

LEADERSHIP PRINCIPLES



INTERVIEW GUIDE – MANAGER

Candidate Name:		Position Title:	
Interviewer:		Date:	

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

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):

Questions: <ul style="list-style-type: none">• Tell me about a time when you had to lead through a difficult transition. How did the team react? How did you handle any resistance you faced? What did you learn from your team's reaction?• Describe a time when you encouraged healthy debate and welcomed challenge from others for a change or decision you were proposing. Who did you seek feedback from? What were the main objections/challenges you heard? How did you respond?• Give me an example of a time when your team delivered a solution to a client that "missed the mark" or failed to meet their expectations. What went wrong? How did you remedy the situation? What message did you communicate to your team?• 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 team?• How have you encouraged curiosity and new idea generation amongst your team? Tell me about a time when you championed an idea from your team. What was the idea and what issue/problem did it solve?	We Take Ownership Notes:
Positive Behaviors: <ul style="list-style-type: none">○ Communicates the benefits of change from the perspective of others to generate support○ Handles objections/reluctance by listening and illustrating the common wins the change can bring○ Encourages others to speak up and feel comfortable challenging their ideas○ Models agility and uses feedback to make improvements on initial proposals○ Encourages others to own up to mistakes or missed opportunities and learn from them○ Leads by example and prioritizes enterprise success over individual/functional agendas○ Fosters an environment that encourages creative or innovative approaches to issues/problems and champions new ideas from the team	Rating (1-5):

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Questions:

- Give me an example of a time when your team was inundated with multiple priorities and competing demands which had an impact on their ability to deliver. What did you do in this situation? What outcomes came as a result of your actions?
- 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?
- Give me an example of a time when you had to 'overhaul' a system or process to fix deep-rooted problems. What was the problem? What actions did you take? What long-term impacts did this have?
- 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?
- Tell me about a time in which you had to make a difficult decision on how limited resources would be prioritized. What informed the decision? How did you manage the communications with your team?
- Discuss the most challenging goal you set for your team that they were able to accomplish. What was their initial approach? What actions did you take to support your team? What learnings did you and the team gain from this experience?

Positive Behaviors:

- Clarifies work and creates focus by aligning critical priorities and removing nonessential work
- Is personally focused on effective risk management, and builds a strong risk management mindset amongst team members
- Identifies deep-rooted problems or challenges that need to be resolved
- Leverages data and dedicates the time and resources to fix root causes
- Role models and reinforces an ethical environment through communications and actions
- Prioritizes work based on the goals of the wider business unit or company
- Communicates the context behind decisions
- Sets challenging goals and targets for the team that drive the business forward
- Provides specific examples of how he/she supports the team in delivering on goals (e.g., removing barriers, aligning resources, using data to monitor progress, etc.)

We Deliver with Pride

Notes:

Rating (1-5):

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Questions:

- Describe a time when you identified and cleared a barrier or obstacle that inhibited your team's ability to collaborate effectively. What actions did you take? What was the result?
- How do you ensure that your team continually evaluates and improves client experience and satisfaction? How do you monitor their activities? What improvements has your team made against these measures?
- Give me an example of when you realized business value by learning from different cultures and/or people from different backgrounds. What benefits were realized?
- 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 how you have promoted and helped your team achieve a positive work-life balance. What specific actions did you take? What was the outcome?

Positive Behaviors:

- Describes a specific example of an obstacle and their role in enhancing collaboration
- Articulates a clear process, system or tool used to proactively identify client needs, concerns, and/or satisfaction
- Provides a clear example of business-related value created by leveraging diverse perspectives
- 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
- Supports the team by helping others navigate work-life challenges and providing flexible solutions

We Succeed Together

Notes:

Rating (1-5):

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Questions: <ul style="list-style-type: none">Describe a time when you supported or informed the development of a strategic plan for your team/department. What was the plan? What recommendations did you make?How do you stay abreast and keep up-to-date with the latest developments, trends, etc. in your field or business? Provide an example of how you have leveraged this data or insights to inform strategic direction.Tell me about a broader strategic goal that you translated into practical actions for your team. How did you ensure your team understood the overall strategy?Give me an example of a time when you had to respond to a new strategic priority. How did this impact current objectives or work that was already in progress?	Strategic Planning Notes:
Positive Behaviors: <ul style="list-style-type: none">Leverages various resources to stay abreast of business trends or developmentsUses data and insights to inform decisions and make recommendations for strategic planningEnsures team member understanding of strategy and how their work impacts strategic objectivesAppropriately aligns work to support shifts in strategic priorities	Rating (1-5):

Questions: <ul style="list-style-type: none">Tell me about a time when you coached an employee to improve in a specific area. What area did he/she need to improve in? What methods did you use? What was the result?What factors do you consider when determining what to delegate to your team? What is your involvement after you have delegated work to others?Describe a time when you inspired and motivated your team to accomplish a challenging objective or goal. What made the situation so challenging? What actions did you take? What was the result?Discuss a time when you had to provide tough feedback to a direct report. How did you go about providing the feedback? How did they react? How did you handle the situation?	Leading and Inspiring Others Notes:
Positive Behaviors: <ul style="list-style-type: none">Provides effective coaching techniques and recommends strategies to support the development of othersDemonstrates willingness to and has an effective strategy for delegating tasks to othersProvides guidance and motivational support to employees when confronted with challengesPrepares for difficult conversations and delivers feedback constructively	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

Summary Comments:

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