach to maintaining an organized workspace? How do you ensure you stay on top of tasks that need tidying or reorganization?
- Tell me about a time when you identified an issue in your work environment that others overlooked. How did you handle it?
- How do you balance working independently with being aware of the needs and contributions of those around you? Can you give an example?
- Can you describe a time when you had to complete a task with minimal supervision? How did you ensure that you stayed on track and delivered quality results?
- How do you prioritize your tasks when faced with competing deadlines? Can you give an example of how you handled a particularly busy period?
- What strategies do you use to avoid procrastination and ensure you meet your work goals?
- Tell me about a situation where you had to manage a long-term project. How did you stay motivated and ensure steady progress throughout?
- How do you handle tasks or projects that are repetitive or tedious but important to the organization?
- Describe a time when you had to follow a strict process or guidelines. How did you ensure you remained disciplined in following the rules?
- How do you stay aware of the needs of your team or organization, and how do you ensure you're contributing positively?

© Copyright 2026—All rights reserved

INDICATOR 2-15: OVERALL SELF-SIDE JUDGMENT

- Can you describe when challenges arose that affected your attention at work? How did you ensure that your focus and productivity remained intact at work?
- How do you handle situations where increasing stress might affect your work? What strategies do you use to keep work in perspective?
- Tell me about a time when an issue had the potential to distract you at work. How did you maintain your focus and deliver on your responsibilities?
- How do you ensure distractions don't interfere with your ability to collaborate and communicate effectively with your colleagues?
- When facing difficult situations that demand attention, how do you ensure that your performance at work meets your standards?
- Describe a situation where you had to manage multiple responsibilities but still delivered a strong performance at work. How did you manage both?
- How do you prepare yourself to be fully present at work when there are pressing demands?
- What methods do you use to ensure that workplace stress does not spill over into your interactions with your team or affect workplace morale?
- Give an example of a time when you had to quickly adapt to new information or a sudden change at work. How did you handle the situation?
- How do you ensure that you're staying aligned with the broader goals and priorities of the organization while working on your specific tasks?
- Can you think of a situation where a lack of awareness of your surroundings or team dynamics led to a challenge at work? How did you learn from it?
- How do you balance focusing on your tasks while remaining aware of changes or developments in the workplace that might require your attention?

© Copyright 2026—All rights reserved

PART 3 INDICATORS: BALANCE

INDICATOR 3-1: PEOPLE / RELATIONSHIPS BALANCE

- Can you give an example of when you had to make a difficult decision about an employee's performance or fit within a team? How did you approach the situation, and what factors did you consider?
- Describe a situation where you had to address an employee’s performance or behavior issue. How did you handle it, and what was the outcome?
- In your experience, what are common challenges related to team dynamics or employee relations, and how have you addressed them?
- How do you ensure that all team members feel valued and respected while maintaining high standards for performance and productivity?
- Describe a time when you had to manage competing interests between company goals and employee needs. How did you find a resolution?
- What strategies do you use to build and maintain positive relationships with your colleagues and team members?
- Can you provide an example of how you addressed a situation where there was a perceived imbalance in how employees were treated?
- How do you approach giving feedback to employees in a way that is both constructive and encouraging?

