

Competency-Based Interview Questions Resource Manual

Instructions:

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This guide can be used by hiring managers and human resources employees to identify possible interview questions intended to address key competencies required by a position being recruited.

Hiring managers are encouraged to work with their HR analyst when selecting interview questions. Selected questions may be modified to ensure that they are job related and consistent with hiring needs.

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Adaptability</p> <p><i>Is flexible, maintains effectiveness by adjusting behavior, work routines, and habits to meet a goal and/or changing circumstances. Is seen as balanced despite the conflicting demands of the situation.</i></p>	<ol style="list-style-type: none"> 1. Tell me about a time when you had to change your priorities because of a change in circumstances or plans. How did you handle it and what was the result? 2. Think of an organizational change that you went through – how did it affect your work routines? Give an example. 3. What is the biggest work related change you have ever faced, how did you handle it and what did you learn from it? 4. Give me an example of how you quickly adapted to a change in your work area when others were resisting it and holding on to “the old way”. 5. When faced with an unexpected challenge, give an example of how you and/or your team met the challenge. What was the outcome? 6. What signals do you watch out for that would tell you that a situation has some possible implications or hidden agendas, which would make it difficult to handle? Provide a specific example and what you did. 7. Tell me about a tough work situation that you knew was coming – how did you prepare and what was the outcome? 8. In the work situation, we must all compromise to make things happen. Tell me about a time when you felt it necessary to compromise your own immediate priorities in order to be flexible and tolerant of another person’s priorities. What affect did this have on you? 9. Give me an example of a time when you had to deal with frequent job changes or unexpected events on the job. What does this situation say about your ability to work in an ambiguous or unstructured work environment? 10. Sometimes it is necessary to work in an unsettled or rapidly changing work environment. When have you found yourself in this position? Tell me exactly what you did. 11. When has it been necessary for you to tolerate an ambiguous situation at work? Give me the details of the duration and intensity of the circumstances. What effect did this have on you? 12. Describe a work situation where customers/clients changed their minds at the last minute. How did you handle it and what was the outcome? 13. Give me an example of significant changes you have had to make to your work or work style in order to maximize effectiveness. What was most challenging or difficult and why? 14. At times, we are all required to deal with difficult people. An even more demanding factor is to be of service to a difficult person. When have you been successful with this type of situation at work? Tell me about a time when you were not successful and why.

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<p>Ambiguity (Tolerance for)</p> <p><i>Effectively cope with change; shifts gear comfortably; decides and acts without having the total picture; comfortably handles risk and uncertainty. Demonstrates the ability to function in unstructured work environments and/or uncertain conditions (includes the ability to work in situations where one has little/no control).</i></p>	<ol style="list-style-type: none"> 1. Tell me about a time when a work related issue fell apart – the process or parameters under which you normally operate. How did you handle it and what did you learn? 2. Give me an example of how you adapt or change to a new area or function in which you have little experience or background? 3. How would you approach a situation where there were no clear guidelines and there were several options to choose from? Give an example and the outcome. 4. Despite stress, pressure and change, how do you continue to accomplish your work satisfactorily? Give some examples. 5. Give me some techniques you have used to maintain effective working relationships in less than perfect working conditions. 6. What are some of the best overall tips and techniques for coping with uncertain and changing work environments? 7. Give me an example of a time when you had to deal with frequent job changes or unexpected events on the job. How did you handle it and what did you learn? 8. What has been your experience in working with conflicting, delayed or ambiguous information? What did you do to make the most of the situation? 9. People differ in their preference for jobs, which have, well laid-out tasks and responsibilities or one in which work changes frequently. Tell me about a time when you had to work in an unstructured work environment. Were you successful or unsuccessful and why?

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<p>Analytical Thinking</p> <p><i>Uses facts and available information to develop logical assumptions. Discriminates between important and unimportant details, recognizes inconsistencies between facts and/or data, and draws correct inferences from information (includes differentiating, comparing, contrasting, linking, researching).</i></p>	<ol style="list-style-type: none"> 1. Tell me about a time when you had the task of forecasting future needs in staff, workloads, resources, etc.? What did you do and what was the outcome? 2. Give me an example of how you analyze and estimate the total cost of a project with reasonable accuracy. Give specific details of your process and the result. 3. What are the key steps, which must be made in order to set up a project schedule and establish the critical path? Tell me about a time when you did not follow the key steps identified and the outcome. 4. What are the steps you take and/or the process you use to analyze the strengths and weaknesses of your products and product lines? 5. How do you create solutions to make some of the various elements of your product/product lines meet your customers needs? What information do you rely on to determine the most effective solution? 6. How do you go about assuring that you've been realistic in your planning and projections? Give me an example and the process you use. 7. When analyzing or planning a project, what type of information (such as checklists, guideline processes, market trends, etc.) do you use to help you know what to include/exclude from the process. 8. What efforts have you made to understand the external forces and industry trends affecting your customers' business? Describe them. How has this assisted you with projecting future trends for your customers? 9. Tell me how you determine the amount of emphasis to be maintained with you customers regarding quality. What steps do you take to adjust due to changes in industry and market trends or principles? 10. Tell me how you took your knowledge of industry trends and analyzed them to influence a customer to adjust and/or change to be more viable in the business that affects them. What was the result? 11. To what extent are you customers aware of historical, current and projected business and political trends affecting them? Give some examples.

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<p>Analyzes Trends</p> <p><i>Researches, extracts and analyzes relevant data to solve problems, draw logical conclusions, and make recommendations that support business decisions. Identifies, interprets and utilizes information and/or statistical models to project trends and show future implications of those trends.</i></p>	<ol style="list-style-type: none"> 1. What do you do to crosscheck your data to make sure there aren't inconsistencies somewhere in the data? If inconsistencies are identified, what action do you take? 2. Give me an example where you had a complex assignment and had to pick up on subtle relationships between facts. What happened? For instance, how did you recognize unimportant details and inconsistencies between facts and/or data? What did you do about it and what was the outcome? 3. What is your process for drawing inferences and/or conclusions from a mass of data? Provide a specific example. How did you assess the accuracy of your conclusions? 4. Give me a recent example of when you had to analyze verbal or numerical information. What was the purpose of the analysis? What conclusions were you able to draw from the analysis? Were you under time pressured in what way would you have carried out the analysis differently? 5. Solving a problem often necessitates evaluation of alternate solutions. Give me an example of a time when you actively defined several solutions to a single problem. What tools did you use (such as research, brainstorming, mathematics, etc.)? How did you determine the most effective solution? 6. To what extent has your work required you to be skilled in the analysis of technical reports or information? Pick any specific experience, which would highlight your skills in this area and describe in detail. 7. Describe the biggest work related problem you have faced in the last six months. How did you handle it and what was the result? 8. Give me an example of when you used your fact finding skills to gain information needed to solve a work-related problem. How did you analyze the information and come to a solution? 9. Describe for me a recent work related situation where the outcome or result was crucial, and you felt you had to be accurate. Share with me the rationales you used. What was the outcome? 10. Describe an occasion when you diagnosed a problem, which other had not been able to see. What were the outcomes? To what extent do co-workers come to you for assistance with similar problems? 11. Describe an example of when you perceived an opportunity through analysis which others were not aware of. What processes did you use? What conclusions did you arrive at?

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<p>Attention to Detail</p> <p><i>Directs attention to the task at hand in order to avoid making mistakes. Prepares and carefully reviews figures, computations, reports, etc., to identify any errors or problems; ensures consistency and that information can be understood by all who read it. Shows concern for all aspects of the job no matter how small.</i></p>	<ol style="list-style-type: none"> 1. What methods/procedures do you use to make sure that your work is error free? Give me a specific example that shows when you used these methods. 2. Describe a situation where you discovered a mistake prior to distributing the product (report, letter, etc.). How did you discover the mistake and what action did you take and what did you learn? 3. Describe a situation where you did not discover a problem prior to distributing a product or work output. What was the impact and what did you learn from it? 4. Tell me about a task that you have delegated to someone else in the last couple of weeks. What approach did you take to ensure the accuracy of the result? What was the outcome? 5. Describe a critical task or process you do routinely. The last time you completed this, what steps did you take to ensure that the result was 100% accurate and what was the outcome? 6. How do you keep from overlooking mistakes when reviewing long, complex assignments or tasks? Give me an example of when you used this method recently. 7. Tell me about a time when something “fell through the cracks”. What were the circumstances? How did you handle it? What did you learn from it? 8. How do you go about determining how much task or project details, and which details you personally ought to be involved with? 9. Give me an example of a work-related situation that caused you to step in and become very “hands on”? What was the outcome? 10. To what degree does your current work require dealing with details which must be performed and/or documented? What impact does this process have on your effectiveness and time management? 11. How do you go about assuring that you’ve correctly assessed the content and accuracy needs of those who will receive your work? Give an example. 12. Tell me about a time when you had a tight deadline – how did you balance completing the assignment and other work responsibilities while assuring the accuracy of the work?

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<p>Being a Quick Study</p> <p><i>Quickly learns and applies new information, skills, and processes to new and unfamiliar situations and tasks. Builds upon current knowledge and skills; quickly grasps the essence and underlying structure of situations and will exhaust all possibilities to find solutions.</i></p>	<ol style="list-style-type: none">1. Describe the most difficult task you had to learn in your current position. What did you do to overcome it?2. Tell me something new and challenging that you have learned in the past three months. What motivated you to learn this and how did you go about it?3. What have you done in the last three months to keep your skills current?4. Tell me about an issue or problem you faced where you did not have all the information or skill necessary to solve it. What did you do to overcome this disadvantage?5. Tell me about a new process you have learned in the last six months. How did it benefit you?6. Describe to me a recent project you carried out. What went well with it? If you could start again with your current knowledge, what would you do differently?7. What's the quickest and toughest job related transition you have ever had to make?

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<p>Builds Effective Teams</p> <p><i>Understands and uses team-based Processes to accomplish goals; blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.</i></p>	<ol style="list-style-type: none"> 1. Why is an effective team important in your current work environment? 2. Give some examples of how you have helped to develop team spirit in your team? 3. Can you tell me about a time when someone was not functioning as part of the team and what you did? What was the outcome? 4. How do you feel about teamwork in your workgroup? Give me some examples of how important it is. 5. To what extent do you have teams functioning in your workplace today? Describe for me how you contribute or participate in them. 6. Describe some major steps you need to take to start building a productive team. 7. Tell me about a time when it's necessary for a work group to function as a team vs. as individual performers. What was the result? Would you do it the same going forward and why? 8. Tell me about a time when your ability to reward and encourage others created positive motivation and team participation. Describe the actions that you took and what the results were. 9. Tell me about an event in your past experience in which you led or were part of a team that demonstrated team spirit and set an example for others to follow. 10. At work it is sometimes desirable to use recognition to build motivation in others. Describe a time in which you were able to create positive energy in another employee or team. What was the result? 11. It has been said that one of the best ways to manage people is to teach them how to manage themselves. Tell me about a time when you contributed to a work group's ability to direct itself by building team standards for performance. 12. Building team spirit to get results is often a difficult thing to do. Tell me about a time when you had your greatest success in building team spirit. What specific results did the team accomplish? 13. Tell me about a time when it was necessary to confront a negative attitude in your team. Specifically what actions did you take and what was the outcome? Now, tell me about a time when you were not successful.

