

Competency	Question
Accountability	<p>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?</p> <p>Describe a time when you had to sell an idea to upper management or a client. What was the result?</p> <p>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.</p> <p>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?</p> <p>Give me an example where you directly confronted someone at work without affecting the relationship. What was the outcome?</p> <p>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?</p> <p>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?</p> <p>Provide a work situation where you applied "discretion is the better part of valor." What was the outcome?</p> <p>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?</p> <p>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.</p> <p>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?</p> <p>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?</p> <p>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?</p> <p>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?</p> <p>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?</p>
Adaptability	<p>Tell me about a time when you were not successful and why.</p> <p>Describe a work situation where customers/clients changed their minds at the last minute. How did you handle it and what was the outcome?</p> <p>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?</p> <p>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".</p> <p>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?</p> <p>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?</p> <p>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.</p> <p>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?</p> <p>Tell me about a tough work situation that you knew was coming – how did you prepare and what was the outcome?</p> <p>Think of an organizational change that you went through – how did it affect your work routines? Give an example.</p> <p>What is the biggest work related change you have ever faced, how did you handle it and what did you learn from it?</p> <p>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.</p> <p>When faced with an unexpected challenge, give an example of how you and/or your team met the challenge. What was the outcome?</p> <p>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?</p>
Ambiguity (Tolerance for)	<p>Despite stress, pressure and change, how do you continue to accomplish your work satisfactorily? Give some examples.</p> <p>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?</p> <p>Give me an example of how you adapt or change to a new area or function in which you have little experience or background?</p> <p>Give me some techniques you have used to maintain effective working relationships in less than perfect working conditions.</p> <p>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.</p> <p>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?</p> <p>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?</p> <p>What are some of the best overall tips and techniques for coping with uncertain and changing work environments?</p> <p>What has been your experience in working with conflicting, delayed or ambiguous information? What did you do to make the most of the situation?</p>
Ambiguity and Change	<p>Give me an example of a time when you had to adjust quickly to changes over which you had no control. What was the impact of the change on you?</p> <p>Give me an example of a time when you missed the early signs of employee resistance to an organizational change.</p> <p>Tell me about a time when you had to adapt to an uncomfortable situation.</p> <p>Tell me about a time when you had to complete a project/task on a strict deadline with little or no direction.</p> <p>Tell me about a time you had to work with conflicting, delayed, or ambiguous information. What did you do to make the most of the situation?</p> <p>Tell me about a time you led a change effort.</p> <p>Tell me about the most difficult change you have had to make in your professional career. How did you manage the change?</p> <p>We have all been asked on occasion to perform a task or accomplish a goal where the instructions received were ambiguous. Tell me about a time when this happened to you and specifically what you did.</p>
Analytical Thinking	<p>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.</p> <p>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?</p> <p>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.</p> <p>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?</p> <p>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?</p>

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Analytical Thinking	<p>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? To what extent are you customers aware of historical, current and projected business and political trends affecting them? Give some examples.</p> <p>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.</p> <p>What are the steps you take and/or the process you use to analyze the strengths and weaknesses of your products and product lines?</p> <p>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?</p>
Analyzes Trends	<p>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.</p> <p>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</p> <p>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?</p> <p>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?</p> <p>Describe the biggest work related problem you have faced in the last six months. How did you handle it and what was the result?</p> <p>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?</p> <p>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?</p> <p>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?</p> <p>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?</p> <p>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.</p> <p>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?</p> <p>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?</p>
Attendance / Dependability	<p>How have you handled situations that caused you to be tardy or absent?</p> <p>If we were to ask your previous supervisor, what would they say about your attendance?</p> <p>Tell me about a time when you had to be absent from work. How did you arrange for the necessary coverage of your job?</p> <p>Tell me about a time when you were late for an important meeting. What did you do?</p> <p>We all face times when personal issues pull us away from work responsibilities. If possible, tell me about a time when your dependability or attendance was challenged. How did you handle it and/or remain accountable or involved in work? How long did the situation last?</p> <p>What do you do to ensure that you are on time for meetings and appointments?</p>
