

# Behavioral Question Bank

## Decision Making

Are Right, A Lot				
<i>Leaders are right a lot. They have strong judgment and good instincts. They seek diverse perspectives and work to disconfirm their beliefs.</i>				
Concern	Mild Concern	Mixed	Mild Strength	Strength
<ul style="list-style-type: none"> <li>Does not seek others' perspectives or additional data</li> <li>Relies on incorrect knowledge or flawed logic</li> <li>Becomes defensive when shown opposing points of view</li> <li>Refuses to change point of view no matter what data is presented</li> <li>Undervalues own experience and judgment</li> <li>Changes point of view too easily to follow the group</li> </ul>			<ul style="list-style-type: none"> <li>Makes good decisions in the face of ambiguity, uncertainty, and/or time pressure</li> <li>Applies experience to determine the best approach</li> <li>Seeks out additional perspective and data to make the best decision</li> <li>Recognizes he/she is not always right and supports the best idea</li> <li>Recognizes when he/she is lacking expertise or information in a particular subject area</li> </ul>	

- Tell me about a time when you didn't have enough data to make the right decision.** What did you do? What path did you take? Did the decision turn out to be the correct one?
- Tell me about a strategic decision you had to make without clear data or benchmarks.** How did you make your final decision? What alternatives did you consider? What were the tradeoffs of each? How did you mitigate risk?
- Tell me about a time when you made a difficult decision with input from many different sources (customers, stakeholders, partner teams, etc.).** What was the situation and how did you arrive at your decision? Did the decision turn out to be the correct one? Why or why not?
- We don't always make the right decision all the time. Tell me about a time when you made a bad decision.** What was the impact of that decision? What did you learn? How have you applied what you learned?
- We don't always make the right judgment all the time. Tell me about a time when you made an error in a judgment.** What was the impact? What did you learn? How have you applied what you learned?
- Tell me about a time when you discovered that your idea was not the best course of action.** What was your idea? Why wasn't your idea the best course of action? How did you find out it was not the correct path? What was the best course of action? Who provided it? What did you learn from the experience?
- Describe a time when you brought different perspectives together to solve a problem.** What types of different perspectives were represented? How did you seek out different points of view? What was the outcome? Were there any key learnings from this experience? Knowing what you know now, would you have done anything different?

## Initiative

Bias for Action				
<i>Speed matters in business. Many decisions and actions are reversible and do not need extensive study. We value calculated risk taking.</i>				
Concern	Mild Concern	Mixed	Mild Strength	Strength
<ul style="list-style-type: none"> <li>Moves slower than necessary when faced with incomplete information</li> <li>Hesitates longer than necessary when making even small decisions</li> <li>Fears making mistakes and doing things that haven't been done before</li> </ul>			<ul style="list-style-type: none"> <li>Moves quickly on a project, even when some information is lacking</li> <li>Understands when to consult with others and when it's not necessary</li> <li>Willing to make small progress toward a solution rather than finding the perfect solution right away</li> <li>Deals with problems quickly so others can make progress</li> <li>Carefully considers what is important to get done right away and what can wait</li> </ul>	

- Give me an example of a calculated risk that you have taken where speed was critical.** What was the situation and how did you handle it? What steps did you take to mitigate the risk? What was the outcome? Knowing what you know now, would you have done anything differently?
- Tell me about a time when you worked against tight deadlines and didn't have time to consider all options before making a decision.** How much time did you have? What approach did you take? What did you learn from the situation?
- Describe a situation where you made an important business decision without consulting your manager.** What was the situation and how did it turn out? Would you have done anything differently?
- Tell me about a time when you had to gather information and respond immediately to a situation.** What was the outcome? Would you have done anything differently?
- Give me an example of when you had to make an important decision and had to decide between moving forward or gathering more information.** What did you do? What was the outcome? What information is necessary for you to have before acting?
- Tell me about a time when you saw an issue that would impact your team and took a proactive approach to solve it.** What was the issue? What did you do and what was the outcome? What did you learn from this situation?

