

The Professional Development Advisory Committee identified the following guiding principles as key to being a successful employee at the Wharton School. To help hiring managers select candidates who bring not only the appropriate skills for an open position but also qualities consistent with the guiding principles, Wharton Human Resources has designed interview questions with each guiding principle in mind.

Conscientiousness/Dependability/Self-Management

Takes responsibility for own activities and actions in a way that displays an internal sense of what is right and wrong, and has the moral courage and initiative to act on that conviction in appropriate ways. Possesses the personal discipline and diligence necessary to keep commitments and to complete tasks. Is viewed as a dependable person with the personal discipline to follow tasks through to the end and is accountable for the outcomes of those tasks. Takes ownership for personal and professional actions. Makes effort to improve situations without explicit instructions; a self-starter who consciously manages his/her own time and resources.

- Tell me about a project you worked on in which you encountered obstacles. What happened? What was the outcome?
- In the past how have you handled competing priorities/deadlines?
- Tell me about a problem you recognized and solved without being prompted.
- Give me an example of an interaction with a team or employee that demonstrates your leadership abilities.
- Give an example of when you've shown initiative or taken the lead.

Mission Driven/Results Oriented

Understands and commits to the core mission of the School. Possesses the ability to recognize and respond to opportunities that support the goals of the School. Makes sound decisions using good judgment after reviewing all relevant information. Generates creative approaches to addressing problems and opportunities while respecting organizational systems in place, understanding successful results are as important as the process.

- Tell me about a new project you've managed or new process you implemented. What impact did it have on your job/department/organization?
- Tell me about a time you went above and beyond in order to complete a job/assignment.
- How have your professional strengths improved the business of your previous employer?
- Describe something unique (a skill or a quality) you brought to your last position that made your employer's organization a better place to work.
- Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.

Positive Attitude/Team Engagement

Works collegially with others and cooperates in both interpersonal and team relationships. Shares knowledge and values diversity of perspectives. Understands that success is frequently the sum of individual contributions and recognizes the positive contributions of others. Treats others equally and with respect. Strives to put forth a positive approach to problem solving and resolve problems constructively. Maintains individual composure, a sense of group unity and progressive project momentum in difficult or unexpected situations. Takes responsibility for proactively reaching out to other groups/departments.

- Give me an example of your past work history that demonstrates how you acclimate to a new environment and build rapport with co-workers.
- Has there ever been a time your opinion or approach to solving a problem has differed from that of your team? How did you reconcile the difference?
- Tell me about an employee who became more successful as a result of your management?
- How would you select members for a project team?

Integrity/Transparency

Speaks the truth and keeps his/her word. Offers open and appropriate access to him/herself, knowledge, and work. Is willing to share with others and to work collaboratively. Describes his/her objectives clearly and encourages others to buy in by identifying a shared purpose. Makes known the processes to follow and makes them available for oversight. Stays open to criticism and offers honest appraisal. Recognizes and appreciates differing opinions.

- Tell me about a mistake you made in your professional experience. How did you handle it, and what was the outcome?
- When your ideas have been met with resistance, how have you responded? Can you give a specific example?
- How have you handled gossip in the workplace?
- Tell me about a time you had to compromise your integrity.

Tell me about a time when you had to give critical feedback to a colleague. What process did you go through before the meeting, during the meeting and after?

Adaptability

Is motivated to change and adjust quickly in response to the demands of the job. Continually pursues all relevant knowledge including technical and other best practices in anticipation of future challenges. Readily recognizes the need to modify an approach to problem solving or project management based on observations and outcomes. Demonstrates the desire and ability to work in a demanding environment and learn from experience.

- Describe a situation where you identified a creative solution to a problem. What actions steps did you take?
- Tell me about a time you received criticism and how you responded to it.
- Tell me about a challenging situation at work. What made it challenging? How did you handle it?
- Describe a time when something unexpected happened. What was your response? How did you adapt? If you were a manager or team leader, what direction did you give to the team?
- Tell me about a time when you made an unpopular decision.