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<p>Business Acumen</p> <p><i>Knowledgeable in current and possible future policies, practices, trends, and information affecting his/her business and organization; knows the competition; is aware of how strategies and tactics work in the marketplace.</i></p>	<ol style="list-style-type: none"> 1. Describe what you have done on the last month to up-to-date on industry trends. How have you utilized this information in your current and/or past position(s)? 2. Describe what you have done in the last month to keep up-to-date on customers' needs. How have integrated this information into your work plan for customers? 3. Describe what you have done in the last month to keep up-to-date on new products. How have you integrated this information into your work plan for customers? 4. Tell me about outside events that could impact your department's operations. How did you learn about these and what action did you take? 5. Tell me about future trends, products, or policies that may impact your work. How did you learn about these? 6. What professional association meetings have you attended in the last 6 months? Give an example of one that increased your business/industry knowledge. How did you apply that to you work? 7. What professional journals have you read in the last 3 months? Tell me about a piece of information you picked up and how you have used it on the job. 8. Tell me about a competitor's product that you feel is impacting the way you do business. How did you learn about this and what did you do with the information? 9. Give me an example of your making a change and/or recommendation (in process, strategy, procedure) at work in response to a change in the external environment. Was your change or recommendation implemented and what was the outcome? 10. What are your major sources of business information? Give me some examples of how you apply them. 11. Tell me about a situation when you developed a business partnership with a client. What was the process and the outcome? 12. Tell me about an effective technique you have used to understand your client's business needs and/or operations. How did you learn about this technique and how did you apply it to the client's business? 13. What are some of the key questions that need to be answered to best serve your clients? 14. Tell me of a situation where your client needed a solution to a complex problem. How did you tap into their multi-functional units to effectively create the solution? What was the outcome?

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<p>Business Innovation/ Strategic Agility</p> <p><i>Looks for new or alternative ideas from a wide range of sources; monitors developments and looks for applications to support current and future business needs and opportunities. Anticipates future consequences and trends accurately; has broad knowledge and perspective; verbalizes and projects credible pictures and visions of possibilities and likelihood's; creates competitive and breakthrough strategies and plans. Creates an environment that encourages breakthrough thinking.</i></p>	<ol style="list-style-type: none"> 1. Describe what you have done to keep focused on strategic goals while managing you short-term objectives. 2. Tell me about a time when you had to translate company strategies into specific actions. What did you do to keep them integrated and to make them understandable to others? 3. Tell me about your most recent effort to communicate strategy to your team. Why was it necessary and how was it received? 4. How do you determine which of the company's strategies are important to your team? How do you ensure alignment? 5. Describe how you set long-range goals for your organization, business unit or team. How do you track progress toward these goals? How do you measure the results? 6. Tell me what you have done in the past three months to stay in touch with future trends and directions in the marketplace. How have you used this information on the job? 7. Tell me what you have done in the past three months to further your knowledge and perspective of the business or industry in which you work. 8. Tell me about a strategic change you initiated in the last year. What was the result? 9. How does your understanding of the organization's goals and priorities influence your day-to-day decision-making? Give an example. 10. Describe the process you follow to determine long-range implications of a decision. What has been some of the results? 11. Describe a strategic initiative you have managed from inception to execution. What role did you play and what was the outcome? 12. Have you developed a long range, more strategic outlook for your job? Provide a brief description. 13. How do you identify factors and trends that could have the greatest future impact on your organization, business unit or team? 14. How do you allocate resources and trends to identify those items that could have the greatest future impact? 15. How would you allocate resources and planning in anticipation of a trend that has not yet materialized? Provide an example. 16. It's five years from now. What will we see geopolitically that impacts your business/field? 17. Tell me about some strategies that you conceived and implemented. What did they have in common, how were they different and what about them would be repeatable anywhere?

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<p>Change Agent</p> <p><i>Makes a conscious effort to understand change. Embraces the change and does not become an obstacle to it. Challenges constructively but supports changes he/she does not totally agree with. Easily transitions to the new and different. Develops systems and procedures to effectively implement change and continuous improvement.</i></p>	<ol style="list-style-type: none"> 1. How would you characterize an environment which was ready for significant change vs. one that isn't? 2. How do you differentiate between people who are change agents and those who aren't so inclined? What do you look for? 3. To what extent are you currently responsible for changes in your job and what are some of the major steps you take as you plan for change? 4. What are some of the major steps you take as you plan for change? 5. What, in your best judgement, are the greatest mistakes people make when implementing change in their organization? 6. To what extent are you a believer in involvement of people in changes which effect them? 7. Most people believe that change has to start at the top. To what extend have you found this to be true? Give some examples. 8. How do you develop a transition strategy which will help people see change as incremental and appropriate? 9. How important is communication in managing the change process? Give me some examples from your experience. 10. In implementing change, what do you find to be the most important steps to take in preparation? Provide some examples. 11. If I asked you for three of the most important things required to manage a change process successfully start to finish, how would you respond?

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<p>Coaching</p> <p><i>Identifies individual's career direction and assists in their development for the positions or assignments, even if they will be lost to another unit. Provides assistance in identifying problems, guidance and/or counseling for improvement in team performance and does so in a positive manner.</i></p>	<ol style="list-style-type: none"> 1. Think about your team - what have you done to guide, encourage, support and develop them? 2. Describe your performance and development plans. What role do you play in supporting your team's individual development plans in enhancing their performance? 3. What have you done in the last three months to model continuous improvement? Give examples. 4. Tell me about an employee that you coached yet could not raise their performance to the desired level. How did you coach the employee? What prevented the improvement? 5. Describe the process you follow for team's performance planning sessions? 6. Give me an example of when your use of positive reinforcement changed someone's behavior and/or improved their performance. 7. Describe a time when you did not provide the necessary coaching to achieve desired behaviors and results. 8. What do you believe is the intent of coaching peers or colleagues? 9. Describe for me what you typically do in coaching a peer or colleague. 10. How would you describe an ideal coaching relationship with a peer or colleague? 11. How do you balance between positive reinforcement and remedial constructive coaching within items?

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<p>Collaboration/ Relationship Building</p> <p><i>Develops and maintains effective working relationships with team members, internal partners, customers and other through the use of strong interpersonal skills. Obtains cooperation from others; seeks and encourages win-win alternatives. Works effectively with people outside formal authority to accomplish goals.</i></p>	<ol style="list-style-type: none"> 1. Give an example when you must build a collaborative partnership with an individual or another department that helped your area become more productive. How did you go about establishing the partnership and how did your area benefit? 2. Tell me how the network of colleagues you have established has been beneficial to your success. 3. Describe a time when you took a directive rather than a collaborative approach with someone. What was the situation that made this approach necessary? What was the result? Would you use this same approach again and why? 4. Describe a situation where you have a less than perfect working relationship with someone. What have you done to improve it? 5. Tell me about a time when you got upset/frustrated with someone at work (or they with you). How did you handle it and what was the outcome? 6. Describe a situation or project where you had specific responsibilities but did not have direct authority over the individuals whose support was necessary. How did you accomplish the results? 7. Tell me about the most challenging group you have had to get cooperation from. What did you do, were you successful, and why? 8. Tell me about a project that was someone else's responsibility but which you were asked to assist with. What help did you offer and how did it impact your workload priorities? What was the outcome? 9. Tell me about a time when someone came to you for work related help or information and you could not help them because of other commitments. How did you handle this? 10. To what extent does your job require you to operate across departmental and/or functional lines? Describe some of the networks you've developed, how you developed your networks and their purpose. 11. What approaches have worked best for you in establishing work related alliance/relationships with employees in another department or group and why have they worked? 12. Describe a situation where you had to influence another employee or group in order to achieve your objectives. How did you do it and what happened? 13. Give me an example of when you had to get a work-related sponsorship from someone who was not supportive of the effort. What did you do and what was the outcome?

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<p>Commitment to Excellence</p> <p><i>Maintains high personal standards and expectations and expects others to maintain a similar commitment. Knows own strengths and how to employ them. Knows own weaknesses and limits; works to neutralize or compensate for some and to improve others. Is personally committed and actively works to continuously improve him/herself.</i></p>	<ol style="list-style-type: none"> 1. Give me some examples of how you personally try to set a good example for others to emulate. 2. When setting a high standard for yourself and/or others to follow; what kind of examples do you try to set, and what are you trying to demonstrate? 3. What do you think causes others to follow your example in areas like work habits, timeliness, values, communication, etc.? 4. When you have someone who's "marching to their own drummer," how do you go about getting them to become an effective contributor? 5. Tell me about a time when someone commented on your high or superior level of commitment. Feel free to brag on yourself. 6. What are your standards of success on your job and how do you measure them? 7. How would you describe a typical (if that's possible) work week in you current job? (Listen for workload, working hours, intensity, etc.). Probe further as appropriate. 8. Tell me about a time when a major work related obstacle occurred. What did you do to keep moving ahead with your regular work and meet your deadlines? (Ask for another example if necessary.) 9. Give some examples of how you keep yourself committed and motivated for long workweeks and intense efforts. 10. Give me some examples of projects you've handled which required heavy focus and concentration over a period of time. How did you keep it going? 11. When you face obstacles in your work, what approach to managing or removing those obstacles works best for you? Why? 12. What do you feel you need to do to achieve and maintain credibility and integrity with you customers/clients? 13. Give some examples of what you believe most contributes to successful working conditions.

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<p>Composure</p> <p><i>Stays calm and even-tempered when handling crises, stressful situations, continuous change, or unexpected developments. Remains cool under pressure. Does not become defensive or irritated when resisted or blocked. Is not knocked off balance by the unexpected; is able to recover from difficult situations. Is seen as a settling influence in a crisis.</i></p>	<ol style="list-style-type: none"> 1. Tell me about a time when you became angry or upset at work. What did you learn and how has it changed or affected your ability to deal with different situations? 2. Tell me about a time when you could not get the cooperation needed from another individual. How did you handle it and what was the outcome? 3. Tell me about your biggest work related disappointment. How did it impact your behavior in your work environment? 4. Tell me about a time when you were overwhelmed by your responsibilities. How did you deal with the pressure and what effect did it have on you? 5. Give me an example of when you were the only person on one side of an issue. How did you deal with it and what was the outcome? 6. Tell me about a time when you had to deal with someone who was not being reasonable. How did you handle it and what was the outcome? 7. Describe a situation where you were asked to do something that you believed was not of value. How did you handle it and what was the outcome? 8. How do you manage your stress in your job? Give me an example of a difficult time when you used these techniques and were successful in reducing stress. 9. Tell me about a time when you had to cope with strict deadlines or time demands. Give me an example. 10. It is not unusual to be in a setting at work that will be physically demanding or hazardous. Tell me about a time when you were able to do a job in spite of difficult conditions. 11. Tell me about a high stress situation when it was desirable for you to remain calm and even-tempered. What happened?

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<p>Confidence</p> <p><i>The benefit in one's own capability to accomplish a task and select an effective approach to a task or problem. This includes confidence in one's decisions or opinions in the face of increasingly difficult or challenging circumstances.</i></p>	<ol style="list-style-type: none"> 1. Tell me about a time when you really believed in a project or task. Did you express that enthusiasm and to what extent? What was the outcome? 2. Give me an example of when someone came to you with an idea or solution to a problem that would "fix" the problem in one fell swoop. How did you express confidence in this employee's idea or solution? What was the result? 3. Provide an example of when you were able to maintain your confidence in the face of diversity or continuous change. 4. Do you believe you have a deep feeling of responsibility and accountability for accomplishing tasks or solving problems or issues? Provide some examples and their outcome. 5. Give me an example of when you had an idea or solution to a problem that you thought would "fix" the problem in one fell swoop. Who did you take it to and what was the result? 6. Tell me about a time when you were successful in creating confidence regarding a new change or program. What did you do? 7. How do you gain or maintain confidence in your daily routine? Give some examples. 8. Tell me about a time when you lost your self-confidence or confidence in a project or task. What steps did you take to regain your confidence and what were the results? 9. Give me a specific example of something you did which helped build confidence in others. What were some of the outcomes? 10. Tell me about a time when you showed self-confidence in order to create positive motivation in others. Give me a specific example and the results.