© Copyright 2026—All rights reserved

INDICATOR 3-2: WORK / TASK BALANCE

- Can you describe when you had to manage a workload with competing priorities? How did you approach balancing these tasks?
- How do you ensure you stay productive and meet deadlines while maintaining a healthy work-life balance?
- In your experience, how do you determine which tasks require extra attention and which can be completed efficiently?
- How do you handle tasks that you find less engaging or meaningful but are still important for the team or organization?
- Tell me about when you had to adjust your approach to a task or project based on feedback or changing circumstances. How did you handle it?
- How do you maintain high work standards without becoming overwhelmed by perfectionism?
- Can you describe a situation where you had to manage a project with tight deadlines and high expectations? How did you balance your approach to ensure you met the objectives without becoming overwhelmed?
- How do you prioritize tasks with a heavy workload, and what steps do you take to ensure that all tasks receive appropriate attention?
- Tell me about a time when you disagreed with a team member or supervisor about the importance or approach to a task. How did you handle the situation to reach a constructive outcome?
- Describe a project or task where you had to adjust your approach based on feedback or changing circumstances. How did you find a balance between addressing feedback and maintaining your initial goals?
- When faced with tasks that you find less engaging or challenging, how do you stay focused and ensure they are completed effectively?
- What is your approach to routine, repetitive tasks in the workplace?
- How do you approach tasks that are crucial but may not seem urgent? What strategies do you use to ensure they are completed on time?
- How do you ensure that you maintain a high standard of work without becoming overly meticulous or neglecting other responsibilities?
- How would you manage a team member who prioritizes different aspects of the job than you do?
- Can you provide an example of how you managed a task outside your usual responsibilities? How did you ensure it was completed effectively while balancing your regular duties?

© Copyright 2026—All rights reserved

INDICATOR 3-3: IDEAS BALANCE

- Can you describe a time when you had to balance generating new ideas with the need for timely decision-making? How did you ensure both creativity and efficiency?
- When working on a project, how do you determine when to rely on brainstorming and when to focus on executing a concrete plan?
- Tell me about a time when you had to make a difficult decision quickly. How did you ensure that you considered all necessary information while also acting promptly?
- How do you evaluate and incorporate new ideas from your team or colleagues? How do you balance these ideas with the practical needs of the project?
- Describe a situation where you had to choose between a well-thought-out plan and a more immediate action. How did you decide which approach to take?
- How do you handle situations where there is a lot of discussion and debate about ideas? What strategies do you use to ensure the discussion leads to actionable outcomes?
- What is your approach to decision-making when there is conflicting advice or opinions within your team? How do you balance different viewpoints with the need for effective action?
- Can you give an example of when you needed to implement a new idea but faced resistance or challenges? How did you manage the situation to achieve a successful outcome?
- Describe a time when you had to make a decision with incomplete information. How did you balance the need for thorough analysis with the need to move forward?
- How do you ensure that your approach to new ideas remains practical and actionable rather than becoming overly theoretical or abstract?
- Can you describe a project where you had to integrate a creative idea into a practical plan? How did you ensure the idea was actionable and aligned with the project's goals?
- Tell me about a time when you disagreed with a proposed idea or solution. How did you handle the disagreement, and what was the outcome?
- How do you prioritize ideas and innovations in your work? What criteria do you use to determine which ideas to pursue and which to set aside?
- Describe a situation where an idea from a team member or colleague was not feasible. How did you address the situation while maintaining a positive team dynamic?
- In your experience, how do you balance the need for innovative thinking with the requirement for timely and effective execution of tasks?
- Can you provide an example of when you had to pivot from an idea you were enthusiastic about because it wasn’t practical? How did you manage the change?
- How do you approach evaluating new ideas proposed by others? What steps do you take to assess their potential impact and feasibility?
- Describe an instance where you had to work with a team resistant to new ideas. How did you engage with the team and foster an environment where new ideas could be considered?
- When faced with a decision that requires both creativity and practicality, how do you ensure that you are not overly focused on one aspect at the expense of the other?
- Describe a situation where you proposed a new idea that faced resistance or was deemed impractical. How did you adjust your approach to make it feasible?

