

LEADERSHIP PRINCIPLES



INTERVIEW GUIDE – EXECUTIVE

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| Candidate Name: | | Position Title: | |
| Interviewer: | | Date: | |

Rating Scale: 1=Outstanding; 2=Strong; 3=Competent; 4=Development Required; 5=Not Demonstrated

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| Questions: <ul style="list-style-type: none">• How did you learn about this role? Discuss what interests you most about this role.• What is one area that you feel you would excel in this position? What is one area that you feel would be challenging?• Provide an example of a current trend or popular topic that is currently impacting your business, Citi, and/or financial services.• At a high-level, what experiences have you had that equip you to do this role and take on the challenges of the business? | Motivation and Career History Notes: |
| Positive Behaviors: <ul style="list-style-type: none">○ Clearly understands the role and the challenges associated with it○ Articulates a convincing rationale for applying to this particular role○ Demonstrates an understanding of current trends within the business○ Highlights relevant prior experiences to leverage in the role | Rating (1-5): |

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| Questions: <ul style="list-style-type: none">• Tell me about a change that you championed that led to a significant win for the business/organization. How did you communicate the change and inspire others to achieve it? What obstacles did you encounter? What were the main outcomes?• Provide an example of a time when you demonstrated courage in proposing an idea or expressing your views on a difficult decision. Why did it take courage? What feedback/reactions did you receive? How do you encourage a safe environment for others to share their views?• Describe a time when your team or department fell short of meeting an important objective or goal. What was the situation? What feedback did you share with those leading the initiative? What learning experiences were gained from this outcome?• Provide an example of a time when you prioritized enterprise-wide goals and initiatives over your individual or functional agenda/goals. What was the situation? How did you communicate priorities and the rationale to your leaders?• What have you done to inspire innovative and bold thinking within your organization? Give me an example of a time when you sponsored a new idea which did not ultimately work out. What happened as a result? | We Take Ownership Notes: |
| Positive Behaviors: <ul style="list-style-type: none">○ Gains senior executive sponsorship by delivering high-impact messages with confidence/positivity○ Rallies the organization around a clear purpose and direction; inspires others to overcome obstacles to accelerate changes○ Expresses personal opinions, “steps up” for what they believe to be right or saying what needs to be said, and encourages healthy debate○ Addresses setbacks with motivational reinforcement○ Helps others own their mistakes and use them as an opportunity to learn and grow○ Leads by example and prioritizes enterprise success over individual/functional agendas○ Rewards bold/innovative thinking and encourages experimentation | Rating (1-5): |

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Questions:

- Give me an example of a time when you tasked leaders across departments with either simplifying a complex system/process or eliminating nonessential work. What business need did this address? What stood in the way of the changes? How did you support the leaders?
- Tell me about the actions that you have taken to build a 'risk-management mindset' within your team/organization. Give me an example of a time when a material business risk was identified and effectively managed. How did your actions contribute to this outcome?
- As a senior leader, sometimes you have to address systemic, deep-rooted issues in order to drive the business forward. Give me an example of a time when you did this. What was the core problem? What actions did you take? What were the long-term impacts?
- What have you done to build an environment where people hold themselves to high ethical standards? How do you ensure people feel safe to voice ethical concerns?
- How do you determine what to prioritize and where to allocate key resources across your business? How do you stay abreast of where your leaders are investing and focusing their team's resources?
- Give me an example of actions you have taken to build a high-performance culture within your organization. How do you ensure your leaders are setting challenging goals?

