| 1. Provide an example of a time when you were able to demonstrate excellent listening skills. What was the   |
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| situation and outcome?   |
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| 2. Share an effective method you have used to ascertain premium rates required and cash reserves and   |
| liabilities necessary to ensure payment of future benefits.  |
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| 3. Name a time when your advice to management led to an improvement in your company or otherwise helped  |
| your employer.   |
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| 4. Please share with me an example of how you helped coach or mentor someone. What improvements did  |
| you see in the person's knowledge or skills?   |
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| 5. Provide an example of when you set expectations and monitored the performance of subordinates. What guidance and direction did you find most effective? |
| guidance and direction did you find most effective?  |
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| 6. Share an experience you had in dealing with a difficult person and how you handled the situation.   |
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| 7. Share an experience in which you successfully shared a difficult piece of information. (Make sure that the  |
| candidate has open lines of communication.)  |
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| 8. Tell me how you organize, plan, and prioritize your work.   |
| of real life how you organize, plant, and prioritize your work.  |
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| 9. What are some long-range objectives that you developed in your last job? What did you do to achieve   |
| them?  |
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| 10. Share an experience when you applied new technology or information in your job. How did it help your   |
| company?   |
|  |
| 11. Give me an example of when you thought outside of the box. How did it help your employer?  |
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| 12. Tell me about an experience in which you analyzed information and evaluated results to choose the best   |
| solution to a problem.   |
| solution to a problem.   |
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| 13. Would you consider analyzing data or information a strength? How so?   |

| 14. In your experience, what is the key to ensuring your company was compliant with all laws, regulations and    |
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| standards that were applicable to your area of responsibility?   |
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| 15. Share an effective approach to working with a large amount of information/data. How has your approach        |
| affected your company?   |
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| 16. Share an example of a time you had to gather information from multiple sources. How did you determine        |
| which information was relevant?  |
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| 17. Share an experience in which your ability to consider the costs or benefits of a potential action helped you |
| choose the most appropriate action.  |
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| 18. Provide a time when you were able to identify a complex problem, evaluate the options, and implement a       |
| solution. How did the solution benefit your employer?  |
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| 19. Name a time when you identified strengths and weaknesses of alternative solutions to problems. What was      |
| the impact?  |
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| 20. Please share an experience in which you presented to a group. What was the situation and how did it go?      |
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| 21. Provide an example when your ethics were tested.   |
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| 22. Share an experience in which your understanding of a current or upcoming problem helped your company         |
| to respond to the problem.   |
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| 23. Share an experience in which your attention to detail and thoroughness had an impact on your last            |
| company.   |
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| 24. Provide an experience in which you explained a complex technical matter to a client.                         |
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| 25. Describe an insurance, annuity, or pension plan which you designed. How did you determine the financial      |
| soundness of your plan?  |
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| 26. Share an example of when you went above and beyond the "call of duty". (Look for answers that show the candidate is dependable.) |
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| 27. How would you rate your writing skills? (Ask for an example that demonstrates great writing skills.)                             |
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| 28. Share an effective method you have used to analyze statistical information and estimate mortality,                               |
| accident, sickness, disability, or retirement rates.   |
|  |
| 29. Provide an example of a time when you successfully organized a diverse group of people to accomplish a                           |
| task.  |
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| 30. Tell me about your last experience recruiting, interviewing, or hiring an employee. What techniques did                          |
| you find most effective in finding the right person for the job?   |
|  |
| 31. Share an example of when you established and accomplished a goal that was personally challenging. What                           |
| helped you succeed?  |
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| 32. Share a time when you willingly took on additional responsibilities or challenges. How did you                                   |
| successfully meet all of the demands of these responsibilities? (Make sure the candidate is a self-starter and                       |
| can demonstrate some initiative.)  |
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| 33. Describe an experience in which you identified the educational needs of your students and successfully                           |
| developed a way to teach/train them.   |
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| 34. Provide an example of when you were persistent in the face of obstacles.   |