Attention to Detail	<p>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?</p> <p>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?</p> <p>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?</p> <p>Give me an example of a work-related situation that caused you to step in and become very "hands on"? What was the outcome?</p> <p>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.</p> <p>How do you go about determining how much task or project details, and which details you personally ought to be involved with?</p> <p>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.</p> <p>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?</p> <p>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?</p> <p>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?</p> <p>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?</p> <p>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.</p>
Being a Quick Study	<p>Tell me about a new process you have learned in the last six months. How did it benefit you?</p> <p>Describe the most difficult task you had to learn in your current position. What did you do to overcome it?</p> <p>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?</p> <p>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?</p> <p>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?</p> <p>What have you done in the last three months to keep your skills current?</p> <p>What's the quickest and toughest job related transition you have ever had to make?</p>
Builds Effective Teams	<p>To what extent do you have teams functioning in your workplace today? Describe for me how you contribute or participate in them.</p> <p>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?</p> <p>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?</p> <p>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?</p> <p>Describe some major steps you need to take to start building a productive team.</p>

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Builds Effective Teams	<p>Give some examples of how you have helped to develop team spirit in your team? How do you feel about teamwork in your workgroup? Give me some examples of how important it is. 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. 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. 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?</p> <p>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. 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. Why is an effective team important in your current work environment?</p>
Business Acumen	<p>What are your major sources of business information? Give me some examples of how you apply them. Tell me about future trends, products, or policies that may impact your work. How did you learn about these? 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? 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? 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)? 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? 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? Tell me about a situation when you developed a business partnership with a client. What was the process and the outcome? 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? Tell me about outside events that could impact your department's operations. How did you learn about these and what action did you take?</p> <p>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? What are some of the key questions that need to be answered to best serve your clients?</p> <p>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? 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.</p>
Business Innovation/Strategic Agility	<p>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? Describe a strategic initiative you have managed from inception to execution. What role did you play and what was the outcome? Describe the process you follow to determine long-range implications of a decision. What has been some of the results? Describe what you have done to keep focused on strategic goals while managing you short- term objectives. Have you developed a long range, more strategic outlook for your job? Provide a brief description. How do you allocate resources and trends to identify those items that could have the greatest future impact? How do you determine which of the company's strategies are important to your team? How do you ensure alignment? How do you identify factors and trends that could have the greatest future impact on your organization, business unit or team? How does your understanding of the organization's goals and priorities influence your day-to- day decision-making? Give an example. How would you allocate resources and planning in anticipation of a trend that has not yet materialized? Provide an example. It's five years from now. What will we see geopolitically that impacts your business/field? Tell me about a strategic change you initiated in the last year. What was the result? 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? 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? Tell me about your most recent effort to communicate strategy to your team. Why was it necessary and how was it received? 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. 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?</p>
Caring about Direct Reports	<p>Describe a time when one of your direct reports was under a great deal of pressure or stress. What did you do in the situation? What was the outcome? Describe a work situation that required you to really listen and display compassion to a coworker/employee who was telling you about a personal/sensitive situation. Give me an example of how you have celebrated an individual's or your team's success in the past. What was the occasion? Tell me what you have done on a consistent basis to ensure that your direct reports feel valued for their contributions?</p>
Change Agent	<p>What, in your best judgement, are the greatest mistakes people make when implementing change in their organization? How do you develop a transition strategy which will help people see change as incremental and appropriate? How do you differentiate between people who are change agents and those who aren't so inclined? What do you look for? How important is communication in managing the change process? Give me some examples from your experience. How would you characterize an environment which was ready for significant change vs. one that isn't? 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? In implementing change, what do you find to be the most important steps to take in preparation? Provide some examples. Most people believe that change has to start at the top. To what extent have you found this to be true? Give some examples. To what extent are you a believer in involvement of people in changes which effect them? 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? What are some of the major steps you take as you plan for change?</p>
