| **STRATEGIC SKILL** | | |
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| **Competency** | **Description / Associated Behaviors** | **Competency-based Interview Questions** |
| Business Acumen / Insight | Knows how businesses work; Integrates quantitative and qualitative information to draw accurate conclusions; Keeps up with current and possible future policies, practices, and trends, technology and information affecting their business and organization; Understands the meaning and implications of key financial indicators; Uses knowledge of business drivers and how strategies and tactics play out in the market to guide actions. | * Describe a time when you effectively integrated financial, enterprise, and industry data and indicators into a strategic plan or initiative. * Give me an example of a time where your understanding of your organization enabled you to get something you needed that, had you lacked the understanding, you probably would not have gotten. * Tell us about your fiscal management experience: budgeting, reporting, cutting costs, building and maintaining reserves. * Describe a time when politics at work affected your job. How did you deal with it? * Tell me what steps you took to go about learning how your current organization works. |
| Tech Savvy | Anticipates the impact of emerging technologies and makes adjustments; Scans the environment for new technical skills, knowledge, or capabilities that can benefit the organization or personal performance; Readily learns and adopts new technologies. | * Please describe a time in which you were fully applying your technical knowledge and skills and were performing at your highest level. What was the situation? Describe your performance or accomplishments and how you achieved them. * Describe a situation, task, or project in which you carefully selected the tools, technology, or processes you would apply. Which did you use “as is” and which—if any—did you redesign or have to invent? What were the results? * How do you go about explaining a complex technical problem to a person who does not understand technical jargon? * Briefly describe several situations in which you shared your technical knowledge or skill with others. What prompted you to share? How did you share it, and what were the results? |
| Decision Quality | Makes sound decisions, even in the absence of complete information (without considering how much time it takes); Relies on a mixture of analysis, wisdom, experience, and judgment when making decisions; Considers all relevant factors and uses appropriate decision-making criteria and principles; Sought out by others for advice and solutions. | * Think back to a decision you recently made that you knew would have significant impact on the organization, people, or the future. What was your decision, and what did it impact? How effective was it? What factors did you consider in determining its effectiveness? * What kind of decisions do you make rapidly? What kind takes more time? Give examples. * Tell us about a time when you had to defend a decision you made even though other important people were opposed to your decision. * Part of coming up with a good decision or solution is gathering and analyzing information. Please share a recent decision you made or a problem you solved that required a high level of skill in this area. How did you determine what information you needed? Where or to whom did you go to get the information? Why did you select those specific sources? * In a current job task, what steps do you go through to ensure your decisions are correct/effective? * The last time you did not know what decision to make, what did you do? |
| Organizational Savvy | Is sensitive to how people and organizations function; Anticipates land mines and plans approach accordingly; Deals comfortably with organizational politics; Knows who has power, respect, and influence; Understands the origin and reasoning behind key policies, practices, and procedures; Understands internal and external stakeholder requirements, expectations, and needs; Steers through the organizational maze to get things done. | * Being cognizant of organizational culture and politics is useful in many circumstances. Tell me about a time that demonstrates your ability to appropriately adjust your personal style for the purpose of being more effective because you understood the dynamics of a specific organizational culture and its politics. * Tell me about a time that demonstrates your skill to both anticipate and solve complex political problems. * Describe a situation that demonstrates your skill in building and using effective relationships and networks, both inside and outside of an organization. * Describe a situation that demonstrates your skill to maneuver through complex political situations. * Describe a time that demonstrates your skill to anticipate, plan for, and mitigate complex political situations. |
