

**NATIONAL ASSOCIATION OF REALTORS®**  
**Human Resources Tool Kit**

**Conducting Interviews: Sample Behavioral Questions Based on Competencies**

**ATTENTION TO DETAIL**

- Tell me about a time you found an error in your own work. How did it happen? What did you do about it?
- Have you ever had an experience in which you were glad you had paid attention to some particular detail? Please describe it.

**ADAPTABILITY**

- With which supervisors have you found it easiest to work? Most difficult? Why?
- What kinds of problems have you had in switching from one job to another?

**COMMUNICATION SKILLS**

- Give me an example of how you would explain a complicated procedure to someone who was new.
- Describe a decision you made based largely on data you obtained by asking questions.
- Have you ever done any public speaking? How did you handle the assignment? How did it work out?

**DECISION-MAKING**

- Tell me about the toughest decision you have had to make in the last year. What made it so difficult?
- Describe a work-related problem you had to face recently? What procedures did you use to deal with it?
- Are there occasions when you feel you make up your mind too quickly? Too slowly?

**DELEGATION**

- Describe your normal methods of assigning work to subordinates.
- Tell me about a situation in which you delegated a responsibility, but the work wasn't done as you expected. Why do you think this happened? What you would you do differently next time?

**INDEPENDENCE**

- Give me an example of a project or idea you've undertaken, even though you knew it would not be popular with some people. How did things work out?

**INITIATIVE**

- Summarize a situation in which you took the initiative to get others going on an important issue and played a leading role to achieve the desired results?
- Describe a situation where you found you had a serious problem. What did you do to solve it?

**LEADERSHIP**

- Have you had to introduce a new policy or idea that departed from the customary way of doing things? What approach did you take to gain cooperation? How did it work out?
- Describe a situation in which a subordinate had a performance problem. How did you handle it?

**PLANNING/TIME MANAGEMENT**

- Describe a typical work week. How did you plan the week's activities? How well did the schedule work?
- Tell me about an occasion when your schedule was upset by unforeseen circumstances. What did you do?

**STRESS TOLERANCE**

- What kinds of pressures do you feel in your job? How do you cope? What frustrates you the most?