Civility	<p>Can you tell me about a time where you noted a colleague's behavior was less than civil? What was the situation and what did you do about it?</p>

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Civility Civility Coaching	<p>Tell me about one of the most frustrating encounters you had with a less experienced nurse or other staff member (like a nursing aid), where you felt that you needed to provide coaching or direction. What was the situation that you found frustrating? What did you say? How did you say it? What was the response?</p> <p>When was the last time at work where your ability to be kind and civil was challenged? What was the situation? What did you do? Do you have any regrets?</p> <p>Describe the process you follow for team's performance planning sessions?</p> <p>Describe a time when you did not provide the necessary coaching to achieve desired behaviors and results.</p> <p>Describe for me what you typically do in coaching a peer or colleague.</p> <p>Describe your performance and development plans. What role do you play in supporting your team's individual development plans in enhancing their performance?</p> <p>Give me an example of when your use of positive reinforcement changed someone's behavior and/or improved their performance.</p> <p>How do you balance between positive reinforcement and remedial constructive coaching within items?</p> <p>How would you describe an ideal coaching relationship with a peer or colleague?</p> <p>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?</p> <p>Think about your team - what have you done to guide, encourage, support and develop them?</p> <p>What do you believe is the intent of coaching peers or colleagues?</p> <p>What have you done in the last three months to model continuous improvement? Give examples.</p>
Communication	<p>Describe the most significant or complex written presentation or report you had to complete.</p> <p>Give me a specific example of a time when you had to interact with an angry co-worker. What was the problem and what was the outcome?</p> <p>Give me a specific example of a time when you had to interact with an angry customer. What was the problem and what was the outcome?</p> <p>Give me an example of a time when you were able to successfully communicate with a person you personally did not like? OR who personally may not have liked you?</p> <p>Give me an example of a time when you were able to successfully communicate with another person even when that individual may not have agreed with your perspective.</p> <p>Tell me about a sensitive or volatile situation that required very careful communication.</p> <p>Tell me about a time in which you had to use your written communication skills in order to get an important point across.</p> <p>Tell me about a time when you and your current/previous supervisor disagreed, but you still found a way to get your point across.</p> <p>Tell me about a time you failed to communicate effectively with your direct reports/students/the public. How did you find out you had failed to communicate effectively? What was the implication of this failure? What did you do about the situation? What did you learn from this?</p> <p>Tell me about the most difficult or complex idea, situation, or process you have ever had to explain to someone. How did you explain it? Were you successful?</p> <p>Tell me about your efforts to "sell" a new idea to your supervisor.</p> <p>Tell me how you kept your supervisor advised of the status on projects.</p>
Composure	<p>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?</p> <p>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?</p> <p>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.</p> <p>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.</p> <p>Tell me about a high stress situation when it was desirable for you to remain calm and even- tempered. What happened?</p> <p>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?</p> <p>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?</p> <p>Tell me about a time when you had to cope with strict deadlines or time demands. Give me an example.</p> <p>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?</p> <p>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?</p> <p>Tell me about your biggest work related disappointment. How did it impact your behavior in your work environment?</p>
Composure and Stress Management	<p>Describe a situation or time when someone or something really got under your skin.</p> <p>Describe for me a time when your team was under a fair amount of stress. What did you do to help them through this? Were you successful?</p> <p>Describe the worst on-the-job crisis you had to solve. How did you manage to maintain your composure?</p> <p>Give me a recent example of a situation you have faced when the "pressure was on." What happened? How did you handle it?</p> <p>Give me an example of a time you had to think quickly on your feet to extricate yourself from a difficult situation.</p> <p>Tell me about a project that required you to work well under pressure.</p> <p>There are times we each feel overwhelmed with a task or project. Tell me about a time this happened to you.</p>
Confidence	<p>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?</p> <p>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.</p> <p>Give me a specific example of something you did which helped build confidence in others. What were some of the outcomes?</p> <p>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?</p> <p>How do you gain or maintain confidence in your daily routine? Give some examples.</p> <p>Provide an example of when you were able to maintain your confidence in the face of diversity or continuous change.</p> <p>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?</p> <p>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?</p> <p>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.</p> <p>Tell me about a time when you were successful in creating confidence regarding a new change or program. What did you do?</p>
