

INTERVIEWREADY

InterviewReady 360-Question Bank

Questions, evaluation signals, answer maps, and follow-up drills

2026 Edition

For recruiter, manager, panel, video, role-specific, and offer-stage preparation

Build authentic answers. Perform with confidence. Earn stronger offers.

A practical human-plus-AI preparation system for modern hiring.

How to use the question bank

Do not write 250 scripts. Select the 30-40 questions most relevant to the target role, match each to an answer structure or evidence story, and practice aloud. A good story should answer several related questions without sounding recycled.

Three passes

Pass 1: choose. Pass 2: map evidence. Pass 3: practice in random order with follow-ups.

Recruiter screen and logistics

#	Question	What it tests	Answer map
1	Walk me through your background.	Clarity and relevance	Present-past-future
2	What type of role are you targeting?	Focus	Target + work + level
3	Why are you interested in this position?	Motivation	Work + problem + proof
4	What interests you about our company?	Specific research	Verified fact + connection
5	Why are you considering a change now?	Direction and risk	Neutral reason + future
6	What are your compensation expectations?	Alignment	Range context + flexibility
7	What location or schedule are you seeking?	Logistics	Clear constraints
8	Are you able to meet the travel requirements?	Feasibility	Direct fact + boundaries
9	When could you start?	Availability	Accurate date + commitments
10	Do you need employment sponsorship now or later?	Eligibility	Accurate direct response
11	Are you interviewing elsewhere?	Timeline	Truthful status + interest
12	What would make you accept an offer?	Decision criteria	Top factors
13	What are your non-negotiables?	Fit	Material constraints
14	Why did you leave your last role?	Risk and professionalism	Fact + direction
15	What have you been doing since your last role?	Readiness	Relevant activity + current proof
16	What is not on your resume that we should know?	Self-awareness	Relevant differentiator
17	How did you hear about the role?	Source and intent	Specific source + reason
18	What questions do you have for me?	Preparation	Process + role + range
19	Is there anything that could affect your	Disclosure judgment	Truthful material facts

#	Question	What it tests	Answer map
	candidacy?		
20	Can you summarize your fit in one minute?	Prioritization	Three priorities + proof

Practice notes

Professional identity and motivation

#	Question	What it tests	Answer map
21	Tell me about yourself.	Narrative	Present-past-future
22	What are you known for professionally?	Reputation and proof	Capability + example
23	What work gives you energy?	Motivation fit	Tasks + conditions + evidence
24	What work drains you?	Self-management	Truth + system
25	What are you looking for in your next manager?	Fit	Behaviors + reasons
26	What does a good team look like to you?	Collaboration	Behaviors + example
27	What does meaningful work mean to you?	Values	Definition + role connection
28	What would success in this role mean to you?	Alignment	Employer outcomes + growth
29	Why this industry?	Intent	Experience + customer/problem
30	Why this function?	Career logic	Capability + motivation
31	Why this level?	Self-calibration	Scope + readiness
32	Where do you want to be in three years?	Retention and direction	Capabilities + contribution
33	What are you learning now?	Growth	Learning + application
34	What career decision are you proudest of?	Judgment	Decision + outcome
35	What career decision would you change?	Reflection	Choice + learning
36	What kind of problems do you like solving?	Role fit	Problem pattern + proof
37	What motivates you when work is repetitive?	Reliability	Purpose + system
38	What environment helps you perform best?	Self-awareness	Conditions + adaptability
39	What would make this role a poor fit?	Judgment	Honest mismatch
40	Why should we hire you?	Fit synthesis	Priorities + proof

