

Pfenex Interview Guide



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Constructing Behavioral Based Questions

Remember you are inviting a candidate to tell you a story and asking for past examples.

- Part 1: The **Opening**
 - Tell me about a time when...
 - Tell me how
 - Describe a time when...
 - Give me an example of...
 - Walk me through...
- Part 2: **Problem or Situation**
 - You are constructing the type of story you are looking for
 - Ex: Give me an example of a situation where *you had to communicate a change in project scope*
- Part 3: Add in a **qualifier** (designed to specify the problem or situation)
 - Give me an example of a situation where you had to communicate a change in project scope that *would negatively affect the team*



Behavioral Based Interviewing

At Pfenex we believe that behavioral based interviewing is the best predictor of a candidate's future performance



- Look for the candidate to provide details around the scenario/ situation, what the tasks or challenges are, what actions or steps they took and the outcome

Value: Trust

Pfenex Statement: Creating an environment of truth, transparency and reliability

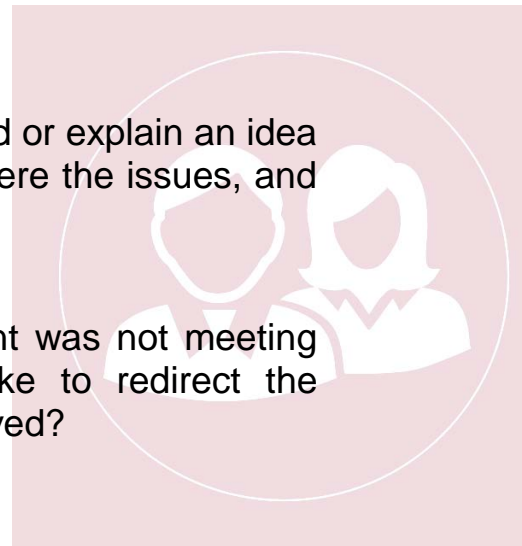
1. Describe a time that you had to work with a difficult person to reach a common goal. What made it difficult and how did you make it successful?
2. Tell me about a time when you worked on a cross functional team. How did you communicate with the team members and how did you ensure your point of view was heard?
3. Tell me about a challenging or difficult relationship you had to overcome to achieve results. What steps did you take to remove obstacles and build a successful relationship?
4. Describe a time when your team was split on an issue. How did you move forward and communicate your decision to an opposing viewpoint?
5. Discuss a time when you failed to meet a commitment you made to a colleague or team. What caused you to fail and what did you learn from the experience?



Value: Accountability / Ownership

Pfenex Statement: Taking responsibility for our actions and statements

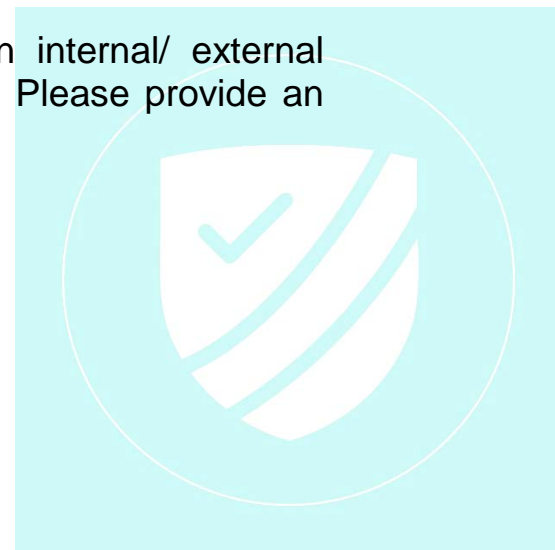
- 1) Give me an example of when you have proactively sought feedback from others. How did you determine who to solicit feedback from and what did you do with that information?
- 2) Walk me through a time when you set an idea or process in motion only to have to change direction midcourse. How did you readjust your focus and encourage others to do the same?
- 3) Describe the project/ program you are proudest of? What was the project, what role did you play and what was the result?
- 4) Walk me through a time you made an error in decision making. What were the results and what did you learn from that experience?
- 5) Describe a situation where you had to defend or explain an idea or proposal. Who was the audience, what were the issues, and what was the outcome?
- 6) Tell me about a time when your department was not meeting established goals. What steps to you take to redirect the department so that the goals could be achieved?