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| 35. Provide a time when you successfully advised a client on an important decision.  |
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| 36. In your experience, what is the key to developing a good team? (Look for how they build mutual trust,                            |
| respect, and cooperation.)   |
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| 37. Share an experience in which you used new training skills, ideas, or a method to adapt to a new situation                        |
| or improve an ongoing one. (Look for the candidate's ability to learn.)  |
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| 38. Share an experience in which your collaboration with programmers, underwriters, accounts, claims          |
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| experts, or senior management helped your company to develop a plan for improving business. How did your      |
| participation benefit your company?   |
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| 39. Provide an experience in which you successfully helped a financial institution manage a risk or maximize  |
| a return.   |
|   |
| 40. What is the key to a successful budget?   |
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| 41. Describe an accurate probability table which you constructed. What factors did you consider and what data |
| did you use which was helpful?  |
|   |
| 42. What is the most challenging part of budgeting for you?   |
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| 43. Tell me about a time when your ability to analyze needs and product requirements helped you create an     |
| effective design or make an informed decision to benefit your company.  |
|   |
| 44. How do you balance cooperation with others and independent thinking? Share an example. (Try to            |
| determine if the candidate has a cooperative attitude or is otherwise good-natured.)                          |
| determine it the candidate has a cooperative attitude of its otherwise good natured.)                         |
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| 45. Share an experience in which your willingness to lead or offer an opinion helped your company.            |
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| 46. Describe a time when you successfully persuaded another person to change his/her way of thinking or       |
| behavior.   |
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| 47. What have you found to be the best way to monitor the performance of your work and/or the work of         |
| others? Share a time when you had to take corrective action.  |
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| 48. Provide a time when you worked in a rapidly evolving workplace. How did you deal with the change?         |
| (Make sure the candidate is flexible.)  |
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| 49. Provide an example when you were able to prevent a problem because you foresaw the reaction of another    |
|   |
| person.   |
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| 50. Tell me about a time when you developed your own way of doing things or were self-motivated to finish an important task.   |
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| 51. Tell me about the last time you monitored or reviewed information and detected a problem. How did you respond?   |
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| 52. Provide a time when you dealt calmly and effectively with a high-stress situation.   |
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| 53. Share an experience in which you successfully coordinated with others. How about a coordination effort that was not as successful?   |
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| 54. Name a time when your creativity or alternative thinking solved a problem in your workplace.   |
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| 55. Provide a time when you successfully testified before a public agency or in court.   |
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| 56. Share an effective method you have used to determine equitable basis for distributing surplus earnings   |
| under participating insurance an annuity contracts in mutual companies.  |
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| 57. Provide an experience that demonstrates your ability to manage time effectively. What were the challenges and results?   |
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| 58. Please share an experience in which you successfully taught a difficult principle or concept. How were you able to be successful?  |
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| 59. Name a time when your patience was tested. How did you keep your emotions in check?  |
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| 60. Describe an effective policy contract provision for a type of insurance which you determined.  |
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| 61. Provide an experience in which your ability to actively find ways to help people improved your company or your own work ethic.   |
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| 62. Describe an experience in which your ability to work well with others and reconcile differences helped your company or employer. (Make sure the candidate knows how to negotiate.) |
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| 63. Share an experience in which you successfully explained a change in contract provisions to a customer.  |
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| 64. Provide a time when you successfully managed credit or priced corporate security offerings.             |
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| 65. Provide an experience in which you were sensitive to somone's needs or feelings. How did your           |
| helpfulness affect your work environment?   |
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| 66. Tell me about the last time you oversaw the work of someone else. How did you effectively motivate,     |
| develop, and direct the worker(s)?  |
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| 67. Share an experience in which personal connections to coworkers or others helped you to be successful in |
| your work. (Make sure candidate works well with others.)  |
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| 68. Tell me about some of your most recent computer programming projects.                                   |
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| 69. Provide an example of a project you worked on that demonstrates your programming abilities. What was    |
| your role in the project?   |
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