© Copyright 2026—All rights reserved

INDICATOR 3-4: SELF-ESTEEM BALANCE

- Can you describe a time when you had to address a challenge at work that affected your confidence? How did you manage it and maintain your effectiveness?
- How do you typically respond to constructive criticism, and how do you use it to improve your performance?
- How do you balance maintaining confidence in your abilities with being open to feedback and learning from others?
- Describe a time when you had to collaborate with someone with a very different level of confidence. How did you handle it to ensure effective teamwork?
- Can you give an example of how you have used your strengths to contribute to a team or project while being mindful of areas where you needed support or improvement?
- How do you stay motivated and focused on your goals even if you face setbacks or experience a temporary decrease in confidence?
- What strategies do you use to maintain a positive attitude and professional demeanor in high-pressure situations?
- How do you handle situations where others challenge your ideas or work?
- Can you describe a time when you had to give constructive feedback to a colleague? How did you approach the conversation?
- Tell me about a situation where you made a mistake at work. How did you address it, and what did you learn from it?
- How do you balance your confidence in your abilities with the need to seek input or assistance from others?
- Can you give an example of when you had to take on a project outside your comfort zone? How did you manage the challenge?
- What strategies do you use to stay motivated and productive when faced with setbacks or challenging tasks?
- How do you ensure that your achievements and contributions are recognized without overshadowing the contributions of your team members?
- How do you stay open to learning and improvement in your role, even when you feel confident in your current abilities?
- Can you describe a time when you had to address a challenge at work that affected your confidence? How did you manage it and maintain your effectiveness?

© Copyright 2026—All rights reserved

INDICATOR 3-5: ROLE SATISFACTION BALANCE

- Can you describe when you felt your contributions were not fully recognized? How did you address it?
- How do you define being effectively utilized in a role, and how does this impact your job satisfaction?
- What aspects of your current role motivate you to stay engaged and contribute effectively?
- What aspects of your current role are most fulfilling, and how would you apply these aspects to future roles?
- How do you balance personal satisfaction with your professional role to ensure a healthy perspective on its importance?
- How do you ensure that you find meaning and value in your current role, regardless of its scope?
- What aspects of your current role contribute most to your job satisfaction, and what areas would you like to see improved?
- How do you view career changes or transitions, and how do you prepare for such possibilities?
- What elements of your current role align with your professional goals and values?
- What unique contributions do you make to your current role, and how do you ensure your work aligns with organizational goals?
- How does your current role align with your professional aspirations and strengths?
- How do you prioritize different aspects of a job, such as job security, compensation, and recognition, regarding overall satisfaction?
- How do you communicate your role and contributions to others, and how does this reflect your engagement with your work?
- Can you describe a project or task in your current or previous role where you felt you made a significant impact? What was your role, and how did you contribute?
- How do you measure the effectiveness and value of your work in your current or past roles?
- How do you handle situations where you feel that your skills or contributions are not being fully utilized? Can you provide an example?
- In your view, what makes someone indispensable in their role? How do you ensure you are seen as a valuable team member?
- Describe a time when you felt your role was critical to the team's success. How did you handle the responsibility?
- How do you balance the need to demonstrate your value with the importance of collaborating and sharing responsibilities with your team?
- What steps do you take to ensure your contributions are recognized and valued by your team and management?
- How would you approach a situation where you feel underutilized in your role? What actions would you take?

© Copyright 2026—All rights reserved

INDICATOR 3-6: SELF-MOTIVATION BALANCE

- What professional skills or experiences are you looking to develop, and how do you plan to apply those in your next role?
- Can you share an example of a challenge you faced in a project? How did you approach it, and what did you learn from the outcome?
- What motivates you to excel in your work? Can you give an example of how that motivation has driven your performance in a previous role?
- How would you describe your ideal working environment, and how does that align with your strengths?
- How do you balance long-term career planning with your day-to-day work responsibilities?
- What professional goals are you currently working towards, and how do they fit within the scope of this role?
- What aspects of this role and company align with your career goals and motivations?
- Tell me about a time you had to adjust your goals or expectations in a project. How did you recalibrate to stay effective?
- Can you share a time when you had to balance speed and quality in your work? How did you manage the situation?
- What work accomplishment are you most proud of, and why?
- Tell me about a challenging goal you set for yourself at work. How did you stay motivated to achieve it, and what was the outcome?
- What aspects of your work motivate you the most? Can you provide an example of how you've used this motivation to achieve success?
- When you're given a task that is challenging or outside of your comfort zone, how do you approach it? How do you stay focused and motivated?
- Can you describe a long-term project you worked on? How did you maintain motivation and ensure consistent progress over time?
- What steps have you taken in your current role to improve your performance or develop new skills? What motivated you to pursue these improvements?
- Can you share a time when your motivation influenced your team's performance or success? How did your personal drive impact the group dynamic?
- How do you stay motivated during repetitive or mundane tasks that might not seem exciting? Can you share an example of how you've handled this?
- Tell me about a time when you received constructive criticism. How did you use that feedback to improve your performance, and what motivated you to make changes?
- How do you balance being ambitious with staying realistic about what can be achieved in your role? Can you give an example of when you set realistic yet challenging goals for yourself?
- How important is recognition to your motivation? Can you provide an example of how recognition (or the lack of it) has influenced your work?