Conflict Management	<p>Describe a time when you took personal accountability for a conflict and initiated contact with the individual(s) involved to explain your actions.</p> <p>Give me an example of a time on the job when you disagreed with your boss or a higher level manager. What were your options for settling the conflict? Why did you choose the option you did?</p> <p>Were you able to get your point across? How successful were you in settling the conflict?</p> <p>Others' work ethics are sometimes in conflict with your own. Describe a time this happened to you. Were you able to work it out? How (or why not)? What did you learn from this experience? How have you applied that learning?</p> <p>Tell me about a time you did not properly handle a disagreement with a coworker.</p>
Conflict Resolution	<p>Describe a time when someone shared their frustrations about another person with you. What advice did you give? What was the result?</p>

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Conflict Resolution	<p>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?</p> <p>Describe the most recent work related conflict you have encountered. What caused it, how did you handle it, and what was the outcome?</p> <p>Give some examples on how you maintain your objectivity and emotional control in tense conflict situations.</p> <p>Tell me about a relationship with a co-worker where there was underlying tension. What caused it and what did you do about it?</p> <p>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?</p> <p>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?</p> <p>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?</p> <p>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?</p>
Confronting Direct Report Problems/Issues/Concerns	<p>Describe for me a time you let a problem with an employee get out of hand.</p> <p>Give me an example of a time when you had to talk to a direct report about his/her performance and were able to turn that employee around.</p> <p>Some people are more difficult to work with than others. Give me an example of how you have worked with the most difficult direct report and how that differed from how you worked with the most accommodating direct report.</p> <p>Tell me about a confrontation you've had with a direct report.</p>
Continuous Improvement	<p>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?</p> <p>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?</p> <p>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?</p> <p>How have you encouraged coworkers or team members to pursue continuous improvement?</p> <p>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?</p> <p>When have you had to balance the need for continuous improvement with the need to get things done?</p> <p>Why is continuous improvement becoming a major emphasis for your company?</p> <p>Why is continuous improvement necessary in your current position?</p>
Cooperation	<p>At times, we must all deal with difficult people. This can be a challenge when it is someone with whom we need to develop a cooperative relationship. Tell me about a time you were successful in developing a cooperative relationship with a difficult person at work.</p> <p>Tell me about a time that you cooperated with someone when you really would rather have not cooperated.</p>
Creativity/Innovation	<p>What is the toughest group/team/department from which you have had to get cooperation? What were the obstacles? Why was it a tough group? What were the reactions of the group members?</p> <p>Describe an example of a creative contribution you have made. How did the idea come to you? How was it received/used?</p> <p>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?</p> <p>Describe a process or procedure that's in place in your area that works well and that you consider innovative or creative.</p> <p>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?</p> <p>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?</p> <p>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.</p> <p>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.</p> <p>Tell me about the best practice you have shared or learned from others. What were the benefits?</p> <p>Tell me about the most creative or unique idea you shared. Was it employed? Why or why not?</p>
Customer Commitment	<p>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?</p> <p>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?</p> <p>Describe the most important interaction or situation you have ever had with a customer. What did you do and what was the outcome?</p> <p>Describe your customers for me (both internal and external) and your level of interaction.</p> <p>Give an example of when you were extremely successful in pleasing the customer. What made it successful?</p> <p>Give me some example of what your company does that results in acquiring new or retaining existing customers?</p> <p>How do you obtain and keep up to date information about customers? How do you utilize this information to meet your customers' needs?</p> <p>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?</p> <p>Tell me about a situation when you had to deal with a difficult customer/client. What did you do? How effective was it?</p> <p>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?</p> <p>Tell me about a time when you were not effective in meeting the customers needs. Why and what steps did you take to correct the situation?</p> <p>Tell me how you improve customer service (for yourself, your team). How do you recognize what improvements are needed? Give some examples.</p> <p>What have you done to encourage others to maintain a significant focus on their customers? Give me some examples.</p>
Customer Service	<p>Describe a time when you asked for performance feedback and used it to improve service?</p> <p>Describe a time you were unable to deliver a product or service to your customer on time.</p> <p>Describe for me something you did to establish a "customer first" mentality in your department or team.</p> <p>Describe the process or method you used in a particular situation to develop an understanding of your internal/external customer's viewpoints and needs.</p> <p>Everyone has said something to a customer that they wished they hadn't. Tell me about a time you did this. What did you do to correct the situation?</p> <p>Give me a specific example of a time when you had to address an angry customer. What was the problem and what was the outcome? How would you assess your role in defusing the situation?</p> <p>Looking back, would you do anything differently?</p> <p>Give me an example of something you have done to either develop or strengthen customer relationships.</p> <p>Give me an example of when you initiated a change in process or operations in response to customer feedback.</p>

Competency	Question
Customer Service	Provide an example of a time when you were unable to meet a (internal/external) customer commitment. What did you do? Tell me about a marketing promotion/initiative or information dissemination you developed. How did it meet the customer's need?