Practice notes

Achievement and results

#	Question	What it tests	Answer map
41	What accomplishment are you most proud of?	Impact and ownership	STAR+
42	Tell me about a result you delivered under pressure.	Execution	STAR+
43	Describe a goal you exceeded.	Performance	Baseline + action + result
44	How have you improved quality?	Improvement	Problem + method + proof
45	How have you saved time or cost?	Efficiency	Baseline + change + impact
46	How have you increased revenue or adoption?	Commercial impact	Contribution + evidence
47	Tell me about a problem you prevented.	Risk awareness	Signals + prevention + proxy
48	What process did you improve?	Systems thinking	Before + change + after
49	Tell me about something you built from scratch.	Creation	Need + design + adoption
50	What is the largest scope you have owned?	Scale	People + time + complexity
51	How do you measure your work?	Accountability	Metrics + limits
52	Tell me about a result with little budget.	Resourcefulness	Constraints + tradeoffs
53	Describe a result that required patience.	Persistence	Milestones + adaptation
54	What result changed how your team worked?	Durability	Adoption + standardization
55	Tell me about a result nobody expected.	Insight	Assumption + discovery
56	What did you accomplish in your first 90 days?	Ramp speed	Learning + contribution
57	Describe a result created through others.	Influence	Alignment + shared credit
58	Tell me about a result that was hard to quantify.	Evidence judgment	Proxy + stakeholder proof
59	Which metric are you proudest of and why?	Meaning of impact	Metric + context
60	What result would a	Credibility	Contribution + likely

#	Question	What it tests	Answer map
	former manager mention first?		reference

Practice notes

Problem solving and decisions

#	Question	What it tests	Answer map
61	Tell me about a difficult problem you solved.	Reasoning	STAR+ with diagnosis
62	How do you approach an unfamiliar problem?	Learning process	Clarify + decompose + test
63	Describe a decision with incomplete information.	Judgment	Assumptions + risk + update
64	Tell me about a tradeoff you made.	Prioritization	Options + criteria + consequence
65	When did data change your mind?	Intellectual honesty	Belief + evidence + action
66	When did you act without enough data?	Bias to action	Threshold + safeguards
67	Describe a root-cause analysis.	Diagnosis	Symptoms + tests + cause
68	How do you know when to escalate?	Risk judgment	Triggers + communication
69	Tell me about a decision others opposed.	Influence and conviction	Reason + listening + outcome
70	When did you reverse a decision?	Adaptability	New evidence + repair
71	Describe a problem with multiple causes.	Systems thinking	Map + priorities
72	How do you prioritize urgent versus important?	Execution	Impact + deadline + risk
73	Tell me about a workaround you rejected.	Standards	Short-term benefit + long-term risk
74	How do you test an idea cheaply?	Experimentation	Hypothesis + measure + limit
75	Describe a decision that protected a customer.	Customer judgment	Risk + action
76	Tell me about a decision that protected the business.	Business judgment	Tradeoff + communication
77	How do you make a recommendation?	Synthesis	Objective + options + evidence
78	What is your decision-making weakness?	Self-awareness	Pattern + countermeasure
79	Tell me about a decision that aged well.	Long-term thinking	Principle + outcome

#	Question	What it tests	Answer map
80	What problem would you investigate first here?	Role understanding	Hypothesis + questions

Practice notes

Prioritization and execution

#	Question	What it tests	Answer map
81	Tell me about competing priorities.	Prioritization	STAR+
82	How do you plan a busy week?	Operating system	Outcomes + blocks + review
83	What do you do when everything is urgent?	Triage	Impact + consequence + alignment
84	Describe a missed deadline.	Accountability	Cause + repair + change
85	How do you estimate work?	Planning judgment	Breakdown + uncertainty
86	How do you protect quality under time pressure?	Standards	Minimum standard + checks
87	Tell me about changing requirements.	Adaptability	Clarify + assess + replan
88	How do you communicate a delay?	Transparency	Early signal + options
89	Describe a high-volume period.	Capacity management	Triage + systems + results
90	How do you decide what not to do?	Focus	Criteria + stakeholder alignment
91	Tell me about a dependency that failed.	Risk management	Plan + response + prevention
92	How do you track commitments?	Reliability	System + review
93	Describe a long project you kept moving.	Persistence	Milestones + governance
94	How do you hand work off?	Coordination	Definition + context + confirmation
95	Tell me about an interruption that changed your plan.	Recovery	Reassess + communicate
96	How do you manage recurring work and projects?	Balance	Cadence + protected capacity
97	How do you prevent last-minute surprises?	Visibility	Risks + checkpoints
98	Describe a time you asked for help.	Judgment	Threshold + specific request
99	How do you close	Follow-through	Capture + owner + date

#	Question	What it tests	Answer map
	unfinished loops?		
100	What would your first 30 days look like?	Ramp planning	Learn + relationships + baseline