| Effective Problem Solving | Uses rigorous logic and methods to solve difficult problems with effective solutions; Probes all fruitful sources for answers; Is excellent at unbiased, straightforward analyses; Looks beyond the obvious and does not stop at the first answers | * Think back to the most recent complex decision that you had to make or problem that you had to solve. Describe in detail the process you used to make the decision or solve the problem. What sources of information did you use? How much time did you have, and how much time did you take? What was the result? * Tell us about a time when you did something completely different from the plan and/or assignment. Why? What happened? * Some problems require developing a unique approach. Tell about a time when you were able to develop a different problem-solving approach. * Please provide an example of a time when others asked you for your input when they were making a decision or solving a problem. What input did you provide? What were the results? * Tell us about a time when you identified a potential problem and resolved the situation before it became serious. |
| Strategic Agility | Anticipates future trends and implications accurately; Can articulately paint credible pictures and visions of possibilities and likelihoods; Creates competitive and breakthrough strategies that show a clear connection between vision and action | * Describe a situation that demonstrates your ability to anticipate future trends accurately. Please include why it was necessary to accurately anticipate the trend or trends. * Sometimes, we are in situations where our role is less about being the one to propose creative ideas and more about facilitating the creative process or helping others get their ideas implemented. Describe a time when you played this type of role. What did you do to facilitate the process? What were the results? * Describe a time when you demonstrated the ability to see the broadest possible view of an issue or challenge or to project scenarios into the future. |
| Creativity | Comes up with useful ideas that are new, better, or unique; Introduces unique ways of looking at problems; Can take a creative idea and put it into practice; Encourages diverse thinking to promote and nurture innovation; Easily makes connections among previously unrelated notions; Sets forth new and unique ideas in brainstorming settings | * Think back to a time when you were brainstorming with others—a time in which you were a particularly creative and valued contributor to the brainstorming session. What was the group brainstorming? How did you contribute? In what ways were you particularly creative? What was the result of the brainstorming? * Can you think of a problem you have encountered when the old solutions didn’t work and when you came up with new solution(s)? * Please describe a job (or a time in your career) in which you exhibited a pattern of generating new and unique ideas. Describe the situations, the ideas you generated, and what happened as a result. * Think back to a time when you were faced with a problem or challenge that required “outside the box” thinking to come up with a solution. What was the situation? Describe the thought process you went through to come up with the solution or approach. What was the solution and why do you consider it “outside the box?” |
| Innovation Management | Is good at bringing the creative ideas of others to the forefront; Has good judgment about which creative ideas and suggestions will work; Has a sense about managing the creative process of others; Can facilitate effective brainstorming; Can project how potential ideas may playout once implemented | * Describe a situation that demonstrates your ability to anticipate future trends accurately. Please include why it was necessary to accurately anticipate the trend or trends. * Tell us about an innovation that you've introduced in your work area. How did you go about implementing your idea? If you were met with resistance, how did you respond? * Sometimes, we are in situations where our role is less about being the one to come up with innovative ideas and more about facilitating the creative process or helping others get their ideas implemented. Describe a time when you played this type of role. What did you do to facilitate the process? What were the results? * Describe a time when you demonstrated the ability to see the broadest possible view of an issue or challenge or to project scenarios into the future. |
| Ambiguity Management | Deals comfortably with the uncertainty of change; Effectively handles risk and uncertainty; Can decide and act without having "the total picture"; Is calm and productive, even when things are "up in the air"; Deals constructively with problems that do not have clear solutions or outcomes | * Tell me about a time when it was important to maintain your productivity and quality despite significant changes at work. What were the changes? How did you handle the situation? What were the results? * Sometimes, we must make decisions or take action without having all the information or the total picture. Describe a time when you experienced this kind of ambiguity. Why was it important to act? How did you cope with it? * Some situations present higher levels of risk and uncertainty than others. Please describe a situation in which you were able to function effectively despite the risk and uncertainty it presented. What made the situation risky or uncertain? What did you do to handle the situation? What results did you achieve? |
| Intellectual Agility | Described as sharp, capable and agile; Deals with concepts and complexity comfortably; Analyzes both successes and failures for clues to improvement; Quickly grasps the essence and the underlying structure of anything; Learns quickly when facing new situations; Experiments to find new solutions; Takes on the challenge of unfamiliar tasks; Extracts lessons learned from failures and mistakes; Asks the right questions to accurately analyze situations; Acquires data from multiple and diverse sources when solving problems; Uncovers root causes to difficult problems; Evaluates pros and cons, risks and benefits of different solution options | * Often, we learn from successfully facing challenges or experiencing mistakes or failures. Please share a time when this was the case for you. What did you learn from the experience? How did you apply what you learned, and what was the result? * Tell me about a time when you took on the challenge of a new or unfamiliar task or responsibility. How did you learn about the opportunity? Who made the choice about whether you took it on or not? What did you learn and how did you apply it back on the job? * Some tasks or responsibilities that we take on are more unfamiliar, pressure-filled, or risky than others. Think back to the most challenging task or responsibility you have recently taken on. Why did you take it on? What made it so challenging? What did you do to handle it? What were your results? * Think back to a time when you were better able than others to quickly grasp the underlying essence or structure of complex things and figure out how to apply that information. Describe the situation and how your understanding was different from others. How did you apply the information? * Describe a time when you had to use your understanding of complex concepts to enhance your own performance or the performance of the organization. To what extent did you need to communicate those concepts in ways that others would understand? How did you accomplish this, and how did you know they understood? What were your results? * Describe a situation that demonstrates your ability to apply new learned concepts to a new situation you faced. I am specifically interested in how you determined what information was significant and useable and what information was not. * Share a time when you gained new knowledge or ideas and applied them in the workplace. What was the information, and how did you apply it? What results did you achieve as a result? |
| Conflict Management | Steps up to conflicts, seeing them as opportunities; Works out tough agreements and settles disputes equitably; Facilitates breakthroughs by integrating diverse views and finding common ground or acceptable alternatives; Settles differences in productive ways with minimum noise; Is a settling influence in a crisis; Is calm under pressure; Manages stress/stressors effectively. | * Describe for me a couple of instances in which you were the pivotal person to defuse a volatile situation. * It is difficult to demonstrate the ability to be objective, unbiased, and trustworthy in situations that involve personal conflicts of interest. Describe a situation in which you found this most difficult to do. * Think back to a time that highlights your aptitude to engineer a plan to resolve a difficult dispute equitably and calmly. * Describe a time when the situation became very heated. How did you respond? * Explain how you deal with stress. * Sometimes the only way to resolve a defense or conflict is through negotiation and compromise. Tell about a time when you were able to resolve a difficult situation by finding some common ground. * Describe a time when you had to help resolve a tense situation in the workplace. * Describe two situations in which you exhibited foresight to identify and defuse conflicts before they occurred. |

| **OPERATIONS MANAGEMENT** | | |
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| **Competency** | **Description / Associated Behaviors** | **Competency-based Interview Questions** |
| Timely Decision Management | Makes decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure; Able to make a quick decision | * Share an example of when you had to make one or more timely decisions, but information on which to base your decision was difficult to obtain. How did you determine how much information was enough? What decisions did you make and what were the results? * Describe a time when you had to make a quick decision or think on your feet. What was the situation and why was speed so important? What was your decision? How effective was your decision and what was the result? |
| Priority Setting / Time Management | Concentrates their time and the time of others on what is important, using that time effectively and efficiently; Quickly zeros in on the critical few and puts the trivial many aside; Can quickly sense what will help or hinder accomplishing a goal; Eliminates roadblocks; Can attend to a broader range of activities | * Tell me about a time when you kept yourself or others focused on completing high-payoff, complex tasks instead of getting sidetracked into trivial, lower-priority tasks. How did you zero in on the most critical tasks to accomplish? How did you keep yourself—or others—organized and focused? * It can be challenging to coordinate the efforts of multiple people and keep them focused. Describe a specific time when you had to do this. What approach did you use to get them coordinated? How did you keep them focused? What challenges—if any—did you overcome? What were the results? * Describe a situation in which you not only set goals or created a plan but also took time to proactively anticipate obstacles and create contingency plans. What challenges or obstacles did you anticipate? What contingencies did you develop? Which did you implement? What was the result? * Please describe how you planned your use of time over the past several weeks. What methods did you use? Please share some decisions you were faced with when allocating your time. * Describe a time when you identified priorities and consciously kept non-critical issues and distractions from interfering with your progress. How did you stay focused? What was the result? * All of us have to multitask at times. Please describe a situation or period of time in which you were most challenged with handling multiple tasks simultaneously. What were the tasks and how did you handle them? What were the results? * Think back to a time when you had to complete a broad range of activities. Describe the activities and explain which ones were a normal part of your role and which were unique. Which activities were of a short-term nature, and which were longer term? How did you go about attending to multiple activities without "dropping the ball"? |
| Organization / Resource Management | Can marshal resources (people, funding, material, support) to get things done; Can orchestrate multiple activities at once to accomplish a goal; Uses resources effectively and efficiently; Arranges information and files in a useful manner; Applies knowledge of internal structures, processes, and culture to resourcing efforts | * Think back to a situation or project where you had to acquire people and other resources to accomplish a goal. What resources did you need, and how did you get them? What was the result? * Describe a time when you had to juggle multiple, complex activities or projects simultaneously. How did you stay organized and continually move the projects forward? What challenges did you face, and how did you handle them? What were your results? * Please describe your current system for maintaining files and records. Who are the users of the information you maintain? Please share some feedback you have received from others who have accessed your files. |
| Action Oriented | Readily takes action on challenges, without unnecessary planning; Identifies and seizes new opportunities; displays a can-do attitude in good and bad time; Steps up to handle tough issues | * Think back to a time in which your positive work ethic even inspired others. Share with me the details. * Share some instances that demonstrate your capability to regularly develop and implement plans for new projects and to redirect activity on plans that aren’t working. * Think back to a recent period of time that reveals your skill to view challenges, and even mistakes, as an opportunity to grow professionally or personally. * Describe the most complex, challenging situation in which you needed to be the one who set the pace for productivity by example, in a firm but unthreatening way. |
| Planning and Alignment | Accurately scopes out length and difficulty of tasks and projects; Sets objectives to align with broader organizational goals; Breaks down objectives into appropriate initiatives and actions; Stages activities with relevant milestones and schedules; Anticipates and adjusts effective contingency plans; Measures performance against goals; Evaluates results based on expectations | * Think back to the most complex task or project you've had to develop a plan for and implement. What made the project so complex? Describe your planning process. Who was involved in implementing it, and how did you coordinate efforts? What were the results? * Think back to the last time you set specific work-related goals. Please share several of those goals with me, including the important details. * Please describe a situation that demonstrates your ability to effectively plan work by breaking it into process steps and then communicating that plan to those involved. * Despite our best planning, unexpected events can throw our plans off track. Describe a time when you established priorities and target dates for yourself and others and developed contingency plans for potential roadblocks or challenges. What potential roadblocks or challenges did you identify? What contingencies did you put in place? How did the plan ultimately play out? |
| Process Management and Optimization | Identifies and creates the processes necessary to get work done; Separates and combines activities into efficient workflow; Designs processes and procedures that allow managing from a distance; Establishes clear responsibilities and processes for monitoring work and measuring results; Designs feedback loops into work; Seeks ways to improve processes, from small tweaks to complete reengineering; Is willing to re-engineer processes from scratch when necessary. | * Please describe the most complex or extensive operation you have had to oversee. How large was it? What systems did you use to manage the individuals or groups in the operation? Were those systems already in place, or did you develop them? What were the results of your oversight? * Explain a practice, process, or procedure you have used to ensure that things get done as planned without constant oversight from you. What approach(es) did you use? Which were already in place and which did you need to develop? What resulted from your approach? * Describe a time you had a project to complete. Explain how you developed a process to bring it to completion. * Describe a time when you had to restructure a process within your organization. What steps did you take? * Describe a time you had to involve others in completing a major task. * Describe a time you had to take a complicated set of tasks and simplify them so that others would understand the overall goal of the process * Think back to your most challenging example of organizing people and activities into an efficient workflow or process. What was the process? What people and activities were involved? What was especially effective about the way you organized them? What were the results? * Think back to a process or system that required measurement. How did you determine what to measure and how to measure it? What were the results of your measures? To what extent did you have to modify them over time, and why was that necessary? |
| Employee Development and Engagement | Places high priority on developing others; Develops others through coaching, feedback, and exposure; Aligns employee career development goals with organizational objectives; Provides challenging and stretching tasks and assignments; Is aware of each person’s career goals, and encourages them to accept developmental moves | * Give me an example of how you have provided developmental tasks and assignments that linked directly to a person’s development needs. How did you select the tasks? Which tasks or assignments did you proactively identify for the purpose of development? * Share an example of how you have identified the career goals of a direct report and then intentionally and proactively encouraged and supported that person’s development. What actions did you take? What was the result of your efforts? * Explain how you have used a formal development-planning process to help one or more direct reports attain their career goals. What specific role did you play in creating the development plan? In what ways did you follow up? * Provide an example of when you proactively motivated someone to accept developmental tasks or projects for the purpose of professional development. How did you do it? What was the result? |

| **LEADERSHIP** | | |
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| **Competency** | **Description / Associated Behaviors** | **Competency-based Interview Questions** |
| Courage / Confidence | Provides current, direct, complete, and “actionable’ positive and corrective feedback to others; Is not afraid to take corrective action when necessary; Readily tackles tough assignments; Faces difficult issues and supports others who do the same; Is willing to champion an idea or position despite dissent or political risk; Takes unpopular stands if necessary; Is comfortable working along on a tough assignment. | • Good leaders deal with corrective feedback in a manner that inspires accountability and behavior change among colleagues and direct reports. Share a situation that demonstrates your capability in this competency.  • Share two examples that demonstrate the fact that you have a commanding presence, yet that presence is not intimidating to others.  • Tell me about the time when you found it most difficult to deal head-on with people problems. What was the most crucial factor(s) in your success (or failure)?  • Sometimes, as leaders, it is necessary to administer negative actions. Share two situations that make obvious your ability to take negative action swiftly and effectively. Why was it important to do so?  • Describe a time when you supported an idea that no one else supported.  • Describe a time when you had to bring a project to completion by yourself. |
| Delegation / Directing Others | Provides clear directions and accountabilities; Delegates and distributes assignments and decisions appropriately; Monitors progress by maintaining dialogue on work and results; Provides appropriate guidance and direction based on people’s capabilities; Intervenes as needed to remove obstacles; Distributes workload equitably and appropriately | * Tell about a time you had to choose between two equally qualified employees for giving a task. How did you make your final decision? * Tell me about a time when you delegated a project effectively. * Tell me about a time when you did a poor job of delegating. * Describe for me a time when you had to delegate to a person with a full workload, and how you went about doing it. |
| Drives Engagement | Structures the work so it aligns with people’s goals; Empowers others; Makes each person feel his/her contributions are important; Invites input and shares ownership and visibility; Creates a climate in which people want to do their best; Shows a clear connection between people’s motivators and the organizational goals | * Tell me about a time when you created a work environment in which people wanted to do their best. How did you create that climate? What was the result? * Describe a situation in which you identified a person’s strengths, development needs, or goals and then used them to get the best out of that person. * Give examples of how you have varied your use of praise, reward, involvement, etc. to motivate different people. How did you determine the best approach for motivating them? How did you know you were effective? |
| Drives Vision and Purpose | Talks about future possibilities in a positive way; Creates milestones and symbols to rally support behind the vision; Articulates the vision in a way everyone can relate to; Creates organization-wide energy and optimism for the future; Shows personal commitment to the vision | * Managing vision and purpose involves anticipating future trends, creating a compelling vision, and communicating that vision. Describe a situation that conveys your capability in this area. * People who manage vision and purpose impassion others, generating expectancy and optimism. Describe a situation that demonstrates your skill in this area. * Managing vision and purpose involves discerning what inspires and motivates people. Tell me about the most complex situation in which you demonstrated this competency. |
| Integrity / Trust | Follows through on commitments; Is seen as direct and truthful; Keeps confidences; Practices what he/she preaches; Shows consistency between words and actions; Does not misrepresent him/herself for personal gain; Admits mistakes; Can present the unvarnished truth in an appropriate and helpful manner; Takes personal responsibility for decisions, actions and failures | * People with high integrity adhere to high ethical and moral principles and consistently apply those principles to their circumstances. Describe a challenging situation that demonstrates your capability in this area. * Keeping confidences can be difficult at times, especially when it can be to our own, or someone else’s personal detriment to do so. Describe a similar situation in which you were forced to decide between keeping a confidence and sharing that information to your or someone else’s safety. * Sometimes, we feel pressured to compromise our personal value systems. Describe situation when that happened to you. How did you navigate the situation? * Tell us about a time when your trustworthiness was challenged. How did you react/respond? * Integrity and trust sometimes involve admitting our shortcomings and mistakes or doing something that is unpopular with others. Tell us about a time you found yourself in a similar situation. * Describe a situation in which your values were questioned. How did you respond? * Tell about a time when you had to handle a tough problem which challenged fairness or ethical issues. |

| **PERSONAL / INTERPERSONAL SKILL** | | |
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| **Competency** | **Description / Associated Behaviors** | **Competency-based Interview Questions** |
| Builds and Maintains Effective Teams | Forms teams with appropriate and diverse mix of styles, perspectives, and experience; Establishes common objectives and a shared mindset; Shares ownership and visibility; Creates a feeling of belonging and strong team morale; Empowers others; Shares wins and rewards team efforts; Fosters open dialogue and collaboration among the team | * Assembling and maintaining productive teams is important. Describe the situation that demonstrates your ability to build a cohesive, productive team(s). * Part of effective team building is sharing wins and successes, as well as valuing each member of the group. Describe a situation that highlights your skill in this area. * Effective team building involves establishing and achieving the goals important to the team while ensuring successful cooperation amongst and within the team. Share a situation that describes your ability to achieve this. * Tell me about a time when you created a work environment in which people wanted to do their best. How did you create that climate? What was the result? * Describe a situation in which you identified a person’s strengths, development needs, or goals and then used them to get the best out of that person. * Give examples of how you have varied your use of praise, reward, involvement, etc. to motivate different people. How did you determine the best approach for motivating them? How did you know you were effective |
| Networking / Peer Relationship Management | Builds strong formal and informal networks; Maintains relationships across a variety of functions and locations; Draws upon multiple relationships to exchange ideas, resources, and know-how; Can quickly find common ground. | • Describe a time when you had to relate well to a variety of people, both inside and outside your organization, at different authority levels. What approaches did you use? To what extent did you vary them based on the person?  • Describe specific actions you have taken to promote a cooperative team environment, even when others around you were negative or uncooperative. What did you do and what were the results?   * Have you ever been in a position where you had to lead a group of peers? How did you handle it?   • Sometimes, it can be difficult to produce win-win solutions to problems. Think back to a time when you took the lead in arriving at a solution that most satisfied all parties. What approach did you use to find common ground? To what extent did you get advice from others? |
| Collaborative | Works cooperatively with others across the organization to achieve shared objectives; Represents own interests while being fair to others and their areas; Partners with others to get work done; Credits others for their contributions and accomplishments; Gains trust and support of others | * Give an example of how you worked effectively with people to accomplish an important result. * Please give your best example of working cooperatively as a team member to accomplish an important goal. What was the goal or objective? To what extent did you interact with others on this project? * Tell us about the most difficult challenge you faced in trying to work cooperatively with someone who did not share the same ideas? What was your role in achieving the work objective? * When working on a team project have you ever had an experience where there was strong disagreement among team members? What did you do? |
| Self-Awareness | Reflects on activities and impact on others; Proactively seeks feedback without being defensive; Is open to criticism and talking about shortcomings; Admits mistakes and gains insight from experiences; Knows strengths, weaknesses, opportunities, and limits | * Tell us about a time you made a mistake at work. How did you handle it, and what did you learn from it? * What do you consider to be your professional strengths? Give me a specific example using this attribute in the workplace. * What was the most useful criticism you ever received? * There are times when we are placed under extreme pressure on the job. Tell about a time when you were under such pressure and how you handled it. * Tell us about a time you were less than pleased about your work performance. * Tell us about a time you received criticism for a task you performed. How did you handle it? |
| Communicates Effectively | Is effective in a variety of communication settings: one-on-one, small, and large groups, or among diverse styles and position levels; Attentively listens to others; Adjusts to fit the audience and the message; Provides timely and helpful information to others across the organization; Encourages the open expression of diverse ideas and opinions | * Describe a situation when you were able to strengthen a relationship by communicating effectively. What made your communication effective? * Describe a situation where you felt you had not communicated well. How did you correct the situation? Describe a time when you were able to effectively communicate a difficult or unpleasant idea to a superior. * Describe the most significant written document, report, or presentation which you had to complete. Give me an example of a time when you were able to successfully communicate with another person, even when that individual may not have personally liked you, or vice versa. * Tell us about a time when you and your current/previous supervisor disagreed but you still found a way to get your point across. * Tell us about a time when you had to present complex information. How did you ensure that the other person understood? * Tell us about a time when you had to use your verbal communication skills in order to get a point across that was important to you. * Tell us about a situation when you had to speak up (be assertive) to get a point across that was important to you. * Tell us about a time in which you had to use your written communication skills to get an important point across. * How do you keep your manager informed about what is being done in your work area? * Give me an example of a time when you were able to successfully communicate with another person, even when that individual may not have personally liked you. |
| Personnel Management | Deals with problem direct reports firmly and in a timely manner; Does not allow problems or concerns to fester; Regularly reviews performance and holds timely discussions; Can make corrective decisions when all other efforts fail; Deals effectively with person-to-person conflict or individual personnel concerns. | * Give an example of a time when you helped a staff member accept change and make the necessary adjustments to move forward. What were the change/transition skills that you used? * Give an example of how you have been successful at empowering either a person or a group of people into accomplishing a task. * How have you managed situations when an employee’s work is not up to expectations? How do you coach an employee to develop a new skill? * How do you conduct performance reviews? Tell me about a difficult one. * How often do you discuss an employee’s performance with him/her? Give an example. * Tell us about a specific development plan that you created and carried out with one or more of your employees. What was the specific situation? What were the components of the development plan? What was the outcome? * Tell us about a time when you had to take disciplinary action with someone you supervised. * Tell us about a time when you had to tell a staff member that you were dissatisfied with his or her work. Where there any negative consequences? * Tell us about a time when you had to use your authority to get something done. Where there any negative consequences? * There are times when people need extra help. Give an example of when you were able to provide that support to a person with whom you worked. * When do you give positive feedback to people? Tell me about the last time you did. Give an example of how you navigated the need to provide constructive criticism with an employee or peer. |
| Values and Promotes Diversity | Seeks to understand different perspectives and cultures; Contributes to a work climate where differences are valued and supported; Applies others’ diverse experiences, styles, backgrounds, and perspectives to get results; Is sensitive to cultural norms, expectations, and ways of communicating. | * Give a specific example of how you have helped create an environment where differences are valued, encouraged, and supported. * Tell us about a time that you successfully adapted to a culturally different environment. * Tell us about a time when you had to adapt to a wide variety of people by accepting/understanding their perspective. * Tell us about a time when you made an intentional effort to get to know someone from another culture. * What have you done to further your knowledge/understanding about diversity? How have you demonstrated your learning? * What have you done to support diversity in your unit? * How do you encourage people to honor the uniqueness of each individual? How do you challenge stereotypes and promote sensitivity and inclusion? * What measures have you taken to make someone feel comfortable in an environment that was obviously uncomfortable with his or her presence? |
| Active Listening | Practices attentive and active listening; Has the patience to hear people out; Can accurately restate the opinions of others even when he/she disagrees | * Listening involves hearing the speaker and understanding the speaker's point of view. Describe how you do this. * Give an example of a time when you made a mistake because you did not listen well to what someone had to say. * Describe a time when you had to really listen to another’s views before making a critical decision * Effective listening includes patiently hearing people out and absorbing the speaker's message before responding. Describe a time when you were able to do this despite it being difficult to do so. * One of the most difficult aspects of effective listening is to accurately restate the opinions of others even when you disagree with the speaker. Share a time when you effectively did this. |
| Customer Focused | Gains insight into customer needs; Identifies opportunities that benefit the customer; Builds and delivers solutions that meet customer expectations; Establishes and maintains effective customer relationships. | * Describe a time when you made meeting and exceeding customer requirements a driving force behind your activities and decisions. Who were the customers and how did you clarify the needs? To what extent did you involve others? What were the results? * Share a time when you actively gathered information to measure stakeholder satisfaction. How did you gather the information? How did you use it to improve customer service? * Describe specific methods you have used to build relationships and gain the trust and respect of key stakeholders. |
| Practices Self-Development | Shows personal commitment and takes action to continuously improve; Accepts assignments that broaden capabilities; Learns from new experiences, from others, and from structured learning; Makes the most of available development resources | * Describe a time when you participated in an activity to learn a new skill or gain knowledge. What did you learn and how did you apply it on the job? What were the results? * What is one area in which are seeking to improve yourself? * What do you consider to be your professional strengths? Give an example of when you had to use this attribute in the workplace. * What is one goal that you set for yourself that you successfully achieved? * Describe a period of time in the past two years that demonstrates your dedication to continuous learning and self-improvement. * Describe a situation that demonstrates your willingness to challenge and stretch your current skills and abilities. * Feedback is an effective step in personal learning and development. Describe several instances in which you proactively sought feedback and then acted upon the feedback to improve. * Describe a situation that showcases your ability to learn from successes and failures and help others do the same. * An aspect of learning and development involves demonstrating agility during changing conditions. Share a time when you found this most challenging. |
| Approachability / Interpersonal Savvy | Relates comfortably with people across levels, functions, culture, and geography, Acts with diplomacy and tact; Builds rapport in an open, friendly, and accepting way; Builds constructive relationships with people both similar and different to self; Picks up on interpersonal and group dynamics; Is easy to approach and talk to; spends the extra effort to put others at ease; can be warm, pleasant, and gracious; is sensitive to and patient with the interpersonal anxieties of others. | * Describe specific actions you have taken to promote open dialogue with co‐workers and/or employees? * What strategies or tactics have you used to make others feel comfortable approaching you with questions or concerns about personal or work-related issues? * Some people get to know strangers quickly; while others prefer to take their time letting people get to know them. Describe how you entered relationships when you were “new” on a job. * Describe your leadership style. Given your leadership style how do you make sure that employees and coworkers feel comfortable approaching you for help to solve problems? * Tell me about a time when it was particularly important to quickly build rapport with an individual or group. Who was the person(s) and why was it so important? Specifically, what methods did you use to build rapport? How did you know that you were successful? * Describe time when you made an extra effort to build strong relationships with others inside or outside the organization. To what extent were any of the people challenging to relate to? What methods did you use, and what were the results? * Think of a time when you were part of a tense situation that needed to be diffused. What made it tense? What role did you play in diffusing it? What were the results? |