Value: Integrity

Pfenex Statement: Doing the right thing at all times

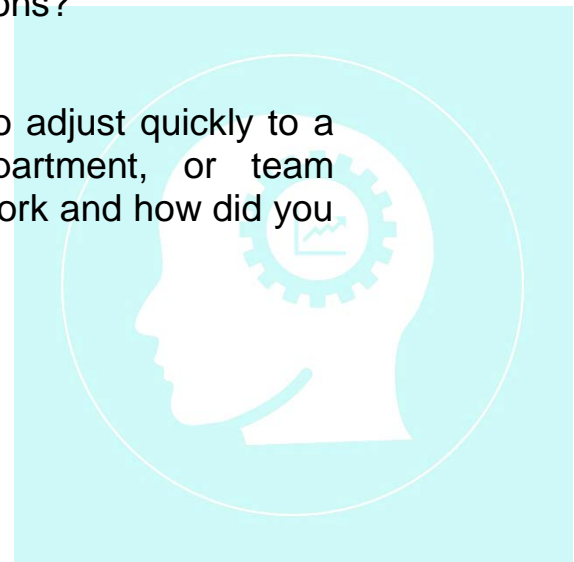
1. Tell me about a time when you took responsibility for a problem or result when you didn't have to. What would have happened if you hadn't taken responsibility? How did taking responsibility impact your job?
2. Walk me through a time when you identified a concern that impacted that impacted a project within your organization. How did you communicate the issue to your manager, team, or others?
3. Tell me about a time when you had to make a difficult business decision that competed with your personal ethics. How did you handle the situation and reconcile the two?
4. Describe a time when you had to handle a situation with a coworker that could have been or was uncomfortable. How did you handle the situation and what would you do differently?
5. Sooner or later we have to work with an internal/ external customer who has unreasonable demands. Please provide an example of how you have dealt with this



Value: Ambition

Pfenex Statement: Striving for the best as an individual, team, and organization

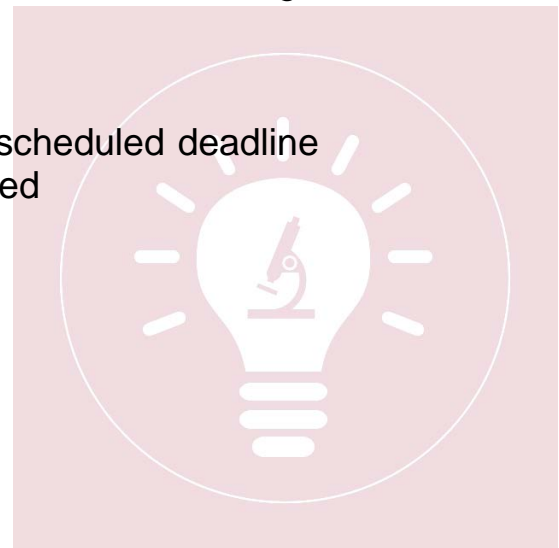
1. Tell me about a time when you maintained focus in order to lead your team to achieve a goal despite major obstacles. What were the obstacles and what was your role in achieving a successful result?
2. Tell me about a time when you were able to leverage a small win or opportunity for greater results. How did you identify the opportunity and how did you measure the results?
3. Give me a specific example of when you were put in charge of a project. How did you select the team members and determine the roles and responsibilities of each member?
4. Walk me through a time when the solution to a problem necessitated seeking solutions externally from your internal team. What steps did you take to find solutions?
5. Tell me about a situation where you had to adjust quickly to a significant change in organization, department, or team priorities. How did the change affect your work and how did you go about accomplishing your goals?



Value: Innovation

Pfenex Statement: Pioneering solutions that positively impact human health

1. Tell me about a time when you initiated a procedural change to improve efficiency in your department. What steps did you take to implement the changes and how did you measure results?
2. Discuss a time when you identified a need for a change in strategy or process, but were unable to gain the support necessary to move forward. Why were you unsuccessful and what would you do differently?
3. Tell me about a time you led a change effort. What made it successful and how did you measure success?
4. Provide an example of a time when you took an idea from concept to reality. How did you connect to the company's or your departments strategy and what impact did the change have?
5. Tell me about a time you had to meet a scheduled deadline while work was being continually interrupted



Interview Notes

Write out your behavioral based question here:

S:

T:

A:

R:

Interview Notes

Write out your behavioral based question here:

S:

T:

A:

R:
