LEADERSHIP PRINCIPLES

INTERVIEW GUIDE – SENIOR INDIVIDUAL CONTRIBUTOR

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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:
- 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?

Positive Behaviors:
- 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

Motivation and Career History

Notes:

Rating (1-5):

Questions:
- Tell me about a time when you encouraged others through a change process. How did you communicate this? What obstacles/resistance did you encounter? How did you respond?
- Describe a time when you proposed a bold idea or new direction to your manager or peers. What feedback did you seek from others? How did you handle any objections that you faced?
- Give me an example of a time when you 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 did you learn?
- Discuss a time when you helped others reach a compromise on a difficult group decision. What were the proposed options? What was your approach for getting the group to move forward on a decision?
- Describe a situation in which you had to think "outside the box" to develop a new solution/approach to an existing problem.

Positive Behaviors:
- Creates buy-in and optimism around change
- Overcomes obstacles/resistance and helps others see the benefits of change
- Demonstrates confidence in proposing new ideas that may be different than the status quo
- Seeks input and handles objections effectively (i.e., without becoming defensive)
- Owns up to mistakes/missed opportunities and learns and grows from them
- Helps others prioritize for the greater good, move past stalemates, and commit to a path forward
- Demonstrates curiosity and develops new ideas for accomplishing work or solving problems

We Take Ownership

Notes:

Rating (1-5):

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Questions: • Discuss a time when you identified an opportunity to simplify a complex system or process. What made it so complex? What actions did you take to simplify it? What feedback did you receive from stakeholders? • How would you promote a 'risk-management mindset' to others? 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 an example of a time when you influenced a business leader to address the source of a larger problem. How did you identify that there was a bigger issue/problem at hand? What actions did you take? What were the short and long-term impacts this had? • Tell me about a particularly challenging business decision you had to make. What factors/alternatives did you consider? How did you weigh these alternatives? What was the outcome? • Discuss a time when you had to manage through multiple projects and competing priorities. What was your approach to ensuring the work was accomplished? How did you determine what tasks were most critical? • Tell me about the most challenging stretch goal you have previously set for yourself to drive the department or business forward. Why did you set this goal? What were the key challenges that you faced? What actions did you take? What was the outcome?	**We Deliver with Pride** **Notes:**
Positive Behaviors: ○ Identifies inefficiencies and creates opportunities to reduce complexity and simplify/streamline work ○ Is personally focused on effective risk management and controls, and promotes this mindset amongst others ○ Encourages others to take a step back and address the root cause of an issues vs. fixing only symptoms or surface problems ○ Makes decisions based on what is in the best interest for clients and the company ○ Focuses on highest priority work aligned to business goals ○ Establishes specific stretch goals focused on driving the business forward ○ Demonstrates tenacity and persistence to overcome barriers/roadblocks and achieve success	**Rating (1-5):**

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Questions:	We Succeed Together
• Give me an example of activities that you have undertaken to build collaborative activity between teams. What challenges to collaboration did you face? How did you overcome them? What benefits were demonstrated? • What key performance indicators do you use to monitor and evaluate client satisfaction on an on-going basis? How have you recently performed against these indicators? What have you learned that has helped you to better serve your clients? • Provide an example of where you have promoted an inclusive culture through your actions. Why did you take this action? What was the outcome? • 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? • What do you do to build and then sustain your global network? Provide an example of how networking has helped you to generate a specific business benefit. How do you ensure that the benefits are reciprocated? • Discuss a time at work when you supported an activity/project outside of your standard job responsibilities. What were the goals or objectives of the activity/project? How did you provide support? What did you learn from the experience?	**Notes:**
Positive Behaviors: ○ Creates opportunities to break down silos and encourage collaboration ○ Defines business success through the eyes of clients and stakeholders ○ Utilizes multiple indices to measure client satisfaction and commitment ○ Understands and values inclusion and incorporates diverse perspectives ○ Shows empathy and takes time to listen to and understand others' positions and challenges ○ Builds relationships with a global network ○ Forms mutually beneficial partnerships through respect, support, and sharing of information ○ Actively participates in activities/projects that benefit other colleagues, clients, or the broader company/community	**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: