BEHAVIORAL INTERVIEW

The interviewer's sheet: 3 questions, 2 follow-ups

Print one per candidate. The same 3 questions, in the same order, for everyone interviewing for the role. Two follow-ups after each, in that order. The strong answer is written before the candidate arrives. 45 minutes, the hiring manager's round.

Candidate: _____ **Role:** _____ **Date:** _____ **Interviewer:** _____

The 2 follow-ups, every question, in this order

1. **"What did the other person say?"** Forces a second voice into the story. A rehearsed story has one voice.
2. **"What would you do differently?"** Forces a judgement. A true story has one; a prepared story has a moral instead.

Ask both, every time. Nobody improvises a third.

Question 1, 12 minutes

> "Give me a real example where you changed position, and what changed it."

Scorecard line: can disagree without stalling.

Strong answer, written first: _____

What the candidate did: _____
What you concluded: _____
What you asked to test it: _____

Rating: strong □ mixed □ weak □ untested □

Question 2, 12 minutes

> "Tell me about a call you made that the team followed."

Scorecard line: makes decisions the team trusts.

Strong answer, written first: _____

What the candidate did: _____
What you concluded: _____
What you asked to test it: _____

Rating: strong □ mixed □ weak □ untested □

Question 3, 12 minutes

> "What did you ship that you would not ship again?" Then: "What do you know now?"

Scorecard line: reasons about failure.

Strong answer, written first: _____

What the candidate did: _____
What you concluded: _____
What you asked to test it: _____

Rating: strong □ mixed □ weak □ untested □

Minutes 36 to 45

The candidate's questions. Longer rounds add a fourth story and no new evidence.

How to score it

EVIDENCE	AN ADJECTIVE
"Named the constraint they had missed, without being prompted. Asked what the other engineer said: quoted it."	"Seems collaborative." Survives neither the debrief nor calibration.

- Score in writing, alone, before anyone talks.
- "I do not have one" is a valid answer. A junior candidate may not have one for question 2. Score the line untested, note it, and let the other 2 questions confirm.
- A candidate who invents an example under pressure is telling you something.
- STAR is the candidate's business. Score against the strong answer on this sheet, whether or not the story had a Situation, Task, Action and Result.
- If you could not write the strong answer before the interview, the question measures taste. Rewrite it before the next candidate.

SmartHiring by Elman Huseynov · the post behind this file: smarthiring.tech/behavioral-interview-questions-for-engineers/ · Use it inside your company as you like; please link the post rather than re-hosting the file.