Decision Making	Describe a time when you had to make a decision that you knew would be unpopular. Describe a time you had to make a quick decision with incomplete information. Give me an example of a time you had to make a decision where you needed to carefully consider a great deal of conflicting, as well as supporting, information, opinions, and data. Tell me about one of the most difficult (or one of the best) decisions you made in the last year/six months. What made it so difficult? What process did you use to make it?
Delegation	We all make decisions that turn out to be mistakes. Describe a decision you made at work that you wish you could do over. What would you do differently if you could do it over again? Tell me about an important job responsibility that you assigned to one of your direct reports. What role did you play in this assignment? 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? Describe a time you had to delegate parts of a large project or assignment to some of your direct reports. How did you decide what tasks to delegate to which people? What problems occurred, if any? 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? Give me an example of a time you did a poor job of delegating a task or project. 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? How do you determine what you can reasonably delegate and what you need to do yourself? Give some examples. How has the performance management tool assisted in delegating job responsibilities? 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? Tell me about a task or project that you unsuccessfully delegated. What happened? What did you learn? How did you apply what you learned to other situations? 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? 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? Tell me about the kinds of work assignments you give to your direct reports. What assignment do you not give to your direct reports? What does long-term delegation mean to you? When you've delegated a project, and it isn't going well, how do you decide when to step in and move things along?
Detail Orientation/Attention to Detail	Describe a situation where you didn't pay as close attention to the details as you should have. Give me an example of a time where your attention to detail helped you avoid making a mistake. Tell me about a time when you caught an error that others had missed. Tell me about a time when you paid too much attention to details and not enough to the big picture.
Developing Others	Tell me what training or development opportunities you have provided for your direct reports in the last three months. 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? How do you identify the career goals of your employees? How do you manage an employee leaving your department to pursue their career goals when you still have a department to run? 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? 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? Tell me about an employee who has developed and moved out of your organization. How did you contribute to this employee's development? What do you do to provide a stimulating and challenging environment which encourages your employees to grow and develop? Provide some examples. What written development plans are in place for your employees? What do they look like?
Diversity	Describe a situation when you had to treat others in your work group differently. How did you handle it? What were the outcomes? Can you recall a time when a person's cultural background affected your approach to a work situation? Can you recall a time when you gave feedback to a co-worker who was unaccepting of others? Describe a discussion you initiated with an individual to learn about any diversity barriers they perceived in the organization. What was the result/ Describe your experience establishing and maintaining cooperative and effective working relationships with individuals from diverse academic, socioeconomic, cultural, ethnic, and disability backgrounds. Give some examples of what you have done to increase diversity awareness in your group? How has your company handled the issue of diversity within the workplace? How do you support this effort? Tell me about a time that you adapted your style in order to work effectively with those who were different from you. Tell me about a time that you successfully adapted to a culturally different environment. Tell me about a time when you had to adapt to a wide variety of people by accepting/understanding their perspectives. Tell me about a time when you had to handle cultural differences. What did you do? Would you have done something differently and why? Tell me about what you have done to foster an inclusionary work environment. How has this benefited your work environment? Tell me the steps you have taken to create a work environment where differences are valued, encouraged, and supported. What are some of your best practices for creating and managing a diverse work group? What do you do, or have you done, to make diversity a working concept in your workplace? Give some examples. What does the term diversity mean to you as it applies to practice in the workplace? What have you done to further your knowledge/understanding about diversity? How have you demonstrated your learning?
Effective Communicator	Give an example of when you picked up on non-verbal cues from your listener(s) that told you to change your communication approach. 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? Describe a time when you were not effective in getting your point across. What contributed to this? Describe a time when you were very effective in getting your point across and convinced others to change their positions.