Practice notes

Teamwork and cross-functional collaboration

#	Question	What it tests	Answer map
101	Tell me about a successful team.	Collaboration	Context + contribution + result
102	Describe a difficult teammate relationship.	Maturity	Neutral issue + repair
103	How do you build trust?	Reliability	Behaviors + example
104	Tell me about a cross-functional project.	Coordination	Interests + decisions + result
105	How do you work with different styles?	Adaptability	Observe + adjust + boundaries
106	Describe a communication breakdown.	Accountability	Cause + repair + system
107	How do you keep stakeholders informed?	Visibility	Audience + cadence + decisions
108	Tell me about shared ownership.	Collaboration	Roles + interfaces + result
109	How do you give a peer feedback?	Courage and respect	Observation + impact + dialogue
110	How do you receive feedback?	Coachability	Listen + clarify + act
111	Tell me about helping a colleague succeed.	Generosity	Need + support + outcome
112	How do you disagree with an expert?	Judgment	Questions + evidence + respect
113	Describe a difficult handoff.	Process thinking	Gap + repair + standard
114	How do you work across time zones?	Remote collaboration	Async + overlap + documentation
115	Tell me about gaining buy-in.	Influence	Stakeholders + objections + pilot
116	How do you handle unclear ownership?	Initiative	Clarify + propose + document
117	Describe a meeting you improved.	Efficiency	Purpose + redesign + result
118	How do you prevent information silos?	Knowledge sharing	System + adoption
119	Tell me about adapting your message.	Communication	Audience + purpose + result
120	What role do you usually play on a team?	Self-awareness	Pattern + flexibility

Practice notes

Conflict, feedback, and difficult conversations

#	Question	What it tests	Answer map
121	Tell me about a conflict.	Maturity	Neutral STAR+
122	Describe disagreement with your manager.	Courage and judgment	Goal + evidence + outcome
123	When did you deliver difficult feedback?	Candor	Observation + impact + support
124	When did feedback surprise you?	Coachability	Reaction + inquiry + change
125	How do you handle defensiveness?	De-escalation	Pause + clarify + shared goal
126	Tell me about an unpopular message.	Communication	Context + empathy + clarity
127	When did you set a boundary?	Judgment	Need + wording + result
128	Describe a difficult customer conversation.	Composure	Listen + solve + expectations
129	How do you separate person from problem?	Professionalism	Facts + interests + behavior
130	When did you apologize at work?	Accountability	Impact + repair + prevention
131	Tell me about conflict you did not resolve.	Realism	Attempts + limits + learning
132	How do you respond to unfair criticism?	Composure	Clarify + evidence + action
133	Describe a negotiation with a peer.	Tradeoffs	Interests + options + agreement
134	When did you challenge a deadline?	Risk communication	Evidence + alternatives
135	How do you handle passive resistance?	Influence	Diagnose + involve + document
136	Tell me about a values disagreement.	Judgment	Principle + process
137	When did you involve a third party?	Escalation	Threshold + purpose
138	How do you repair trust?	Responsibility	Acknowledge + consistent action
139	Describe managing tension in a meeting.	Facilitation	Pause + reframe + decision
140	What conflict pattern are you improving?	Self-awareness	Pattern + countermeasure

Practice notes

Failure, mistakes, and resilience

#	Question	What it tests	Answer map
141	Tell me about a failure.	Accountability	Failure framework
142	Describe a mistake with consequences.	Ownership	Impact + repair
143	When did you miss an expectation?	Reliability	Cause + communication + change
144	Tell me about a bad assumption.	Learning	Assumption + evidence + update
145	When did you overcomplicate a solution?	Simplicity	Why + correction
146	Tell me about work you had to redo.	Quality learning	Gap + response + prevention
147	When did you lose stakeholder confidence?	Trust repair	Cause + recovery
148	Describe a project that was stopped.	Judgment	Signals + decision + learning
149	Tell me about a goal you did not reach.	Honesty	Gap + analysis + next behavior
150	When did you underestimate effort?	Planning learning	Estimate + impact + method
151	Describe a decision you regret.	Reflection	Choice + consequence + lesson
152	When did you fail to communicate early?	Transparency	Impact + trigger system
153	Tell me about rejection or setback.	Resilience	Response + adjustment
154	When did persistence become unhelpful?	Judgment	Signals + pivot
155	Describe a mistake caused by speed.	Quality balance	Tradeoff + guardrail
156	Describe a mistake caused by caution.	Bias to action	Delay + new threshold
157	When did you need to rebuild a skill?	Growth	Gap + practice + proof
158	Tell me about a hard lesson.	Reflection	Event + changed behavior
159	How do you recover after a difficult day?	Self-management	Healthy system
160	What failure risk do you watch most now?	Learning transfer	Trigger + safeguard