## Delivery

Deliver Results				
<i>Leaders focus on the key inputs for their business and deliver them with the right quality and in a timely fashion. Despite setbacks, they rise to the occasion and never settle.</i>				
Concern	Mild Concern	Mixed	Mild Strength	Strength
<ul style="list-style-type: none"> <li>• Fails to deliver on required commitments</li> <li>• Does not commit adequate time and resources to deliver quality results</li> <li>• Settles for work products that do not meet expectations</li> <li>• Makes excuses for why things cannot be done before a deadline</li> <li>• Delivers projects late or with missing requirements</li> </ul>			<ul style="list-style-type: none"> <li>• Meets deadlines and expectations with products that are well-executed and high-quality</li> <li>• Focuses on delivering the most important products</li> <li>• Able to deliver multiple projects at the same time</li> <li>• Overcomes and persists in the face of obstacles</li> <li>• Communicates regularly about the status of projects</li> </ul>	

1. **Give me an example of a time when you were able to deliver an important project under a tight deadline.** What sacrifices did you have to make to meet the deadline? How did they impact the final deliverable? What was the final outcome?
2. **Tell me about a time when you had significant, unanticipated obstacles to overcome in achieving a key goal.** What was the obstacle? Were you eventually successful? Knowing what you know now, is there anything you would have done differently?
3. **Tell me about a time when you not only met a goal but considerably exceeded expectations.** How were you able to do it? What challenges did you have to overcome?
4. **Tell me about a time when you or your team were more than halfway to meeting a goal when you realized it may not be the right goal or may have unintended consequences.** What was the situation? What did you do? What was the outcome? Looking back, would you have done anything differently?
5. **Give me an example of a mission or goal you didn't think was achievable.** What was it and how did you help your team try to achieve it? Were you successful in the end? Looking back, would you have done anything differently?
6. **Tell me about a time when you did not effectively manage your projects and something did not get completed on time.** What was the impact? What approaches do you use to make sure you are focusing on the right deliverables when you have several competing priorities?

## Dive Deep

Dive Deep				
<i>Leaders operate at all levels, stay connected to the details, audit frequently, and are skeptical when metrics and anecdotes differ. No task is beneath them.</i>				
Concern	Mild Concern	Mixed	Mild Strength	Strength
<ul style="list-style-type: none"> <li>Does not understand the details of projects</li> <li>Does not understand how different groups or systems work together</li> <li>Only holds surface-level understanding of metrics and data</li> <li>Does not question assumptions</li> <li>Unable to step in and get work done</li> </ul>			<ul style="list-style-type: none"> <li>Stays connected to the details of projects and programs</li> <li>Understands how different groups or systems work together</li> <li>Critically evaluates metrics and data</li> <li>Asks good questions that provide clarity to situations</li> <li>Steps in and gets work done</li> <li>Investigates and get details in order to solve a problem</li> <li>Gathers information to solve a problem, even if it's difficult or time-consuming</li> </ul>	

- Tell me about a time when you were trying to understand a complex problem on your team and you had to dig into the details to figure it out.** Who did you talk with or where did you have to look to find the most valuable information? How did you use that information to help solve the problem?
- Tell me about a situation that required you to dig deep to get to the root cause.** How did you know you were focusing on the right things? What was the outcome? Would you have done anything differently?
- Tell me about a problem you had to solve that required in-depth thought and analysis.** How did you know you were focusing on the right things? What was the outcome? Would you have done anything differently?
- Walk me through a big problem or issue in your organization that you helped solve.** How did you become aware of it? What information did you gather? What information was missing and how did you fill the gaps? Did you do a reflection at the conclusion of the project? If so, what did you learn?
- Tell me about a specific metric you have used to identify a need for a change in your department.** Did you create the metric, or was it already available? How did this and other information influence the change? What was the outcome of this change?
- Have you ever created a metric that helped identify a need for a change in your department?** What was the metric? Why did you create it? How did this and other information influence change? What was the outcome of the change?

## Trust

Earn Trust				
<i>Leaders listen attentively, speak candidly, and treat others respectfully. They are vocally self-critical, even when doing so is awkward or embarrassing. Leaders do not believe their or their team's body odor smells of perfume. They benchmark themselves and their teams against the best.</i>				
Concern	Mild Concern	Mixed	Mild Strength	Strength
<ul style="list-style-type: none"> <li>• Fails to treat others and their ideas with respect</li> <li>• Blames others for mistakes</li> <li>• Denies or covers up mistakes</li> <li>• Publicly criticizes or humiliates others</li> </ul>			<ul style="list-style-type: none"> <li>• Builds positive working relationships by treating others and their ideas with respect</li> <li>• Seeks out and accepts feedback for self or team</li> <li>• Takes responsibility for shortfalls</li> <li>• Openly acknowledges mistakes</li> <li>• Provides feedback to others in a respectful manner</li> <li>• Represents data and information entirely transparently</li> <li>• Honors commitments and makes good on promises</li> </ul>	

1. **Tell me about a time when you had to communicate a change in direction that you anticipated people would have concerns with.** What did you do to understand the concerns and mitigate them? Were there any changes you made along the way after hearing these concerns? How did you handle questions and/or resistance? Were you able to get people comfortable with the change?
2. **Give me an example of a tough or critical piece of feedback you received.** What was it and what did you do about it?
3. **Describe a time when you needed to influence a peer who had a differing opinion about a shared goal.** What did you do? What was the outcome?
4. **Give me an example of a time when you were not able to meet a commitment.** What was the commitment and what were the obstacles that prevented success? What was the impact to your customers/peers and what did you learn from it?
5. **Tell me about a time when your team's goals were out of alignment with another team you relied on in order to meet your goal.** How did you work with the other team? Were you able to achieve your goals?
6. **Tell me about a time when you uncovered a significant problem in your team.** What was it and how did you communicate it to your manager and other stakeholders? What did you do to address the problem? How did you manage the impact of this problem for the rest of your team?
7. **Describe a time when you improved morale and productivity on your team.** What were the underlying problems and their causes? How did you prevent them from negatively impacting the team in the future?
8. **Tell me about a time when a team member was struggling to keep up or fit in and you stepped in to help out.** Why did you think they were struggling or not fitting in? Why did you decide to step in and support? What did you do to help out? How did it impact your work? What was the outcome? What did you learn from that situation?

## Develop the Best

Hire and Develop the Best				
<i>Leaders raise the performance bar with every hire and promotion. They recognize exceptional talent, and willingly move them throughout the organization. Leaders develop leaders and take seriously their role in coaching others. We work on behalf of our people to invest in mechanisms for development like Career Choice.</i>				
Concern	Mild Concern	Mixed	Mild Strength	Strength
<ul style="list-style-type: none"> <li>Does not coach or mentor others when necessary</li> <li>Does not provide support or feedback to poor performers</li> <li>Avoids addressing performance issues when required</li> <li>Does not understand or consider the career and development goals of directs and peers</li> <li>Discourages others from seeking new opportunities at Amazon when it would be good for his/her development</li> </ul>			<ul style="list-style-type: none"> <li>Invests in growth of others</li> <li>Provides regular, actionable feedback to others that could improve their success</li> <li>Recognizes and acts upon poor performance</li> <li>Learns and values the development goals of employees or teammates</li> <li>Provides appropriately challenging assignments to others</li> <li>Encourages high performers to join other teams to facilitate career growth</li> </ul>	

- Tell me about a time when you helped one of your team members develop their career.** How did you help that team member? What was the result?
- Tell me about a time when you invested in an employee's development.** What did you invest in and why? What was the outcome? Can you share an example where investing in an employee's development didn't work out?
- Give me an example of a time you provided feedback to develop the strengths of someone on your team.** Were you able to positively impact their performance?