Positive Behaviors:

- Encourages others to recognize when there is a simpler way to operate or identify when nonessential work is distracting from key goal achievement
- Removes obstacles for others to support a more standardized, efficient approach and focus on achieving priority objectives
- Is personally focused on effective risk management, and builds a strong risk management mindset amongst the business unit
- Is forward-thinking in approach and recognizes barriers to enterprise growth
- Leverages data and dedicates time and resources to fix root causes
- Role models and reinforces an ethical environment through communications and actions
- Allocates resources based on comprehensive analysis of what is best for sustainable organization-wide success
- Creates a high-performance culture by providing direction, ensuring alignment to the organization's priorities, and holding leaders accountable for goal achievement

We Deliver with Pride

Notes:

Rating (1-5):

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Questions:

- Give me an example of a time that you broke down silos and removed barriers so that teams could accomplish firm-wide priorities. What were the silos/barriers? What actions did you take? What was the outcome?
- How do you ensure your team is focused on listening to, learning from, and satisfying clients/stakeholders? What indicators do you use to monitor client satisfaction? What benefits have these efforts generated?
- How have you embedded diversity and inclusion concepts into your business/organization? Tell me what you do to ensure that your managers are modeling inclusive behaviors and being inclusive in their leadership practices.
- Tell me about a time when “putting yourself in someone else’s shoes” helped you to arrive at a better resolution for their problem. How exactly did your approach help you understand the problem better?
- Discuss a time at work when you supported an activity/project outside of your standard job responsibilities. What did you learn from the experience? How have you encouraged participation amongst your team for similar activities/projects?
- Provide an example of a system or solution you have implemented that promotes the well-being of your associates and a positive work-life balance. How did you measure if the system/solution was having the intended outcomes?

Positive Behaviors:

- Proactively breaks down silos and creates opportunities for cross-functional partnership
- Listens to and drives a client/stakeholder satisfaction culture
- Prioritizes diversity and inclusion initiatives and ensures leaders are seeking diverse points of view and including others
- Shows empathy and takes time to listen to and understand others' positions and challenges
- Actively supports and encourages participation in activities/projects that benefit other colleagues, clients, or the broader company/community
- Embodies work-life balance and a focus on well-being through words and actions and encourages others to do the same

We Succeed Together

Notes:

Rating (1-5):

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| Questions: <ul style="list-style-type: none">Describe a time when you created a long-term strategic plan for your department/business area. What steps did you take to create the plan? How did you identify risks/dependencies?How do you ensure that your leaders are focused on strategy and their departments are making progress towards strategic goals?Discuss a time when you recommended a significant or large-scale shift in strategy from current operations. How did you determine a change was appropriate? What resources/data did you use?Provide an example of when you supported your leaders in translating broad business strategy into clear, actionable objectives. How did you ensure the objectives were achieved? | | Strategic Planning Notes: | |
| Positive Behaviors: <ul style="list-style-type: none">Anticipates global needs and takes a long-term perspective when setting department/business area goalsHas effective methods for measuring teams' progress and impact on strategic prioritiesIdentifies when it's necessary to adjust or shift strategic directionCommunicates clearly to the team the links between concrete task objectives and strategy | | Rating (1-5): | |

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| Questions: <ul style="list-style-type: none">Tell me about a time when you were responsible for getting leaders across departments to work toward a common goal/objective. What leaders were involved? What was your approach to getting them to work together?Discuss what you have done to position your organization as an attractive place for diverse talent to work. How do you ensure your leadership team is made up of people with a diverse range of styles and skills?Give me an example of a time when you sought feedback from others on your leadership style. What strengths did they identify about your style? What developmental takeaways did you have from the experience?Describe a time when you inspired and motivated your team to accomplish something very challenging. What made the situation so challenging? What actions did you take? What was the result?In what ways have you championed and committed to the talent development of your team? Provide an example of how this has resulted in a measurable outcome for one or more of your leaders. | | Leading and Inspiring Others Notes: | |
| Positive Behaviors: <ul style="list-style-type: none">Mobilizes others to achieve common goals/objectivesPositions the organization as an attractive place to work for diverse talentIs open to feedback from others and leverages it to develop as a leaderHas effective methods for motivating employeesInvests in the talent development of others and provides examples of how this investment has "paid off" | | Rating (1-5): | |

| Recommend All areas rated 3 or better | Hold Only one area rated 4 | Do Not Recommend More than one area rated 4 or one 5 |
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| Summary Comments: | | |