Practice notes

Leadership and management

#	Question	What it tests	Answer map
161	Describe your leadership style.	Self-awareness	Principles + example
162	Tell me about leading without authority.	Influence	STAR+
163	How do you set expectations?	Clarity	Outcome + standard + check
164	How do you delegate?	Leverage	Fit + context + authority
165	Tell me about coaching someone.	Development	Diagnosis + practice + result
166	How do you handle underperformance?	Management judgment	Clarity + support + accountability
167	Describe a difficult people decision.	Courage	Evidence + fairness + action
168	How do you motivate a team?	Contextual leadership	Purpose + autonomy + support
169	Tell me about building a team.	Hiring/system	Needs + selection + integration
170	How do you run one-on-ones?	Manager system	Agenda + listening + action
171	How do you create psychological safety?	Team health	Behaviors + standards
172	How do you maintain accountability?	Performance system	Clear owner + review
173	Tell me about leading change.	Change leadership	Why + involvement + adoption
174	How do you handle top performers?	Retention/development	Challenge + recognition + path
175	How do you make decisions as a leader?	Governance	Rights + input + communication
176	How do you handle confidential information?	Trust	Need-to-know + controls
177	Describe a leadership mistake.	Accountability	Impact + change
178	How do you manage managers?	Leverage	Outcomes + coaching + systems
179	How do you balance empathy and standards?	Judgment	Understand + clear requirement
180	What would your team say you need to improve?	Self-awareness	Real pattern + action

Practice notes

Customer, client, and stakeholder focus

#	Question	What it tests	Answer map
181	Tell me about a difficult customer.	Composure	Listen + diagnose + solve
182	How do you understand customer needs?	Discovery	Questions + evidence + validation
183	When did customer feedback change your work?	Adaptability	Feedback + decision + result
184	Tell me about saying no to a customer.	Boundary judgment	Reason + alternative + trust
185	How do you prioritize customers?	Segmentation	Impact + urgency + fairness
186	Describe a service recovery.	Ownership	Failure + repair + prevention
187	How do you manage expectations?	Communication	Scope + milestones + changes
188	Tell me about an unspoken need you found.	Insight	Observation + validation
189	How do you balance customer and business needs?	Tradeoffs	Options + decision
190	Describe a client renewal or retention result.	Relationship/impact	Risk + action + outcome
191	How do you handle an angry stakeholder?	De-escalation	Listen + facts + next step
192	Tell me about a customer you could not satisfy.	Realism	Effort + boundary + learning
193	How do you use customer data?	Evidence and privacy	Question + data + safeguards
194	Describe improving the customer journey.	Systems thinking	Friction + change + proof
195	How do you communicate bad news to a client?	Candor	Early + options + ownership
196	Tell me about multiple stakeholders with different needs.	Alignment	Map + prioritize + communicate
197	What does customer obsession mean to you?	Values in action	Behavior + balance
198	How do you collect useful feedback?	Research	Method + bias + action
199	Describe preventing a	Root cause	Pattern + fix + monitoring

#	Question	What it tests	Answer map
	recurring customer issue.		
200	How would you learn our customer quickly?	Ramp plan	Sources + conversations + synthesis