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<p>Conflict Resolution</p> <p><i>Reads situations quickly and deals effectively. Steps up to conflicts and sees them as opportunities. Finds common ground and gets cooperation without disruption to work flows or interpersonal relationships.</i></p>	<ol style="list-style-type: none">1. Tell me about a time when your position on an issue was opposed by others whose cooperation you needed. How did you handle it and what was the outcome?2. Tell me about a relationship with a co-worker where there was underlying tension. What caused it and what did you do about it?3. Describe the most recent work related conflict you have encountered. What caused it, how did you handle it, and what was the outcome?4. Tell me about a time when you were instrumental in helping others resolve an issue or disagreement. How did you get involved? What did you do and what were the results?5. Describe a time when someone shared their frustrations about another person with you. What advice did you give? What was the result?6. Tell me about someone with whom you have had conflict with in the past and now have a good working relationship. What caused the conflict and how did you improve the relationship?7. Describe a situation where conflicting priorities in your processes and/or objectives prevented you from working effectively. How did you resolve the conflict and what was the outcome?8. Give some examples on how you maintain your objectivity and emotional control in tense conflict situations.9. What are some of your best overall techniques for helping to resolve conflicts and disagreements and how have you used them to influence your peers and/or team members?

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<p>Continuous Improvement <i>Understands and implements a systematic process of making improvements to products and services based on knowledge of customer needs, process flows, data analysis, team involvement and use of the improvement cycle.</i></p>	<ol style="list-style-type: none">1. Why is continuous improvement becoming a major emphasis for your company?2. Why is continuous improvement necessary in you current position?3. How have you encouraged coworkers or team members to pursue continuous improvement?4. When have you had to balance the need for continuous improvement with the need to get things done?5. When have you collected information about your customers, their needs and expectations? How did you go about collecting it and how did you use the information?6. Describe a work process that you have improved. How did you know improvement was needed and how did you go about making the improvement? What were the results?7. What tools have you used to help you analyze the results of your work processes (e.g., pie charts, bar charts, graphs, control charts)? What did you learn about your process and what course of action did you take?8. Describe a time when you have gotten ideas from your team members about how to improve a process. How did you go about getting these ideas? What did you do with these ideas?

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<p>Creativity/Innovation</p> <p><i>Examines the status quo and looks for better ways of doing things. Facilitates effective brainstorming. Is good at bringing creative ideas out of others. Has good judgement about which creative ideas and suggestions will work. Easily makes connections among previously unrelated notions. Develops and introduces practical new approaches or shares best practices to address problems or opportunities. Projects how potential ideas may play out.</i></p>	<ol style="list-style-type: none"> 1. Tell me about the most creative or unique idea you shared. Was it employed? Why or why not? 2. Describe a process or procedure that's in place in you area that works well and that you consider innovative or creative. 3. Tell me about the best practice you have shared or learned from others. What were the benefits? 4. Describe a time when you had to come up with a creative solution because there was no policy that fit the particular situation. What did you do? What was the outcome? 5. Describe an example of a creative contribution you have made. How did the idea come to you? How was it received/used? 6. Describe your style of contributing to any team in which you work. What does the team look to you for? How creative or innovative are you compared to other members? 7. Just about anybody can give a routine, standard answer to common problems; however, the payoff is often in the development of unique solutions to common problems. Give me an example of one of your unique and novel problem solutions. 8. Give an example of a time when you think you were particularly creative in presenting information by use of graphics, models, or displays. In giving your example, focus on how your methods produced results. 9. Creativity often means stepping back from regimented ways of thinking. When have you been able to break out of a structured mindset and intuitively play with concepts and ideas?

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Customer Commitment</p> <p><i>Dedicated to meeting the expectations and requirements of internal and external customers. Establishes and maintains effective relationships with customers and gains their trust and respect. Proactively addresses customer needs. Follows through on identified problems until resolved. Meets negotiated delivery commitments or advises customer when delays are necessary.</i></p>	<ol style="list-style-type: none"> 1. Describe your customers for me (both internal and external) and your level of interaction. 2. What have you done to encourage others to maintain a significant focus on their customers? Give me some examples. 3. How do you obtain and keep up to date information about customers? How do you utilize this information to meet your customers' needs? 4. Give me some example of what your company does that results in acquiring new or retaining existing customers? 5. Give me an example of when you had to form a relationship with a customer you really disliked in order to get your job done. What steps did you take to form the relationship and what was the outcome? 6. Tell me about a situation when you had to deal with a difficult customer/client. What did you do? How effective was it? 7. Tell me how you improve customer service (for yourself, your team). How do you recognize what improvements are needed? Give some examples. 8. Tell me about a time when what was best for the customer was not best for the organization. How did you handle the situation and what was the result? 9. Describe the most important interaction or situation you have ever had with a customer. What did you do and what was the outcome? 10. Tell me about a time when you were not effective in meeting the customer's needs. Why and what steps did you take to correct the situation? 11. Give an example of when you were extremely successful in pleasing the customer. What made it successful? 12. Tell me about a customer who was very displeased with your service. What caused this and what did you do about it? What was the result? 13. Describe a time when a customer was asking for a product or service that you did not believe was the best match for their needs. How did you handle it and what was the outcome?

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Decision Making</p> <p><i>Makes the best decision based upon a mixture of analysis, knowledge, experience and judgement in a timely manner. Applies both rational and creative processes to identify unknown root causes of problems. Based on the situation, decides the best course of action, implements the solution, and follows-up to see how it's working. Calculates and evaluates the long-term consequences of a decision.</i></p>	<ol style="list-style-type: none"> 1. To what extent are you allowed to make decisions in your current job? Is it enough/too much/not enough? 2. Describe a recent important decision you made. If you had the chance to make this decision again, would you do the same or differently? 3. Describe a team decision you recently contributed to. What was your contribution? What did the other contribute? To what extent was your contribution an influence on the decision? 4. What do you think are the key elements in making good decisions? 5. Tell me about an unpopular decision you have made. In what way was it an unpopular decision? What should you have done differently? 6. Many situations at work will require fast thinking and speed in making decisions. Give an example of a situation in which you were especially skillful in making a decision quickly. 7. What was the last job related decision you made, what was your process and the outcome? 8. Tell me about a time when you were overwhelmed with multiple situations requiring decisions to be made. What did you do and what was the outcome? 9. Provide an example of when you were challenged by a customer or supervisor about a decision you made. How did you handle it and what was the outcome? What did you learn from this experience? 10. What prompts you to make a decision quickly as opposed to taking the time to mull over all the options before deciding? 11. Tell me about a time when it was necessary to reverse one of your decisions. What factors led to the reversal and what was the outcome? 12. Give me an example of a good or controversial decision you have made. Do you feel the quality of that decision still holds today and why?

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Delegation</p> <p><i>Clearly and comfortably delegates both routine and important tasks and decisions; shares both responsibility and accountability; trusts people to perform. Makes self-available for ongoing discussion and follow-up.</i></p>	<ol style="list-style-type: none"> 1. Tell me about a time when you delegated responsibilities to an individual or team and they were not carried out. What did you do about it and what was the outcome? 2. Tell me about a time when you provided too little and/or too much direction when delegating to an individual or team. How did you know? What was the impact? 3. Give me an example of when you were not able to provide the necessary resources a team member needed to accomplish a task. What were the circumstances? What was the result? 4. Provide an example of when you developed someone to take over some job related responsibilities. What specific things did you do and what was the result? 5. Tell me about an important job responsibility that you assigned to one of your direct reports. What role did you play in this assignment? 6. Describe a time when you delegated an important task or project. How did you decide whom to delegate it to? What support did you provide? What was the result? 7. Give me an example of a task/project you managed on your own because it was easier or less time-consuming than explaining what needed to be done. Why did you take this approach? 8. What does long-term delegation mean to you? 9. How do you determine what you can reasonably delegate and what you need to do yourself? Give some examples. 10. How has the performance management tool assisted in delegating job responsibilities? 11. When you've delegated a project, and it isn't going well, how do you decide when to step in and move things along?

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Developing Others</p> <p><i>Creates an environment that fosters learning, growth, and development. Provides challenging tasks and assignments that encourage continuous development of team members. Encourages direct reports to accept development moves. Is aware of each team members' strengths, development needs and career goals. Participates in frequent development and coaching discussions. With employee, constructs targeted development plans and executes them.</i></p>	<ol style="list-style-type: none"> 1. Tell me about an employee who has developed and moved out of your organization. How did you contribute to this employee's development? 2. How often do you have development discussions with your employees? Describe the last development discussion you had with an employee. How did you prepare? What could you have done differently and why? 3. What written development plans are in place for your employees? What do they look like? 4. Describe the number one development needs of one of your direct reports. What was the development? What did you do to coach him/her to develop in this area? What improvements have taken place? 5. Tell me what training or development opportunities you have provided for your direct reports in the last three months. 6. What do you do to provide a stimulating and challenging environment which encourages your employees to grow and develop? Provide some examples. 7. How have you handled a situation with an associate who wished to pursue a career goal that you don't believe they can succeed in pursuing? What did you learn from this experience? What was the outcome? 8. How do you manage an employee leaving your department to pursue their career goals when you still have a department to run? 9. How do you identify the career goals of your employees?

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Diversity</p> <p><i>Understands and values differences in others. Seeks input from, and values the uniqueness of people of different groups and cultures. Challenges practices or policies that may be exclusionary. Supports equal and fair treatment and opportunity for all. Supports Blue Cross Blue Shield of Florida's EEO/AAP principles.</i></p>	<ol style="list-style-type: none"> 1. What does the term diversity mean to you as it applies to practice in the workplace? 2. What do you do, or have you done, to make diversity a working concept in your workplace? Give some examples. 3. How has your company handled the issue of diversity within the workplace? How do you support this effort? 4. What are some of your best practices for creating and managing a diverse work group? 5. Describe a situation when you had to treat others in your work group differently. How did you handle it? What were the outcomes? 6. Tell me about a time when you had to handle cultural differences. What did you do? Would you have done something differently and why? 7. Tell me about what you have done to foster an inclusionary work environment. How has this benefited your work environment? 8. Describe a discussion you initiated with an individual to learn about any diversity barriers they perceived in the organization. What was the result/ 9. Give some examples of what you have done to increase diversity awareness in your group?

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Effective Communicator</p> <p><i>Consistently communicates with clarity and thoroughness to optimize audience understanding. Communicates information in a clear, concise, and timely manner. Demonstrates effective speaking and presentation skills.</i></p>	<ol style="list-style-type: none">1. Tell me about a time when you had to explain something you knew well to someone who had difficulty understanding the subject. What did you do?2. Describe a time when you were not effective in getting your point across. What contributed to this?3. Describe a time when you were very effective in getting your point across and convinced others to change their positions.4. Describe a time when you had to adjust your communication style to your audience. What specifically did you do and how did you determine it helped?5. Give an example of when you picked up on non-verbal cues from your listener(s) that told you to change your communication approach.6. How do you go about assuring that your verbal messages to others are clearly understood?7. How do you avoid “verbal overkill”? How do you reduce messages to their essence without losing the main intent and content?8. What types of experiences have you had in talking with customers or clients? Specifically, tell me about a time when you had to communicate under difficult circumstances.9. Tell me about a specific experience of yours that illustrates your ability to influence another person verbally. Feel free to use an example that involves changing an attitude, selling a product/idea, or being persuasive.10. Tell me about a time when your language and speaking skills really worked for you on the job.

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Emotional Intelligence</p> <p><i>Demonstrates consideration for the feelings and needs of others. Exhibits consideration for the impact of his/her behavior on others. Maintains and enhances others' self-esteem. Listens and responds with empathy. Acknowledges others' limits and avoids pushing too hard.</i></p>	<ol style="list-style-type: none">1. Describe a time when you had to react to an emotional employee. How did you handle it and what was the outcome?2. Tell me about a time when you gave a direct report something that they found difficult or were not interested in doing. How did you handle their concerns?3. Give an example of when you had to give some difficult feedback to another person. How did you handle it and what was the result?4. Describe a time when you disagreed strongly with another's' point of view. What was the situation and how did you handle it?5. Give some examples of how you build a team member's self esteem.6. Tell me about a time when you pushed another person too far. What was the situation and outcome?7. Tell me about a time when you became aware that you were having a negative impact on another person or group. What were the signs? What did you do about it and what was the outcome?8. Give an example of when you feel you need to be sensitive to a situation or issue and why.9. Describe the kind of impact you and your style have on others around you. How do you adjust your style to getting your work done?10. Before undertaking a change, what do you do to predict how various people in the department might react and make plans to anticipate their reactions? Give an example.

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Follow-up</p> <p><i>Monitors and evaluates progress on working assignments, customer commitments, processes, etc. with little or no supervision to insure timely and successful completion of assigned tasks.</i></p>	<ol style="list-style-type: none"> 1. Describe your “best practice” when you have follow-up actions to take. Provide an example. 2. How do you ensure that appropriate follow-up is takes to keep management informed of progress and what needs to be done? 3. How do you determine when a key deadline or commitment cannot be met? What action do you take? 4. Does your business treat deadlines as guidelines, or “hard and fast” dates which must be met? How do you follow-up accordingly? 5. How do you ensure customer satisfaction through evaluation and follow-up? Give some examples. 6. Tell me about a time when you though you had taken care of customers’ needs and later learned that someone else had not carried out their responsibilities. How did you find out that the customer’s needs had not been met? What did you do about it? 7. Describe a time when you should have followed up more closely on a project or assignment. How did you determine this and what action did you take? 8. Tell me about a time when you had to manage many projects at once. How did you keep track of all of them? Describe your follow-up procedures. 9. Give me an example of when you delegated a critical project to a direct report. Describe the frequency and type of progress updates you asked for and the results. 10. Tell me about a time when a problem arose that caught you by surprise because you had not stayed on top of it. What did you learn from this? 11. Give an example of when you “dropped the ball”. How did you recover?

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Group Facilitation</p> <p><i>Understand group dynamics. Uses effective communications methods and interpersonal behaviors to guide a group toward objectives. Suggests and helps to implement processes and procedures that maintain group effectiveness. Helps group define objectives and strategies, stay on task, and reach consensus. Solicits participation, challenges ideas and summarizes accomplishments and planned actions.</i></p>	<ol style="list-style-type: none"> 1. Describe a time when a group you were facilitating was experiencing conflict. How did you handle it and what was the outcome? 2. Tell me about a project team meeting that you have facilitated. Describe the techniques/tools you used during the meeting to track the discussion and action items. Were you successful and why or why not? 3. Give an example of your facilitating a meeting and the group was getting off track. What actions or steps did you take? Will you do things differently going forward? 4. As a Group Facilitator, give an example of when you had to put together a new project team. Describe the process, techniques, objectives and/or strategies you used to get the team off to a good start. What worked and what didn't? 5. Describe a technique you have used in the past with team members to foster a supportive rather than confrontational environment. 6. Describe a time when as a facilitator, your group was having difficulty reaching consensus. What role did you play? What steps did you take to ensure the group stayed on the task? How did the group reach consensus? 7. In facilitating diverse groups, provide an example of the efforts you put into the "vision, mission, charter" statements, sharing them with the group, and how handled the dynamics. 8. Tell me about the major purposes of various meetings you conduct. Specifically, what is your role and what do you do to plan and encourage participation from the group (discussion/activities)? What have you done if it was not successful? 9. Tell me about some roadblocks you have encountered as a Group Facilitator and why. What actions did you take and what was the outcome of those actions? What did you learn and how have you applied them? 10. Tell me about a meeting that was not successful as a Group Facilitator. What actions did you take and what was the outcome? 11. Provide some examples of the type of follow-ups you do to determine if the meetings you facilitated are making a difference. 12. Tell me about a time when you had to provide guidance to someone who had to facilitate a large structured session or meeting for the first time. Provide specific steps or actions and the results. 13. What are the major skills involved in facilitating groups requiring involvement of the participants? Tell me about a time when these skills were not enough to gain sufficient participation. What did you learn from this experience?

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Hiring Talented Staff</p> <p><i>Recruits and hires the best people available from inside or outside the organization. Surrounds self with talented people. Is not afraid to select strong people.</i></p>	<ol style="list-style-type: none"> 1. Tell me about someone you hired who didn't work out as well as you had hoped. What were some of the reasons and how did you utilize the information for future hires? 2. Tell me about someone you hired who worked out even better than you hoped. What did you attribute this success to and what have you done differently for future hires. 3. Describe the process or steps you went through to hire your last new person. Have you identified what process improvements you need to take? 4. Describe the steps you took to prepare for the last person you interviewed. Give an example. 5. Give an example of when an employee left your department in the last year. How did you decide what skill sets were needed in a replacement? What other things did you consider? Who did you involve? 6. What tools are available for your use when you need to hire a new employee? Give an example of a successful hire that shows how the tool(s) worked. Which tools were most effective and why? 7. What process do you follow to ensure you are hiring the right person for the job? Give an example of when you used this process with successful results. 8. How is identifying an application pool outside the organization different from identifying an application pool inside the organization? Share some barriers or issues and how you have resolved their barriers. 9. What are your criteria for hiring a person who is a good fit for the position and the organization? 10. When you are selecting individuals to work in your group or team, what are the major skills or attributes you look for? 11. How do you handle any difference between interviews regarding a candidate? Provide an example.

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Humor</p> <p><i>Has a positive and constructive sense of humor; laughs at him/herself and with others; is appropriately funny and can use humor to ease tension.</i></p>	<ol style="list-style-type: none">1. Describe a situation you have been in where humor eased tensions.2. Tell me about a time when you personally used humor to diffuse an unpleasant situation. What caused the situation and what was the outcome?3. Describe a time when you felt that the humor that was used to ease tensions actually increased tensions. What caused the tension and why did the use of humor not effect the outcome?4. Tell me about a time when you felt inappropriate humor was used and why and what was the outcome.5. Tell me why you think humor plays an important role in a work environment. Give some examples.6. Tell me about a time when something really funny happened at work. What benefit did it serve?7. Give an example of when you were in a situation you considered to be serious that was being disrupted by someone using inappropriate humor. What was the outcome?

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Influence</p> <p><i>Expresses own ideas and persuades others; gains support and commitment from others; mobilizes people to take action; achieves effective compromise.</i></p>	<ol style="list-style-type: none"> 1. Give an example of when you had to understand another employee and/or a team's position in order to deal most effectively with them. How did you go about it and what was the outcome? 2. Describe a situation in which you were able to influence the actions of others in a positive direction. 3. Describe a situation in which you were not able to influence the actions of others in a positive direction. Why and what did you do about it? 4. Tell me about a time when you were able to influence a co-worker, team member, or management to implement your suggestions. Were you successful and why or why not? 5. Tell me about time when you needed someone else's support but weren't able to get it. What were the factors that contributed to this and how did you handle it? 6. Describe a time when you needed someone else's support and were able to get it. How did you go about it? 7. What process do you use to obtain agreement? Describe a time when you used these processes successfully. 8. Most organizations have structures in place within which decisions are made and actions taken. How do you obtain these alliances to get what you need to get done? Provide a specific example. 9. In your present department, describe a time when you need to achieve consensus. Were you able to achieve that consensus and why or why not? 10. Name a team in which you function. How persuasive are you compared to other members of the team? In what way are you more persuasive than others? In what respect are you less persuasive? 11. Describe a negotiation you recently took part in. What was your contribution? How effective was it? How would you describe your style of negotiation?

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Initiative</p> <p><i>Is self-starting. Does not wait for signals. Seizes opportunities when they arise. Takes action beyond what is required. Completes assignments independently without constant supervision. Volunteers to take on new assignments. Contributes to others' initiatives without being asked.</i></p>	<ol style="list-style-type: none"> 1. Give me an example of a time when you went above and beyond the call of duty in order to get the job done. Why did you feel it was necessary? 2. Tell me about your last important project or assignment. What direction were you given? Was it sufficient and if not, what approach did you take? What was the outcome? 3. Tell me about a time you volunteered for additional projects or assignments. Why and what was the benefit you gained? 4. Give me an example of when you provided assistance without being asked. What prompted you to offer assistance and how was it perceived? 5. Tell me about an improvement you independently made in your work processes. What prompted you to identify these improvements? How has it benefited or helped you an/or others? 6. Provide some specific examples of what you have done in the last three months for personal development. 7. How deep a feeling of responsibility do you have for your job or position? Provide examples. 8. How comfortable are you seizing the initiative and pursuing an opportunity when it presents itself? Give me an example. 9. What changes have you attempted to implement in your work environment? Were you successful and why or why not? 10. Tell me about some projects you generated on your own. What prompted you to start these projects? 11. Give some examples of your doing more than required in a course. Why and what were the outcomes? 12. List some new ideas and suggestions you have made to your supervisor in the last six months. Which were accepted? How did you get them accepted?

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Integrity/Ethical Standards</p> <p><i>Maintains a high degree of integrity and ethical behavior in all business activities and decisions; sets personal standards of conduct that meet or exceed company or legal requirements; keeps confidences; admits mistakes, doesn't misrepresent his/herself for personal gain. Models and reinforces ethical behavior in self and others.</i></p>	<ol style="list-style-type: none"> 1. When you have received feedback from previous bosses and peers, what did they say about your integrity and trustworthiness? What effect did this feedback have on you? What did you do about it? 2. Have you ever had to provide feedback to someone regarding integrity? How did you approach it? 3. How do legal constraints within the business affect your work? Give an example. 4. Give me an example when you went the "extra mile" for a customer/client while adhering to the company's policies and procedures. 5. Tell me some of your personal standard of ethics you need to succeed in your job and why. 6. What do you feel you need to do to achieve and maintain a reputation for credibility and integrity with your customers/clients? Give an example. 7. Describe a situation where you were asked to provide information that you knew was not correct or accurate. What did you do? 8. Give examples of behaviors you model for others that illustrates your integrity. 9. Describe a time when you were asked to do something that you felt compromised your ethics or values. How did you handle it? What was the outcome? 10. Give an example of your coaching a team member who was displaying inappropriate ethical behavior. What did you do and what was the outcome? 11. Describe a situation where you were asked to divulge confidential or sensitive information. How did you handle it and what was the outcome? 12. Describe a time when information you provided was incorrect or inaccurate. How did they discover it and what action did you take? 13. Everyone has to bend or break the rules sometimes. Can you give some examples of when you have had to do this?

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Interpersonal Savvy</p> <p><i>Relates well to all kinds of people inside and outside of the organization; builds inappropriate rapport; listens; builds constructive and effective relationships to achieve goals; uses diplomacy and tact; truly values people; can diffuse even high-tension situations comfortably.</i></p>	<ol style="list-style-type: none"> 1. Identify three of the most important things you do to maintain effective interpersonal relationships and why. 2. Describe an experience where you have had to negotiate with someone in a work-related assignment or task you did not have a comfort level with. What did you do and what was the outcome? 3. Describe some major steps you have taken to build rapport with your customers. 4. What do you do on a regular basis to improve your customer rapport and relationships? Give some examples. 5. How do you approach rebuilding a customer relationship that has deteriorated? Give an example and the outcome. 6. Describe an alliance you've developed with another employee or group. What steps did you take to build this alliance and what benefits did this have for you and the organization? 7. Give me an example of when you had to deal with a difficult person. What did you do to maintain and build the relationship? 8. Describe a situation where you were unable to build a relationship with someone. What caused the strain and what did you do about it? 9. Describe a situation where you found yourself avoiding another person because they were difficult. How did this impact your ability to get your work done? 10. Tell me about a time when you attempted to turn a strained relationship to a good one. How did you go about it and was it successful? 11. Describe a situation where you and another person disagreed. How did you get to that point? Were you successful or unsuccessful in resolving the differences and why? How did it effect your relationships? 12. What kinds of people have you found it difficult to develop relationships with? Can you tell me why? Give me an example. 13. How important is it to build relationships with clients, coworkers, subordinates, bosses, etc.? How do you go about doing this? What are the differences in relating to each group? 14. Describe a time when you were successful in dealing with another person because you built a trusting and harmonious relationship. Describe your approach. 15. Tell me about a time when you made a special effort to treat another person in a way which showed your respect for the other's feelings. 16. Tell me about a time when your concern for a particular individual was reflected in an interview, coaching or counseling.

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Listening</p> <p><i>Practices attentive and active listening; has the patience to hear people out; accurately restates the opinions of others even when he/she disagrees. Actively attends to both what is said and non-verbals used.</i></p>	<ol style="list-style-type: none">1. Describe a good listener.2. How good are your listening skills and how do you know?3. Give an example of when you were picking up some non-verbals. Were they positive or negative and how did they impact your actions?4. Tell me about a time when you were listening to someone and weren't clear on what they were trying to communicate. How did you handle it?5. Describe a time when you and someone else ended a conversation with a different understanding. How did you learn about the miscommunication, what did you do, and what was the outcome?6. Tell me about a time when an associate or team member was rambling on and on, or talking excessively. How did you handle it?7. Tell me about a time when you strongly disagreed with what was being said. What did you do?8. Give me an example of when listening to an important message was difficult because you were preoccupied or the speaker's communication was unclear. What did you do to grasp the key points?9. Tell me about a time when you "spoke to soon" as a result of not listening. What was the result?10. How do you signal other people that you're listening to what they say?11. What kinds of things do you do to be sure you accurately understand verbal information given to you?12. Think back to some instances where you misunderstood verbal information given to you. Why did this happen? What did you do in each case to correct the situation?

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Managerial Courage</p> <p><i>Provides current, direct, complete, actionable, positive, and developmental feedback to others. Does not hold back anything that needs to be said. Always lets people know where they stand. Quickly and directly faces up to problems.</i></p>	<ol style="list-style-type: none"> 1. Tell me about a time when you had to provide immediate constructive feedback to a peer, co-worker, team member, direct report. How did you handle it and what was the outcome? 2. Describe the most challenging managerial action you have had to take. What was involved and how did it turn out? 3. Tell me about a developmental discussion with a direct report. How did you prepare? What could you have done differently? 4. Tell me about a time when a working relationship with a direct report impacted your ability to give constructive feedback or take personal action. What was the outcome? 5. Describe a time when you had to give constructive feedback to a peer, co-worker, direct report, or team member you believed or felt would not be well received. How did you handle it and what was the outcome? What would you have done differently? 6. Tell me about the last time you gave positive feedback to a direct report. What were the circumstances and how was it received? 7. Describe a time when you had to provide constructive feedback to a peer, co-worker, direct report a team member. 8. Tell me about a time when you procrastinated giving constructive feedback to a peer, co-worker, direct report or team member. What were the circumstances and what would you have done differently? 9. How do you choose to lead each individual in your team? Give an example. 10. Tell me about a time when you had to step in and take over a project or task to assure that it would be completed on time as planned. What were the circumstances and what was the outcome? 11. Have you ever been asked to lead a group through a process no one expected a result or conclusion and/or didn't want to be successful? Explain and what was the outcome? 12. Tell me about a time when you were the lead in an unpopular project as assignment and pushed ahead because you knew it to be the "right" thing for the business unit, department or company.

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<p>Managing Through Systems</p> <p><i>Designs practices, processes, and procedures which allow managing from a distance; is comfortable letting things manage themselves without intervening; makes things work through others without being there.</i></p>	<ol style="list-style-type: none"> 1. Give an example of a time when you had to explain a complex practice, process, or procedure to someone locally or remotely. 2. How do you prepare analogies and examples that help others understand complex issues quickly? How do you ensure the information will be utilized correctly? 3. To what extent do you tend to develop sketches or diagrams which help you explain complex issues to others? How much does this really help? Provide an example. 4. How do you conceptualize issues/relationships in order to communicate them well to others? What's your process? 5. How much experience have you had designing work projects and/or programs? Give some examples. 6. To what extent do you believe creativity has a place in the program planning process? Give me some examples of when you have demonstrated creativity. 7. What steps do you take to assure that you've been realistic in your planning and projections? 8. How have you handled conflicts, such as the business need for a multiple level plan review process when there just wasn't time for it in the schedule? Give an example. 9. As an organization goes through change and growth, what kinds of adjustments do you make to your plans to take into account the needs of a particular group or department which utilizes a different set of objectives? Give an example. 10. Tell me about some of your experiences where you had to interact and manage across departmental lines. 11. Provide an example of when you had to manage people who report to someone else but are assigned to you for a particular project. 12. Since getting the work completed on time is so critical in project management, how do you handle the issue of maintaining control of the overall project? Be specific. 13. What steps do you go through to identify the modifications needed in various processes/technologies to reduce cycle time and improve quality? 14. When identifying the causes of project problems. How do you decide who is responsible to see that they're corrected and under what conditions? What follow-up is necessary? 15. If you are selective about what to involve yourself in, how do you select and to what extent do you involve yourself? Why?

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<p>Motivating Others</p> <p><i>Instills in others a desire to achieve challenging objectives through effective use of goal setting, high expectations, use of rewards, etc. and does so in a positive manner. Encourages and acknowledges a job well done and informs others.</i></p>	<ol style="list-style-type: none"> 14. What technology or tools have you found most useful or effective in motivating your staff? 15. Tell me about a specific time that you were recognized for your efforts or accomplishments in your team or staff meeting. 16. Share methods you use to identify motivators for each of your direct reports and examples of how you specifically motivate each individual. 17. Give an example of when you felt you were not able to instill or build motivation in your coworkers or team and why. How did you handle it? 18. Describe specifically what you've done to create a team environment. How do you gauge your team's morale? 19. Describe a direct report that was not very motivated that you turned around. What did you do and what was the outcome? 20. Tell me about the last time one of your direct reports received recognition from you in a group setting. 21. Describe a time when your behavior made it obvious you were very enthusiastic or motivated about a project. How did you share this with your team or group? What were some of the specific things that motivated you? 22. What have you done to influence the commitment/motivation levels of your direct reports or team? 23. What effect have you determined that the performance management (goal setting) process has on the motivation and performance of associates? Give an example. 24. How do you think rewards work in motivating more effective performance? Give an example. What was the outcome or benefit? 25. What do you think is the best way of motivating people and why?

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<p>Negotiation</p> <p><i>Applies effective questioning and listening techniques to determine other parties' positions. Presents own position so that it is clearly understood. Settles differences without damaging relationships; is both direct and forceful as well as diplomatic. Quickly gains trust of others; ensures that agreed-upon alternatives have the support of all parties involved.</i></p>	<ol style="list-style-type: none"> 1. Tell me about a time when you and another person were on opposite sides of a work-related issue. How did you handle it? What was the outcome? 2. Describe a time when you and a peer, coworker, direct report, team member, or customer could not reach an agreement on a work-related issue. What was the result? 3. Tell me about a complex negotiation that you were responsible or accountable for (e.g., with customers, suppliers, other departments, etc.). How did you handle it and what was the result? 4. Give an example that demonstrates some of the techniques or tools you use when negotiating with a peer, coworker, team member, or customer. 5. Describe a situation where you initially disagreed with a peer, coworker, team member, or customer yet managed to negotiate an outcome. Was the outcome a win-win? Why and if not, why not? 6. Tell me about a time when you felt it was necessary to compromise your position on a project or assignment and why? 7. Describe a time when you had difficulty getting everyone on a team to agree to an objective, goal, timeline, etc. What was the outcome? 8. Tell me about a time where you had some leeway on an issue and this allowed you to negotiate. What was the outcome? 9. Give a specific example of your success at bringing several conflicting parties to consensus in a negotiation situation. What actions did you take or what did you do? 10. What experience have you had negotiating contracts with customers or outside vendors? Give some examples. 11. What are some of the negotiating techniques and approaches you developed in working with customers that you believe has helped you the most? 12. Tell me about a time when you negotiated a contract that was not the best outcome for the company? Why was it necessary? 13. Tell me about a time when you conducted a formal negotiation with an outside group. 14. Tell me about a time when you served as a mediator during a negotiation process. What were the circumstances and what did you learn?

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<p>Optimism</p> <p><i>Stays positive, bounces back quickly from setbacks Demonstrates confidence in own ability and knowledge to do the job. Does not take rejection personally.</i></p>	<ol style="list-style-type: none">1. Tell me about a time when you experienced a setback at work. How did it impact your confidence and what did you learn from it?2. Describe a time when you were disappointed when a suggestion or recommendation you made was rejected by someone in your work environment. What impact did this have on your relationship?3. Tell me about a time when you faced a major disappointment. How did that impact your performance?4. How do you demonstrate your knowledge, ability and/or skills to others in your work environment? Give an example.5. Tell me about a time when you felt you didn't have all of the necessary knowledge, skills and/or resources to complete a project or assignment. What did you do?6. Give me an example of when you faced a difficult challenge but you felt extremely confident in your ability to handle it. What was the outcome?7. How do you keep yourself optimistic even though work situations appear to be difficult and the outlook at the moment seems bleak? Give an example.8. How much of your optimism comes from an internal commitment to avoid failure at all costs? Give an example.

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Organizational Agility</p> <p><i>Knowledgeable about how organizations function; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures. Maneuvers through complex business obstacles effectively by planning his/her approach appropriately.</i></p>	<ol style="list-style-type: none"> 1. When you run into roadblocks in trying to get something done, can you quickly identify who really makes the decision or clears a path for you? How do you do that? Provide an example. 2. To what extent are you able to "read" what's really going on in the company? Consider political maneuvering, power plays, etc. 3. What sort of information collection network have you established to make available the data you need to be successful at your job? How did you establish this network? 4. What are some of the major sources you use within your organization to gather information for decision making or completion of work-related assignments? 5. What particular information sources do you pursue for your planning activities and why? 6. How did you identify internal resources available to you to help you get your job done? Give an example. 7. How have you established networks of support with internal resources to make them available when you need them? 8. Give me an example of a time when you called on other internal resources to help you with an assignment. Were you able to obtain their support and why or why not? 9. Tell me about a time when you identified a business opportunity, which required the deployment of extra internal resources. What kind of support did you ask for and receive, and what was the outcome? 10. Tell me about a time when you identified a business opportunity, and the extra resources needed did not materialize. What happened, and what did you learn from the experience? 11. Provide an example of when you were not comfortable in asking for the resources necessary to accomplish an assignment. Explain. 12. With what other departments do you frequently interface in your current job? How often and under what circumstances. 13. How do events in your area of the organization affect other parts of the organization? Give me some examples. 14. How often do you formally or informally keep up on what is going on in the organization? 15. How do you formally or informally keep up on what is going on in the organization? 16. Have you ever sought special funding or approval for a project in an organization? 17. Have you ever been part of forming an organization, unit, new department? Give an example.

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Organizing</p> <p><i>Mobilizes appropriate resources (people, funding, materials, and support) to get things done. Manages multiple activities simultaneously to accomplish goals, Establishes efficient work procedures to meet objectives Forms the right structures, process, and/or teams to enhance productivity.</i></p>	<ol style="list-style-type: none"> 1. Tell me about a project where you had to manage multiple resources to accomplish the desired result. 2. Tell me about a time when you had to put together a team of people to get the job done. Describe how you went about it and why you chose the people you did. 3. Give an example of when you had to manage multiple activities and/or projects simultaneously. How did you manage to get everything accomplished? 4. Describe a work procedure or process you have implemented or reengineered to increase you or your team's work efficiency. 5. Describe a time when you had conflicting priorities. How did you determine what you would do first? 6. Describe specific examples of when you have had to schedule and coordinate the work of others. How did you handle it? 7. Give an example of when you entered a work group as the new leader and identified areas for improvement. What actions did you take? 8. Effective organization skill has become a necessary factor in personal productivity. Give me an example of the skills you have learned and applied at work. What resulted from the use of these skills? 9. Organization and scheduling of people and tasks is a necessary function in creating a productive working environment. Review your experiences in this area and detail a single case that illustrates your organization and scheduling ability. 10. What do you do when your time schedule is upset by unforeseen circumstances? Give examples. 11. Give me an example from your working history that demonstrates your ability to organize and maintain a system of records to facilitate your work. 12. Organization and scheduling of employees and tasks is a necessary function in creating a productive working environment. Review your experiences in this area and detail a single case that illustrates your organization and scheduling ability.

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Peer Relationships</p> <p><i>Easily gains trust and support of peers and encourages collaboration. Represents his/her own interest while being fair to other groups; seen as a team player; quickly finds common ground and solves problems for the good of all; is candid with peers.</i></p>	<ol style="list-style-type: none"> 1. Under what circumstances do you work to gain cooperation and collaboration from your peers, and when do you go it alone? Give an example. 2. To what extent must there be trust between yourself and your team when you're working with to secure consensus? Why? Give an example. 3. In a team setting, what situation best personifies the type of reaction you'd like to see when a new idea is presented? Give an example. 4. Does reaching out to help or share expertise with others come naturally to you, or was it something you had to learn? Give an example. 5. What do you do to make yourself more comfortable in interacting with others, both those above and below you in the organization? Give an example. 6. How do you develop and maintain relationships, which can help you achieve your results? 7. Describe a time when you used your networking abilities to obtain information or assistance that you might or might not have otherwise obtained because you had formed a good working relationship. 8. Describe a time when you disagreed with peers over resources, processes and/or information. What was the outcome? 9. Describe the steps you take to establish a good working relationship. Give an example. 10. What kinds of people have you found it difficult to develop relationships with? Can you tell me why? Give me an example. 11. Give me an example of a time when you were able to build rapport with someone at work, even when the situation was a difficult one and the odds were against you. 12. Describe a time when you were successful in dealing with another because you build a trusting and harmonious relationship.

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<p>Perseverance</p> <p><i>Drives for results. Pushes ahead and maintains focus when confronted with obstacles. Takes charge, knows what is needed or finds out, and moves forward. Gets the job done despite resistance.</i></p>	<ol style="list-style-type: none"> 1. Tell me about a time when you were able to maintain your motivation even when significant obstacles were in your way. What did you learn? 2. To what extent does your motivation, commitment and accomplishment of tasks or projects drive your persistence? Give an example. 3. Tell me about a time when you pursued a project or assignment and did not achieve the desired end result. What were the reasons and what action did you take? 4. Is it the pursuit of the project, assignment or task or the end result itself that gives you the greatest personal satisfaction? Why? 5. How would you compare yourself to others in pursuing your objectives despite resistance and obstacles? Give an example. 6. Tell me about a time when you were able to maintain your focus when encountering a crisis? How did you handle it? 7. Why do you think "hanging in there" represents one of the most important qualities an employee can exhibit? 8. Tell me about a time when a "tough skin" helped you handle rejection and you persevered until the desired outcome was resolved. 9. Tell me about a time when you were able to provide your own motivation to produce even though you were working alone. What were the circumstances of the situation and how did you manage to motivate yourself? 10. Getting the job done may necessitate unusual persistence or dedication to results, especially when faced with obstacles or distractions. Tell me about a time in which you were able to be very persistent in order to reach goals. Be specific. 11. What are some large obstacles you had to overcome in your work career to get where you are today? 12. Describe an experience in which you were too persistent. What happened? How could you have improved the outcome? 13. What educational courses were the most challenging and/or most difficult. What did you do to succeed in the completion of the course? What benefits did you receive from this education? 14. Do you think there was a time when you gave up too soon on a project, task or assignment and why?

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Personal Accountability</p> <p><i>Will stand up and be counted; accepts personal responsibility; is counted on when times are tough. Willing to state an opinion or take charge of a situation despite potential opposition. Takes the lead and champions an idea or position. Does not attempt to inappropriately divert blame toward others or toward the circumstances.</i></p>	<ol style="list-style-type: none"> 1. Give me an example of how you go about informing your superiors when there has been a problem in your area they need to know about. Describe your plan of action and the outcome. 2. What experiences have you had when others were unable or unwilling to keep their commitments? How did you handle the situation and what was the outcome? 3. How do you deal with others who refuse to accept responsibility for issues in their area, but always blame something/someone else? What effect has this had on your or your team's work? 4. Tell me about a time when you made a mistake or did not achieve what was expected. What action did you take and what was the outcome? 5. Tell me about a time when someone was not satisfied with your results. What caused this, how did you handle it, and what was the outcome? 6. Tell me about a time when someone else received credit for something you had done. What did you do and what effect did it have on you? 7. Give me an example of when you felt you were very straightforward and said what needed to be said and did not back away from an uncomfortable issue? What was the outcome? 8. Give me an example where you directly confronted someone at work without affecting the relationship. What was the outcome? 9. Provide an example of when you were too direct and straightforward with a co-worker or peer, which resulted in a strained working relationship. Were you able to clear things up and continue a working relationship? What was the effect or impact on your relationship? 10. Provide a work situation where you applied "discretion is the better part of valor." What was the outcome? 11. Provide a work situation where someone continued to hold a grudge after you tried to resolve your work differences. What actions did you take to improve the work relationship and what was the result? 12. Some situations require us to express ideas/opinions in a very tactful and careful way. Tell me about a time when you were successful with this particular skill. 13. Sometimes it is important to disagree with others, particularly your boss, in order to keep a mistake from being made. Tell me about a time when you were willing to disagree with another co-worker, peer or client in order to build a positive outcome. What was the result? 14. Describe a time when you had to sell an idea to upper management or a client. What was the result?

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<p>Personal Effectiveness</p> <p><i>Uses his/her time effectively and efficiently; sets priorities; values time, separates the critical few from the trivial many and concentrates his/her efforts accordingly. Avoids wasting other's time. Achieves goals and meets commitments.</i></p>	<ol style="list-style-type: none"> 1. Share some of your best recommendations on how to manage your time? 2. What do you believe are some of the most prevalent problems you have in managing your time? Give an example. 3. Provide an example of when you had to allocate time between projects and/or activities? What criteria did you use? What was the outcome? 4. What kinds of tools do you keep on your daily schedule? What are the most effective? 5. How do you handle an unexpected crisis and still stay on track with your work schedule? Give an example. 6. How would you describe a typical workweek in your current job? 7. Tell me about a time when a major obstacle occurred in your work. What did you do to keep moving ahead with your regular work and meeting your deadlines? 8. Tell me about a time when you faced multiple critical deadlines. Describe how you determined how you allocated your time and what was the outcome? 9. Give an example of a goal or commitment you were not able to meet. What were the circumstances and what did you learn from this? 10. Tell me about a critical goal, project, or commitment that you completed ahead of deadline. How did you manage your time? 11. Tell me about a time when you felt especially productive. What factors contributed to this effectiveness? 12. Give me an example from your working history that demonstrates your ability to organize and maintain a system of records to facilitate your work. 13. Time management has become a necessary factor in personal productivity. Give me an example of any time management skill you have learned and applied to work. What resulted from use of the skill? 14. What are some recurrent time management problems in your area of responsibility? What action have you taken to overcome these problems? What was the outcome or change? 15. What do you do with windfall time, such as when a meeting is cancelled? Give an example. 16. How do you handle interruptions, phone calls, mail, meetings you call, meetings others call, getting time to work on priorities? 17. If you had total control over how you spend your workday, what changes would you make?

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Perspective</p> <p><i>Looks toward the broadest possible view of an issue/challenge; has broad-ranging personal and business interests and pursuits; can easily pose future scenarios; can think globally; can discuss multiple aspects and impacts of issues and projects them into the future.</i></p>	<ol style="list-style-type: none"> 1. How familiar are you with the overall strategies of the business? How does this influence or help your day-to-day operations/decisions? 2. When translating company strategies into specific action(s) for your department or work unit, how do you keep the two elements integrated and understood by others? 3. Provide me an example of when you explained and/or communicated the company's strategies to provide a common focus to a department or work unit. How did it improve or benefit the unit's effectiveness? 4. To manage business development successfully, what are some of the factors you believe need to be addressed and why? 5. Provide three to five interesting things that have a parallel or an effect on your organization. Give an example. 6. Provide some examples of how you broadened your perspective of your company that was outside of your current work environment such as task trading, learning about another department, etc. What benefits have you received from this endeavor? 7. Tell me about any task forces/projects that you were involved with and that were considered multifunctional. How did you become involved and what did you learn? 8. To what extent do you consider yourself a person who thinks about business issues from a different and creative perspective? Give an example. 9. Provide some examples of how you have tried to make things better in your department or work unit? 10. How comfortable are you in making recommendations or initiating changes which "break the mold?" Give me a couple of examples. 11. Why is it important to have someone in your group who thinks about things from a different global angle? What have you learned from this person(s)? 12. What are the latest books, periodicals and/or magazines do you read regularly to stay up-to-date in the industry? Provide a couple of examples of how you have this information has assisted you in your day-to-day job. 13. What are the two most different company business cultures you have worked in so far?

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<p>Planning</p> <p><i>Uses planning methods to assess work opportunities and barriers. Accurately scopes out the length and difficulty of tasks and projects. Sets objectives and goals. Integrates planning with the work of other teams as appropriate. Anticipates and adjusts for problems/roadblocks. Measures performance against goals. Evaluates results.</i></p>	<ol style="list-style-type: none"> 1. Describe a recent difficult project and your process for getting started. What difficulties did you encounter? How did you handle it and what was the outcome? 2. For a recent project, describe for me the contingency plan you developed. How did you develop it and did you have to put it into effect and if so, why? 3. Tell me about a project you are currently working on; describe your process for tracking the project's milestones. 4. Tell me about a time when you were not pleased with your project planning skills. What led you to this conclusion? 5. Describe a time when your project planning skills enabled you to complete a project ahead of the delivery date. What did you attribute your success to or ability to complete the project ahead of time? 6. Tell me about a time when your deliverables were impacted by other team members. What were the circumstances and how did you handle it? 7. Tell me about a time when you had to plan around another team or individual's schedule. How did you coordinate or integrate your schedule with theirs? 8. Give an example of when you faced a problem or roadblock that impacted your project timeline. How did you handle it? What was the outcome? 9. Describe a completed project where you were not satisfied with the results. What caused your dissatisfaction? What would you do differently on a future project? 10. Describe a completed project where you were satisfied with the results. What caused your dissatisfaction? What would you do differently on a future project? 11. Describe a project that you were accountable for that involved integrating planning efforts with others outside of your work team. Who were they? How did you involve them? 12. How do you identify multiple and diverse relationships/tasks, which are important to your planning and managing process? Provide an example. 13. Name a project that you have had to plan recently. What aspect went well? What could you have done better? 14. In advising others about project planning, what points do you emphasize and why? 15. How have you determined what constitutes top priorities in scheduling your time? Give examples. 16. What is your procedure or process for keeping track of items requiring your follow-up, planning, scheduling, etc.? 17. How do you design benchmarks to measure progress against a plan?

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<p>Presentation Skills</p> <p><i>Presents words, images, and ideas in a clear, succinct, organized, and interesting manner. Is effective in a variety of presentation settings inside and outside the organization (formal and informal, one-on-one, small and large groups, with peers, direct reports and bosses); commands attention and manages group process during the presentation.</i></p>	<ol style="list-style-type: none"> 1. Describe a time when you felt you were especially effective in making a presentation. How did you evaluate your effectiveness? 2. Describe a time when you felt you were less effective in making a presentation. What were the reasons and what did you learn? 3. Tell me about a time when you had to make a presentation to an audience that was not receptive to the material of information. How did you handle it? How did you prepare and how did it turn out? 4. Describe the most intimidating audience you have ever faced when making a presentation. How did you handle them? What was the result? 5. Tell me about a time when you had to present technical information to a non-technical group. How did you prepare and communicate the information and what was the outcome? 6. Tell me about a time that you were asked to make a presentation "off the cuff." How did you handle it and how did it go? 7. Describe the steps you take when organizing and preparing for a presentation. Give an example. 8. How much experience have you had making presentations to groups? Provide some examples of the types of presentations and groups you have presented to. 9. What sort of guidelines have you developed to help you do a good job of presenting to others? How did you determine the level of communication needed for a group? Give an example. 10. In presenting to upper management or outside groups, what do you do differently than with an internal group? Give an example. 11. What are some of the different presentation styles you use, and how and when would you use them? 12. What steps do you follow to help you organize your material for a presentation?

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Problem Solving</p> <p><i>Asks good questions and probes all sources for answers; sees underlying or hidden patterns; looks beyond the obvious and doesn't stop at the first answers. Uses rigorous logic and methods to analyze and understand why problems occur; generates and implements creative, cost effective and realistic solutions.</i></p>	<ol style="list-style-type: none"> 1. Describe a time in which you weighed the pros and cons of a situation and decided not to take action even though you were under pressure to do so. Why and what was the outcome? 2. Tell me about a particularly difficult work related problem that you had to solve and describe the approach you took. What was the outcome? 3. Tell me about a time when you were a member of a team that had to solve a problem. What approach did the team take and how was it resolved? 4. Describe a difficult work related problem you faced that required you to come up with a creative solution. Tell me about the steps or actions you took and why? 5. Describe a time when you were faced with a problem and were not sure of the root cause. What specifically did you do to determine the root cause? Were you successful? 6. Tell me about your most difficult customer problem. What did you determine caused the problem? How did you handle it and what was the outcome? 7. Describe a recent problem you handled and the specific steps you took after you identified the cause. What was the outcome? 8. Tell me about a solution you implemented that solved a problem. Describe the follow-up steps you took to monitor the results. Describe the steps you took to reach the solution and how you monitored the results. 9. Tell me about a solution you implemented that did not solve the problem. What did you learn from this? 10. Give an example of when you discovered that there was more than one cause to a problem you were solving. How did you make this discovery? How did you determine which solution(s) to implement? 11. In a customer service environment, what do you find causes most of the problems you encounter? Is there a pattern and what action have you taken? 12. Give me an example of when you were having problems with a customer. How do you deal with it? What are the major steps you took and what was the outcome? 13. Occasionally problems seem to arrive in bunches. How have you balanced handling multiple customer needs and other work related responsibilities? 14. Describe an occasion when you have put forward a solution to a problem. How did you arrive at this solution? How was this solution received? How was this solution used? With what success? 15. Describe your style of contributing to any team in which you work. What does the team look to you for? How creative are you (in terms of designing or problem solving) compared to other members?

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Process Oriented</p> <p><i>Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; sees opportunities for synergy and integration where others can't; simplifies complex processes; gets more out of fewer resources.</i></p>	<ol style="list-style-type: none"> 1. How do you go about identifying the major processes of your work? 2. What kind of maintenance activities are necessary to keep processes functioning well over time? 3. What do you believe contributes the most to process improvement - the involvement of the staff or the business results and why? 4. What steps do you take to identify the modifications needed in various processes/technologies to improve timeliness and quality? 5. What types of measurements do you build into the project processes that keeps you informed of the project progress? 6. What are some of the productivity measurements you use to keep the project on time and within budget? 7. How do you measure quality for a project? 8. What process do you use to monitor project performance through the product state and beyond? 9. Tell me your process for determining the requirements for a project (people, resources, work flow, time frames, etc.) 10. To what extent do you involve customer/users in the process of defining attributes and quality needed in a new project, product or service?

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Professionalism</p> <p><i>Created a positive first impression. Obtains high performance by developing a strong sense of professionalism, accountability and pride, both within the unit and to external parties.</i></p>	<ol style="list-style-type: none">1. Tell me about a time when you felt it was extremely important to present a professional image at work or as a representative of your company. How did you modify your attire or behavior?2. Describe a time when you were extremely conscious of making a good impression in your work environment. What did you do differently than normal? How did it turn out?3. Describe techniques or tools you have used that help develop your direct reports' professionalism?4. Tell me about a time when you felt you did not make a good impression in a work-related situation or environment. What were the circumstances and what benefits did you gain from this experience.5. Describe a time when one of your direct reports acted in an unprofessional manner at work. How did you handle it and what was the outcome.6. Tell me about someone who you believe presents a very professional image. Describe what this person did to give you that impression. How have you modified your behavior as a result?7. Give an example of how your personal standard of accountability helped you succeed on the job?

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<p>Project Management</p> <p><i>Effectively uses the company's systematic approach to planning, organizing, directing, supervising and accomplishing the goals of a project(s) requirements and activities to meet objectives. Includes balancing the task requirements within the constraints of schedules and budgets.</i></p>	<ol style="list-style-type: none"> 1. Tell me about some of the difficulties or challenges you have faced when you had to interact and manage across departmental lines. 2. How do you manage people in a project management environment where they report to someone else but are assigned to you for the project? Provide an example. 3. Describe your responsibilities as a project manager. What are some of the positives and/or negatives you face in project management and how do they differ from a more direct management assignment? 4. Since getting the work completed is so critical in project management, how do you handle the issue of maintaining control of the overall project? Give an example. 5. What experiences have you had in managing or being a part of project management processes in your company? Provide an example. 6. What are your major guidelines for the planning phases of a project, including managing budgets and schedules? 7. What methods do you use to determine the goals and objectives that are critical to the overall project plan? Give an example. 8. What guidelines do you use for directing and controlling the progress of a project? Give an example. 9. To what extent do you use teams to accomplish projects in your present environment and why? 10. In your opinion, how complex is building a team for a project? Why? 11. What are some of the major goals of the team building process for a project? 12. Tell me about a time when you were responsible for managing a project -- how did you go about managing all the monitoring and modifications that had to take place as the project progressed? Were you successful? 13. How much experience have you had managing a project through a full "lifetime" from beginning to end? Provide a specific example. 14. What are some of the signals or signs that indicate a project is coming to a conclusion? What is your process for handling the close of a project? 15. What do you consider to be the major steps you need to take a get a project underway (after the initial planning is in place)? Give an example.

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<p>Providing Direction</p> <p><i>Establishes a clear direction and priorities. Reflects company vision and strategy in team goals. Sets challenging objectives. Clarifies roles and responsibilities through individual or team performance plans. Maintains two-way dialogue with others on work and results.</i></p>	<ol style="list-style-type: none">1. Describe your last goal-setting session with a direct report of team. How did you tie the goals back to the department's strategy and goals?2. Tell me about a time when a direct report was not meeting their goals. What action did you take and what was the outcome?3. Tell me about a time when it became apparent that there was overlap in roles and responsibilities between one of your direct reports and/or another team or group. How did you handle it? What was the outcome?4. Describe what you have done to help your team relate to/understand the company vision and mission. Give an example.5. Describe the process, tools, or techniques you use to help keep your team informed about goal attainment. Give a most recent example.6. Describe the process you use in developing performance plans for your direct reports.7. How frequently do you give reinforcing feedback to your team and/or direct reports? Provide an example.8. When you receive new goals or projects, how do you communicate and/or integrate them into your team? Give an example.9. How frequently do you review your team's goals and objectives to be sure they are in line with the company's vision and strategy?

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<p>Quality Focus</p> <p><i>Is dedicated to providing the highest quality products and services which meet the needs and requirements of internal and external customers; is committed to continuous improvement through empowerment and management by data; is open to suggestions and experimentation; creates a learning environment leading to the most efficient and effective work processes.</i></p>	<ol style="list-style-type: none"> 1. What are your experiences with your area and within the company in the quality assurance area? 2. Give me an example of the analysis you conduct to assess, improve and manage quality assurance? 3. How do you manage and control a quality assurance effort, which reaches so pervasively into so many segments of the business? Give an example. 4. In general, share with me your experiences and thoughts about quality focus? 5. What impact has the quality focus had in your present work environment? Give an example. 6. The concept of "continuous improvement" is an intriguing one. Is this process utilized in your work environment? Provide an example. 7. To what extent has quality focus for the customer changed the way you perform your work? 8. How do you go about determining what your customers want and expect? Give some examples. 9. Tell me about how often you contact your customers (internal and external). Do you primarily use the telephone or personal contact and how do you decide which one to use? Which source has produced the best results? 10. Describe for me how you anticipate the needs of your customers for products and services they may not know about yet. Give an example. 11. Describe for me the type of process you use to solicit suggestions and comments from customers (internal and/or external). Give an example. 12. Tell me about a time when you presented an idea or suggestion to a customer and they presented a better one. What did you do and what was the outcome? 13. Think of yourself as a satisfied customer. Tell me about the satisfactory things that have happened to you in the past month. What pleased you the most? Are your customers experiencing the same kind of service? 14. Think of yourself as a dissatisfied customer. Tell me the dissatisfactory things that have happened to you in the past month and would your customers report any of these problems? What did you learn and how have you applied this to your customer base? 15. What are your standards of success in your job? What have you done to evaluate and improve these standards?

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Quantitative Analysis</p> <p><i>Researches, extracts and analyzes relevant data to solve problems, draw logical conclusions, make recommendations, and support business decisions.</i></p>	<ol style="list-style-type: none">1. Tell me about your experiences you had in working with research tools such as quantitative analysis? Give an example.2. Give me an example of when you designed a study to assure that your research methodology was thorough.3. After you have completed research on a project and/or assignment, what steps did you take to follow-up regarding action items?4. Describe the techniques you use to investigate or gather information about a newly assigned project or task. Give me an example of your using those techniques in a recent assignment.5. When you were responsible for reviewing a number of documents, how did you go about understanding enough about the topic in order to do an effective summary?6. When reading and analyzing, what are your main criteria for searching for relevant information on the assignment or project?7. What resources do you rely on for a given or specific topic (articles, books, etc.).8. How do you verify that your resources are reputable and dependable?9. How do you analyze the proposed features and capabilities of a new product/service, and what are the major determinants for their inclusion? Provide an example.10. When you were working on a particular assignment or project where circumstances were fluid, what steps did you take to analyze your options? What was the outcome?11. How do you approach your analysis of issues/problems? Give an example.

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Recognizing and Rewarding</p> <p><i>Identifies and acknowledges individual and team accomplishments. Provides praise and/or tangible awards for achievements. Recognizes individuals for continuous improvement and commitment to quality and service.</i></p>	<ol style="list-style-type: none"> 1. Describe the last team recognition you had. What did you do? What was the impact? 2. Tell me about the last time you recognized or rewarded an individual from your team. Tell me the reasons for the recognition. What was the setting? 3. Describe to me the ways in which you have recognized your team for their accomplishments. 4. Tell me about the last time you recognized an employee's commitment to quality. What were the circumstances and result? 5. Describe the last time you recognized an employee for an improvement they made to their process. What was the improvement? 6. Give an example of your involving team members to help establish recognition programs and/or reward systems for your work unit. How do you determine the success? 7. Do you find different people respond differently to different rewards? If so, how does this affect the perception of consistency in your reward patterns? 8. To what extent do you use praise as a reward? How much influence does it usually have? Provide an example. 9. Is it important to reward events or achievements quickly? Why or why not?

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Responsive</p> <p><i>Responds to others' ideas, suggestions and disagreements in a timely and constructive and non-defensive manner; creates open lines of communication with others to build trust.</i></p>	<ol style="list-style-type: none">1. Describe your style in responding to requests, ideas, suggestions, etc. Why have you felt this has worked effectively for you?2. Overall, how would you rate yourself in responsiveness on your current job? Why and give an example.3. What have you done to eliminate/reduce the amount of resistance or discomfort with new ideas or changes, etc.? Give an example.4. How do you manage your time so that you can be responsive; act quickly on requests and suggestions?5. How do you make the decisions about who to respond to, when and how much?6. Provide some examples of how encouraged your staff to react quickly to new ideas and/or changes? What were some of the outcomes?7. How do you encourage requests, ideas and suggestions despite not being able to act on each one?8. Describe a time where a more deliberate approach was better for business than an immediate response. What was the outcome?9. How do you avoid becoming defensive when an employee or coworker provides constructive suggestions? Provide an example.

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<p>Results Oriented</p> <p><i>Is counted on to meet or exceed goals; consistent top performer; bottom-line oriented and pushes self and others to achieve results.</i></p>	<ol style="list-style-type: none"> 1. How do you go about setting goals and objectives for yourself and/or your team? 2. How do you assure that you've been fair in distributing or coordinating the workload among your team? 3. Give me an example of a time when you thought you were going to miss an approaching critical target date, process or procedure you had committed to. What was the outcome? 4. Give me an example of when you had to go outside the normal system to get the results you have committed to? What was the outcome? 5. How do you manage to stay up on all the work and projects you are involved in? 6. Describe a situation in which you found your results were not up to your team or company expectations. What did you do to rectify the matter? 7. What important target dates did you set to reach objectives in your last job? How did you set the dates? Exactly what were they, and what were your results? 8. Goal statements can be used to manage your own work activities since they enable you to guide day-to-day actions successfully. Describe an especially favorable experience you've had in using goals to guide your own actions. 9. Describe a time when you got results when others attempted to and failed. What did you attribute your success to? 10. How do you get results, build team spirit, and not burn out people all at the same time? Give an example. 11. Tell me about a time when you had to avoid letting the day to day details distract you from the results you needed to achieve? 12. When setting goals, do you tend to make them "stretching" (touch to achieve) or achievable? Give me an example. 13. Tell me about a time when a goal or result turned out to be less attainable that you thought? How did you handle it and what was the outcome? 14. Tell me about the process that you use for goal setting. To what extent does it involve using written objectives, paperwork or forms? Describe a specific instance in which you defined your goals, objectives and anticipated results.

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COMPETENCY/ DEFINITION	INTERVIEW QUESTIONS
<p>Risk Taking</p> <p><i>Takes risks when the consequences are difficult to predict, when ideas may be rejected by superiors or when one's image may suffer if wrong.</i></p>	<ol style="list-style-type: none"> 1. Tell me about a work related situation when you had to take an "all or nothing" risk to achieve a result. What was the outcome? 2. Describe a time when you went "out on a limb" to complete a task. What was the result? 3. Tell me about a time when you were not able to produce the desired results following normal procedures and protocols. What were the circumstances and the outcome? 4. Give an example of when you took a risk and did something differently but managed to work within department and/or company procedures and guidelines. 5. Describe a time when your credibility was at risk. What was the event and the result? 6. How comfortable are you with risk taking in your work environment and why? 7. To what extent would you be willing to take a risk for one of your customers? Give an example. 8. How would you determine when taking a reasonable risk versus maintaining the status quo would be appropriate? 9. What are some of the ways that you use to help you assess risks in a particular circumstance? 10. Describe some recent decisions, which carried more than the usual element of risk. 11. Describe some recent decisions you made without all the pertinent information and why did you make those decisions and what did you learn? 12. Tell me about the riskiest management decision you have made. How long did it take you to gather the information to make the decision? How long after that to make the decision? What were the results? 13. Describe a time in which you weighted the pros and cons of a situation and decided not to take action, even though you were under pressure to do so.

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<p>Self Development</p> <p><i>Personally committed to and actively works to continuously learn and improve him/herself. Continually expresses a predominant concern for the pursuit of inquiry and the acquisition of knowledge or skill needed to understand situations, people and events. Asks for ongoing feedback and coaching as new skills/knowledge are implemented.</i></p>	<ol style="list-style-type: none"> 1. Describe the process you went through to determine that this position (the one you are applying to) is of interest to you. 2. Tell me about the last discussion regarding your development you had with your manager. What was one of the development opportunities discussed and what have you done to follow up on it? 3. What development activities have you worked on in the last three months? What has been some of the outcomes? 4. Describe the steps you have taken to obtain feedback on your development needs. 5. Describe a coaching discussion you have had with your manager or a peer in the last three months that you initiated. What was the reason and what was the outcome? 6. Describe what you have done in the last six months to stay up-to-date in your field. 7. Tell me what you have done to build a network of people in your field from other companies; describe how you have used that network to help you with your development. 8. Give an example of using a mistake as an opportunity for learning and/or development. 9. Have you taken and skills development courses recently? Why and what were they? 10. What people or events have been most important in your own self-development and why? 11. How does your current job relate to your career goals? 12. How do you keep informed about important changes in your field? 13. Have you ever tried to help someone develop an interest in developing him/herself? What was the outcome? 14. How do you get feedback and what do you do with it? 15. Describe a time when you had to develop the skills required for a job or role?

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<p>Teamwork</p> <p><i>Works effectively with team to accomplish organizational goals. Takes actions that respect the needs and contributions of others. Helps create and maintain strong morale, spirit, and a feeling of belonging in his/her team. Shares expertise and successes with others. Acts as if "true success" is the success of the whole team. Cooperates with team members to resolve problems and achieve goals.</i></p>	<ol style="list-style-type: none"> 1. Tell me about a time when you were working as part of a team and felt that you could achieve better or faster results on your own. How did you handle it? What was the outcome? 2. Tell me about a time when you were a part of a team that worked very well together. What did you do to foster the success of that team? 3. Describe a time when you were part of a team but were not clear as to your role. What did you do about it and what was the outcome? 4. Tell me about a specific time when you experienced conflict with another team member and how you handled it. What did you learn from the experience? 5. Describe a situation where a project did not go as well as planned due to a lack of teamwork. What did you attribute the lack of teamwork to? What action did you take and what was the outcome? 6. In a team or group environment setting, describe actions you have taken to encourage others to feel comfortable sharing their opinions, even if they differ from your own. 7. Give examples of what you have done to model collaboration and teamwork. 8. Describe a time when you helped bring another team member "up-to-speed" who joined the team later or in mid-stream. How did you get this team member up to speed with the rest of the group? 9. Tell me about a project that you were responsible for but had to get help from others outside the team to complete. What did you do and what was the outcome? 10. Give an example of when you have shared your team's successes with others. 11. To what extent do you consider yourself a "team player?" What does that mean to you? 12. Provide an example of when team requirements come into conflict with your individual goals and objectives. How did you handle it and what was the outcome? 13. Tell me about a time when you had to work with a team member who was less experienced or knowledgeable than other team members. What effect did it have on you and the team? 14. Do you feel more or less motivated when working as a team member than when working as an individual contributor? Explain. 15. Tell me about a time when it was necessary to confront a negative attitude in your team. Specifically what actions did you take and what was the outcome? Now, tell me about a time when you were not successful. 16. It has been said that one of the best ways to manage people is to teach them how to manage themselves. Tell me about a time when you had your greatest success in building team spirit. What specific results were accomplished by the team?

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<p>Technical/Professional Knowledge (also known as Functional)</p> <p><i>Possesses and effectively applies the technical/professional/functional knowledge and skills (including specific knowledge requirements and computer skills) required to do the job at a higher level of accomplishment. Stays up-to-date on current practices and trends in his/her area of expertise. Applies specialized knowledge to organizational problems in a manner consistent with prevailing best practices and standards.</i></p>	<ol style="list-style-type: none"> 1. Share with me your last developmental discussion with your manager. What have you done or are currently doing to enhance your technical/professional skills? 2. Tell me what you have done recently to stay on top of professional trends/issues. 3. Describe an issue or situation you solved through the use of your technical/professional skills. 4. Describe what you have done in the last 6 months to stay up-to-date in your profession. 5. Describe a technical skill you use on a regular basis and what you have done to improve it. 6. Tell me what you have accomplished technically or professionally that you are most proud of. Be specific. 7. Give me two examples of how you have applied your technical/professional knowledge to your job assignments. 8. Share with me an article you have read in the last month and how you have applied it to your work. 9. Tell me about the last professional meeting you attended and how it increased your knowledge. 10. Describe the networking you have done in the last 3 months to increase your technical/professional knowledge. 11. What important changes are taking place in the field of your expertise? Do you consider them good or bad? Why? 12. Have you ever been in a job where you stumbled because you were not up to speed with the technology of the job? What did you do about it? 13. How transferable are your knowledge and skills to other functional areas?

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<p>Vision and Purpose</p> <p><i>Creates a compelling and inspired vision or sense of core purpose. Sees possibilities beyond today. Creates mileposts and symbols to rally support behind the vision. Communicates the vision through the organization in the form of distinctive strategies, objectives and action plans that maximize competitive advantage. Inspires and motivates entire divisions or organizations to adopt the vision.</i></p>	<ol style="list-style-type: none"> 1. How should the vision for the whole organization affect your vision for your business unit or team, and vice-versa? Give an example. 2. What do you need to do to stay up-to-date on the environmental and marketplace trends, which could affect your vision? 3. How can one foresee the future enough to be able to adapt to it and plan for it? Give an example. 4. Realistically, to what extent does the overall vision for a company affect your day-to-day decisions? 5. When there's a conflict between the vision for a company and the direction for the overall business or industry, how do you resolve it? Give an example. 6. How important is it for a business unit to have a vision for itself? Why? 7. How would you go about developing a business unit vision? Describe the process you would use. 8. To what extent does articulating a vision within the business unit affect the behaviors and performance of the organization? Give an example. 9. What have you done to help your team align with the organization's vision and make it a reality? What was the outcome? 10. Tell me about the mileposts you've implemented in your department to gauge progress toward the company's vision. 11. Give examples of what you have done to help your department think like visionaries. 12. Have you ever had to deliver a vision message you didn't agree with? What was the outcome? 13. Have you ever been involved in creating a mission or values statement for an organization and then having to communicate it to various audiences? What were the circumstances and what was the outcome? 14. Tell me about a time you communicated a new direction during a reorganization or start-up. What was the outcome? 15. Tell me about a time you managed a group/unit that was heading south and you wanted them to head north. What were the circumstances and the outcome? 16. Who have you learned the most from about communicating and implementing a vision and why?

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<p>Written Communication</p> <p><i>Writes and understands clear, concise and grammatically correct memos, letters, reports and instructions which clearly state the intended message in a manner that is easy for others to understand.</i></p>	<ol style="list-style-type: none"> 1. Describe the most difficult writing assignment you have ever had. How did you manage it? 2. Tell me about a recent written report or proposal. Describe the process or guidelines you followed in developing it. 3. Tell me about a time when you were asked to review and edit the written work of another person. What suggestions did you make? 4. Tell me about a time when you had to convey technical information to a non-technical audience in a written form. What did you do to get your message across? 5. Give two examples of when you have asked for feedback from others on your written work. Did you incorporate their suggestions? Why or why not? 6. What are the key activities that you do that involve writing? Which do you find most easy/difficult? Why do some of these activities prove more difficult than others? 7. Tell me of a difficult writing assignment you have had recently. How did you go about tackling it? How did you feel about the result? 8. What experience have you had writing letters, reports, and/or technical or sales manuals or brochures? 9. To what extent do you enjoy writing assignments? 10. In some jobs it is necessary to document work thoroughly, in writing. For example, documentation might be necessary to prove you did your job correctly or to train another person to do it. Give me an example of your experiences in this area. 11. Tell me about the most complex information you have had to read - perhaps involving research you had to complete. To what extent did this project test your comprehension skills and technical knowledge? Be specific. 12. Describe your experiences in editing manuscripts, articles, documents or any other form of written communication. Be specific.

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Work/Life Balance

Maintains a conscious balance between work and personal life so that neither is neglected or damages the other; is not one-dimensional; knows how to attend to and get what they want from both.

1. Describe a time when you had to balance the pressure to get work out quickly with the demand for quality. How did you handle it?
2. Tell me about a time when a work related deadline conflicted with your work schedule? How did you handle it?
3. Tell me about a time when your employees were feeling overwhelmed at work. What did you do?
4. Have you ever managed anything where the employees or units reporting to you were in different cities and countries? How did you handle it?
5. Tell me about a time when it was necessary to take work home, work on weekends or maintain unusually long hours. What were the circumstances?
6. We all have to make decisions on the job about the delicate balance between person and work objectives. When do you feel you have had to make personal sacrifices in order to get the job done?