© Copyright 2026—All rights reserved

ADDITIONAL INDICATORS AND TOPICS

WORK / LIFE BALANCE

- If you were to feel your work/life balance is off, what steps would you take to regain that balance?
- How do you handle situations where work deadlines conflict with other commitments?
- In your opinion, what does a healthy work/life balance look like? How do you try to achieve that?
- When work becomes overwhelming, how do you handle stress and maintain a sense of balance?
- How do you set boundaries for your time, energy, and focus at work? Can you share a situation where this boundary was tested?
- Have you ever worked in a flexible or remote work environment? If so, how did you manage your schedule and responsibilities?
- Can you describe a time when you had to juggle excessive responsibilities? How did you manage your time and priorities?

© Copyright 2026—All rights reserved

Qualitative Judgment / A Sense of Quality

- Can you describe a specific project or task you completed that you felt was of high quality? What factors contributed to that result?
- Can you describe a time when you made a significant contribution to the quality of a project? How did you encourage others to maintain quality in their work?
- How do you define quality in your work and strive to achieve it in your day-to-day tasks?
- How do you ensure that your work meets the quality standards set by the organization you're working for?
- Can you describe a time when your attention to detail helped ensure a higher level of quality in a task or project?
- Tell me about a time when you noticed that quality was slipping in a project. How did you address the issue and help keep the work on track?
- How do you balance meeting deadlines with ensuring the work meets high-quality standards?
- Can you share an example where you had to balance the need for high-quality work with tight deadlines or large volumes? How did you handle it?
- How do you maintain focus on quality when working in high-pressure situations or within strict deadlines?
- How do you ensure that both processes and teamwork contribute to high-quality outcomes in your work?
- How do you measure the quality of your work, and what indicators do you use to know when something meets a high standard?
- When delivering a project, how do you ensure it meets the required quality standards while staying within budget or resource limits?
- What does delivering high-quality work look like to you in your role? Can you provide an example?
- Can you describe a process you were involved in that you believe was highly effective in delivering quality results? What made it successful?
- Tell me about a mentor or colleague whose approach to work inspired you to maintain high-quality standards. What specific behaviors or practices did they demonstrate?

© Copyright 2026—All rights reserved

QUANTITATIVE JUDGMENT / HIGH-VOLUME WORKLOAD

- Can you describe a time when you were tasked with handling a high volume of work? How did you prioritize tasks and ensure that deadlines were met?
- How do you ensure that the quality of your work doesn't suffer when you're required to deliver a high volume of tasks or projects?
- In your previous role, how did you measure success when you were responsible for completing large amounts of work within short periods?
- Describe a situation where you had to handle repetitive tasks. How did you maintain focus and ensure consistent output over time?
- How do you stay motivated and productive in a fast-paced, high-demand environment where the workload is often heavy?
- When working on several tasks simultaneously, how do you keep track of everything and ensure each task gets completed on time?
- Have you ever had to meet aggressive productivity goals in your previous role? How did you ensure that you met those goals?
- How do you handle situations where there is constant pressure to increase the quantity of work you're producing?
- In a job where you need to meet specific output numbers, how do you stay organized and keep track of progress toward your goals?
- Have you ever worked in an environment with frequent task changes or unpredictable work volume? How did you manage your workload in such a dynamic setting?
- When you have a lot of tasks to complete in a day, what steps do you take to ensure everything gets done on time without sacrificing quality?
- How do you react when the number of tasks assigned to you exceeds your initial capacity? How do you adjust your workflow or seek help when necessary?
- Have you ever been responsible for meeting production or output targets? How did you track your progress and ensure you were on track?
- In environments where speed and volume are critical, how do you maintain a positive attitude and motivation, especially when workloads are high?