Practice notes

Learning, adaptability, and change

#	Question	What it tests	Answer map
201	Tell me about learning something quickly.	Learning agility	Need + method + proof
202	How do you learn a new domain?	Learning system	Map + sources + practice
203	Describe adapting to major change.	Resilience	Impact + response + result
204	When did you abandon an old method?	Unlearning	Evidence + adoption
205	How do you stay current?	Professional development	Sources + application
206	Tell me about receiving a new responsibility.	Ramp speed	Clarify + learn + deliver
207	Describe working outside your comfort zone.	Growth	Risk + support + learning
208	How do you learn from experts?	Humility	Prepare + ask + apply
209	How do you verify new information?	Critical thinking	Sources + tests
210	Tell me about teaching yourself a tool.	Self-direction	Goal + project + proof
211	When did change fatigue affect a team?	Change awareness	Prioritize + communicate
212	How do you help others learn?	Knowledge transfer	Model + practice + feedback
213	What skill are you deliberately practicing?	Intentional growth	Method + measure
214	Tell me about a failed learning approach.	Reflection	Method + adjustment
215	How do you handle not being the expert?	Humility	Clarify + collaborate
216	Describe joining an established team.	Adaptation	Listen + relationships + contribution
217	How do you decide what to learn next?	Prioritization	Role need + leverage
218	Tell me about a regulation or policy change.	Compliance adaptation	Understand + implement
219	How do you remain effective during uncertainty?	Self-management	Facts + cadence + flexibility
220	What will be hardest for	Self-calibration	Gap + plan

#	Question	What it tests	Answer map
	you to learn here?		

Practice notes

Communication and presentation

#	Question	What it tests	Answer map
221	Tell me about explaining something complex.	Audience adaptation	Context + translation + result
222	How do you prepare a presentation?	Communication process	Audience + decision + structure
223	Describe a presentation that changed a decision.	Influence	Evidence + message + outcome
224	How do you communicate with executives?	Synthesis	Decision + risk + ask
225	How do you communicate with specialists?	Technical collaboration	Precision + questions
226	Tell me about writing an important document.	Written clarity	Purpose + review + result
227	How do you handle questions you cannot answer?	Credibility	Acknowledge + follow-up
228	Describe an asynchronous decision.	Remote communication	Context + options + record
229	How do you know your message was understood?	Closed-loop communication	Confirm + action
230	Tell me about simplifying a process explanation.	Clarity	Audience + model
231	How do you communicate uncertainty?	Trust	Known + unknown + plan
232	Describe a meeting you facilitated.	Facilitation	Purpose + voices + decision
233	How do you tailor detail level?	Judgment	Audience + decision
234	Tell me about persuading with data.	Evidence	Question + visualization + caveat
235	When did tone matter?	Interpersonal judgment	Context + adjustment
236	How do you prepare for a difficult presentation?	Composure	Practice + risks + recovery
237	Describe an email that prevented confusion.	Written judgment	Context + action + owner
238	How do you document decisions?	Governance	Decision + rationale + owner
239	Tell me about communication across cultures.	Adaptability	Listen + clarify + avoid assumptions

#	Question	What it tests	Answer map
240	What communication habit are you improving?	Self-awareness	Pattern + practice

Practice notes

AI, technology, data, and ethics

#	Question	What it tests	Answer map
241	How do you use AI in your work?	Practical fluency	Use + verify + judgment
242	Tell me about an AI-assisted result.	Evidence and controls	STAR+ with validation
243	What work should not be delegated to AI?	Judgment	Risk + human responsibility
244	How do you verify AI output?	Quality controls	Sources + tests + review
245	How do you protect confidential data when using tools?	Privacy	Minimize + approved systems
246	Tell me about automating a process.	Technology leverage	Baseline + controls + impact
247	When did technology fail?	Resilience	Fallback + repair + prevention
248	How do you evaluate a new tool?	Adoption judgment	Need + security + pilot + cost
249	Tell me about data changing a decision.	Data literacy	Question + analysis + action
250	How do you detect bad data?	Quality	Validation + anomalies + source
251	What are AI risks in this role?	Risk awareness	Accuracy + bias + privacy + control
252	How do you explain a model limitation?	Communication	Scope + uncertainty + decision
253	Tell me about a responsible shortcut.	Efficiency and standards	Risk threshold + safeguard
254	When would you escalate a data issue?	Governance	Materiality + policy
255	How do you document automated work?	Maintainability	Inputs + logic + owner + monitoring
256	What is one technology trend relevant here?	Current awareness	Verified trend + role impact
257	How do you balance innovation and compliance?	Judgment	Pilot + controls + review
258	Tell me about a tool adoption that failed.	Change learning	Need + users + lesson
259	How do you keep human	Accountability	Decision rights + review

#	Question	What it tests	Answer map
	judgment in a workflow?		
260	What AI skill are you developing?	Learning	Skill + application + limits

Practice notes

Role-specific case and technical reasoning

#	Question	What it tests	Answer map
261	How would you approach your first major assignment?	Ramp and structure	Clarify + baseline + stakeholders
262	What would you measure first?	Metric judgment	Objective + leading/lagging
263	How would you diagnose declining performance?	Analysis	Segment + hypotheses + tests
264	How would you improve a broken process?	Improvement	Map + cause + pilot
265	How would you launch a new initiative?	Planning	Outcome + owners + risks
266	How would you handle a constrained budget?	Prioritization	Value + alternatives + stages
267	How would you respond to a quality issue?	Risk response	Contain + cause + prevent
268	How would you present a recommendation?	Synthesis	Options + evidence + ask
269	How would you manage a difficult dependency?	Program judgment	Interface + trigger + fallback
270	How would you forecast demand or workload?	Planning	Drivers + assumptions + scenarios
271	How would you improve adoption?	Change/product thinking	Users + friction + measure
272	How would you reduce errors?	Quality systems	Baseline + cause + controls
273	How would you evaluate vendor options?	Procurement judgment	Criteria + total risk
274	How would you create a 90-day plan?	Prioritization	Learn + deliver + build
275	What would you do if a leader rejected your recommendation?	Influence	Understand + evidence + decision rights
276	How would you handle conflicting metrics?	Data judgment	Definitions + incentives + objective
277	How would you scale a successful pilot?	Scaling	Proof + standard + capacity
278	How would you stop an underperforming project?	Courage	Criteria + evidence + transition
279	How would you improve	Operating system	Cadence + artifacts +

#	Question	What it tests	Answer map
	team visibility?		decisions
280	What assumptions would you test first?	Critical thinking	List + impact + cheap test

Practice notes

Remote, hybrid, and work-style

#	Question	What it tests	Answer map
281	How do you stay productive remotely?	Self-management	System + proof
282	How do you build relationships remotely?	Collaboration	Intentional contacts + trust
283	How do you communicate asynchronously?	Written clarity	Context + decision + deadline
284	How do you protect focus?	Prioritization	Blocks + expectations
285	Tell me about a remote misunderstanding.	Recovery	Cause + repair + norm
286	How do you manage time zones?	Coordination	Overlap + handoff
287	How do you remain visible without over-reporting?	Transparency	Outcomes + cadence
288	What do you prefer about hybrid work?	Fit	Benefits + adaptability
289	How do you decide when a meeting is needed?	Efficiency	Complexity + interaction
290	How do you onboard remotely?	Learning	Plan + relationships + documentation
291	Tell me about independent work.	Reliability	Goal + checkpoints + result
292	How do you ask for help remotely?	Judgment	Context + specific ask
293	How do you prevent isolation?	Sustainable work	Healthy routines + connection
294	How do you handle home interruptions?	Professional planning	Boundaries + backup
295	What tools help you collaborate?	Practical experience	Purpose + limits
296	How do you document work?	Continuity	Decision + owner + status
297	How do you handle different response times?	Expectation management	Norms + urgency channels
298	Tell me about remote conflict.	Communication	Clarify medium + discuss
299	How would you improve our remote culture?	Judgment	Learn first + small experiment
300	What work setting produces your best work?	Self-awareness	Conditions + flexibility

Practice notes

Difficult background and risk questions

#	Question	What it tests	Answer map
301	Why is there a gap in your employment?	Readiness and truth	Fact + current proof
302	Why have you changed jobs frequently?	Retention	Pattern + current criteria
303	Why was your last role short?	Judgment	Fact + direction
304	Were you terminated?	Integrity	Direct fact + learning
305	Why are you changing careers?	Transition credibility	Transfer + learning + proof
306	You lack direct experience. Why consider you?	Transferability	Acknowledge + bridge + prove
307	Are you overqualified?	Retention and motivation	Reason + scope + realism
308	Why are you applying below your previous level?	Fit	Work + life/role truth
309	Why did you take a step back?	Career logic	Intent + current direction
310	Why were you unemployed for so long?	Readiness	Truth + activity + fit
311	Why did you leave without another job?	Judgment	Fact + responsible plan
312	Why did you relocate?	Logistics	Direct fact + stability
313	Why is your education different from the role?	Capability	Skills + proof
314	Why do your titles not match your responsibilities?	Scope clarity	Official title + actual scope
315	Can we contact your former manager?	Reference risk	Truthful boundary
316	Why are your results not quantified?	Evidence quality	Available proxies + limits
317	Why did you not receive a promotion?	Self-awareness	Context + growth
318	What concern should we have about hiring you?	Candor	Real manageable risk + mitigation
319	What would a critical former colleague say?	Self-awareness	Pattern + change
320	Is anything on your resume overstated?	Integrity	Accurate correction if needed