© Copyright 2026—All rights reserved

INDEPENDENT VS. COLLABORATIVE PREFERENCES

- Can you describe a work experience where you were able to thrive? Did it involve working more independently, collaboratively, or a mix of both?
- How do you approach tasks that require independent work and team collaboration? Can you share an example of a time when you had to balance these two aspects?
- What do you find most rewarding about working independently? What do you find most rewarding about working as part of a team?
- Can you share an experience where you had to shift from working independently to collaborating with a team or vice versa? How did you handle that transition?
- In your previous roles, how did you balance your need for autonomy with the need to be part of a team?
- How do you feel about receiving feedback on your work when working independently versus being part of a team?
- Describe a project where you had the opportunity to either lead a team or work independently. How did you approach the situation, and what was the outcome?
- What do you believe are the advantages and disadvantages of working independently? How about working collaboratively?

© Copyright 2026—All rights reserved

SOURCES AND REFERENCES

Athena Assessment, Inc. (2020, January 30). Industry Leader Characteristics. Boiling Springs, SC; Athene Inc.

Byrum, C. S., & Hull, B. W. (2007, April 27). Developmental Resource Guide Ver 3.1. Boiling Springs, SC; Athena Assessment, Inc.

Emtrain. (2019, December 9). *Workplace Culture Report 2020*. Executive Summary. https://web.emtrain.com/rs/552-MEB-533/images/Emtrain-Culture-Report-2020-Executive-Summary.pdf

Feldman, R. S. F. P. S. (2002, June 10). *UMass researcher finds most people lie in everyday conversation*. EurekAlert! https://www.eurekalert.org/pub_releases/2002-06/uoma-urf061002.php

HARTMAN, R. S. (2019). *Five lectures on formal axiology*. IZZARD INK.

How to deal with high-pressure situations at work. Harvard Business Review. (2022, May 26). https://hbr.org/2022/05/how-to-deal-with-high-pressure-situations-at-work

HRCI Training Human Resources. Hrci Marketing. (n.d.). https://www.hrci.org/training-and-development/webinars

Hull, B. W. (2017). *It's All About Judgment*. Saranac Press.

Lewis, E. (2020, March 18). Decisions In The Discomfort Zone. NC.

Lewis, E. (2020). *The Ornery Owner's Guide to Hiring* (Vol. M2). Saranac Press.

Lindsay, N. (2020, June 19). *How smart people respond to constructive criticism*. The Muse. https://www.themuse.com/advice/taking-constructive-criticism-like-a-champ

Randall J. Beck and Jim Harter. (2018, October 22). *Why Great Managers Are So Rare*. Gallup.com. https://www.gallup.com/workplace/231593/why-great-managers-rare.aspx

SHRM. (n.d.). *The Voice of All Things Work*. https://shrm.org/

Wilkie, D. (2021, July 6). *What managers can do to ease workplace stress*. SHRM. https://www.shrm.org/ResourcesAndTools/hr-topics/employee-relations/Pages/how-managers-can-help-stressed-workers-.aspx

Willer, D., Truesdell, W. H., & Kelly, W. D. (2019). *Society for Human Resource Management Certification*. McGraw-Hill Education.

 © Copyright 2026—All rights reserved