Practice notes

Values, ethics, inclusion, and safety

#	Question	What it tests	Answer map
321	Tell me about doing the right thing under pressure.	Integrity	Situation + choice + consequence
322	When did you speak up about a risk?	Courage	Evidence + escalation
323	How do you handle confidential information?	Trust	Access + controls
324	Tell me about a conflict of interest.	Ethics	Disclosure + process
325	How do you respond to a policy you disagree with?	Professional judgment	Understand + lawful channels
326	Describe protecting safety.	Risk ownership	Hazard + action + prevention
327	How do you build inclusive collaboration?	Behavior	Access + voices + decisions
328	Tell me about recognizing your own bias.	Self-awareness	Signal + change
329	How do you make decisions fairly?	Process	Criteria + consistency + review
330	When would you refuse a request?	Boundaries	Policy/ethics + alternative
331	Tell me about correcting inaccurate information.	Integrity	Recognize + correct + prevent
332	How do you protect customer privacy?	Data responsibility	Minimize + controls
333	What would you do if asked to hide a problem?	Ethics	Clarify + document + escalate
334	How do you balance speed and safety?	Judgment	Risk threshold + controls
335	Describe an ethical gray area.	Reasoning	Stakeholders + principles + advice
336	How do you respond to disrespectful behavior?	Professionalism	Safety + directness + escalation
337	Tell me about accessibility in your work.	Inclusive design	Need + action + result
338	How do you learn from people unlike you?	Curiosity	Listen + adapt
339	What value is hardest to maintain under pressure?	Self-awareness	Risk + system
340	How would you evaluate	Candidate judgment	Behavioral questions

#	Question	What it tests	Answer map
	our values in practice?		

Practice notes

Closing and candidate questions

#	Question	What it tests	Answer map
341	What questions do you have for me?	Preparation	Decision-useful questions
342	What would you need to know before accepting?	Judgment	Material unknowns
343	Is there anything we did not cover?	Prioritization	Relevant proof
344	Do you have any concerns about your fit?	Self-awareness	Concern + proof
345	What would you clarify about the role?	Role judgment	Scope + success
346	How would you evaluate us?	Mutual fit	Manager + work + risk
347	What did you learn today?	Listening	Three accurate priorities
348	Has your interest changed?	Reflection	Truth + reasons
349	What is your strongest fit point?	Synthesis	Priority + proof
350	What gap would you need to close first?	Self-calibration	Gap + plan
351	What would your 30-60-90 plan emphasize?	Ramp	Learn + deliver + build
352	What support would you need?	Self-awareness	Specific resources
353	What concerns do you have?	Candidate judgment	Respectful risk question
354	What are you deciding between?	Decision process	Truthful criteria
355	What would cause you to withdraw?	Boundaries	Material conditions
356	When can we expect your decision?	Timeline	Specific realistic date
357	Can we answer anything else?	Question quality	Highest unknown
358	Are you ready to move forward?	Interest	Clear truthful response
359	What should we remember about you?	Closing message	Three priorities + proof
360	Why is now the right time?	Timing	Readiness + role fit

Practice notes

Universal Follow-Up Drill

After any answer, practice these probes. They reveal whether you understand your own story and can adapt without a script.

- What was your exact responsibility?
- What did you do first, and why?
- What alternatives did you consider?
- What was the hardest constraint?
- Who disagreed, and what did they need?
- What data or signals did you use?
- What mistake did you make?
- How was the result measured?
- What part was the team result versus your contribution?
- What would you do differently now?
- How does this example apply to our role?
- What happened after the immediate result?

Answer Selection Grid

Question #	Primary story	Backup story	Structure	Weak fact to verify

Question #	Primary story	Backup story	Structure	Weak fact to verify

Preparation standard

Prepare evidence maps, not 250 memorized speeches. Listen for the capability behind the wording, select the strongest truthful proof, and answer the question actually asked.