Competency	Question
Effective Communicator	<p>How do you avoid “verbal overkill”? How do you reduce messages to their essence without losing the main intent and content?</p> <p>How do you go about assuring that your verbal messages to others are clearly understood?</p> <p>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.</p> <p>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?</p> <p>Tell me about a time when your language and speaking skills really worked for you on the job.</p> <p>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.</p>
Emotional Intelligence	<p>Give some examples of how you build a team member’s self esteem.</p> <p>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.</p> <p>Describe a time when you disagreed strongly with another’s’ point of view. What was the situation and how did you handle it?</p> <p>Describe a time when you had to react to an emotional employee. How did you handle it and what was the outcome?</p> <p>Describe for me a time you were able to transform your anxiety or negative emotions into positive emotions and actions.</p> <p>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?</p> <p>Give an example of hen you had to give some difficult feedback to another person. How did you handle it and what was the result?</p> <p>Give an example of when you feel you need to be sensitive to a situation or issue and why.</p> <p>Give me an example of a time that your ability to notice another person’s feeling or concerns enabled you to proactively address an issue.</p> <p>Give me an example of a time when, because you failed to detect a person’s feeling or concerns, you – at least initially - mishandled the situation.</p> <p>Give me an example of a time where-even though it was difficult-you were able to control and filter your emotions in a constructive way.</p> <p>Tell me about a time that your ability to appropriately use empathy turned a situation around.</p> <p>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?</p> <p>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?</p> <p>Tell me about a time when you pushed another person too far. What was the situation and outcome?</p>
Flexibility and Adaptability	<p>Describe a time when you were instructed to modify or change your actions to respond to the needs of another person. Do you feel that the demand was fair? Why or why not?</p> <p>Most organizations today make ongoing changes in policies and procedures. Tell me about a time you had difficulty in dealing with one of these changes. What about the change made it difficult?</p> <p>How did you deal with the situation?</p> <p>Tell me about a time when you changed or modified your priorities to meet another person’s or group’s expectations.</p> <p>Tell me about a time when you had to adjust to another person’s working style in order to complete a project/task/goal.</p> <p>Tell me about a time when you had to change your point of view or your plans to take in account new information or a change in priorities.</p> <p>Tell me about a time you uncovered new information that affected a decision that you had already made.</p>
Follow-up	<p>How do you ensure customer satisfaction through evaluation and follow-up? Give some examples.</p> <p>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?</p> <p>Describe your “best practice” when you have follow-up actions to take. Provide an example.</p> <p>Does your business treat deadlines as guidelines, or “hard and fast” dates which must be met? How do you follow-up accordingly?</p> <p>Give an example of when you “dropped the ball”. How did you recover?</p> <p>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.</p> <p>How do you determine when a key deadline or commitment cannot be met? What action do you take?</p> <p>How do you ensure that appropriate follow-up is takes to keep management informed of progress and what needs to be done?</p> <p>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?</p> <p>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.</p> <p>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?</p>
Group Facilitation	<p>Describe a technique you have used in the past with team members to foster a supportive rather than confrontational environment.</p> <p>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?</p> <p>Describe a time when a group you were facilitating was experiencing conflict. How did you handle it and what was the outcome?</p> <p>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?</p> <p>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?</p> <p>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.</p> <p>Provide some examples of the type of follow-ups you do to determine if the meetings you facilitated are making a difference.</p> <p>Tell me about a meeting that was not successful as a Group Facilitator. What actions did you take and what was the outcome?</p> <p>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?</p> <p>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.</p> <p>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?</p> <p>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?</p> <p>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?</p>
Hiring Talented Staff	<p>Describe the process or steps you went through to hire your last new person. Have you identified what process improvements you need to take?</p>

Competency	Question
Hiring Talented Staff	<p>Describe the steps you took to prepare for the last person you interviewed. Give an example.</p> <p>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?</p> <p>How do you handle any difference between interviews regarding a candidate? Provide an example.</p> <p>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.</p> <p>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?</p> <p>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.</p> <p>What are your criteria for hiring a person who is a good fit for the position and the organization?</p> <p>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.</p> <p>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?</p> <p>When you are selecting individuals to work in your group or team, what are the major skills or attributes you look for?</p>
Humor	<p>Tell me why you think humor plays an important role in a work environment. Give some examples.</p> <p>Describe a situation you have been in where humor eased tensions.</p> <p>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?</p> <p>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?</p> <p>Tell me about a time when something really funny happened at work. What benefit did it serve?</p> <p>Tell me about a time when you felt inappropriate humor was used and why and what was the outcome.</p> <p>Tell me about a time when you personally used humor to diffuse an unpleasant situation. What caused the situation and what was the outcome?</p>
Influence	<p>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?</p> <p>Describe a negotiation you recently took part in. What was your contribution? How effective was it? How would you describe your style of negotiation?</p> <p>Describe a situation in which you were able to influence the actions of others in a positive direction.</p> <p>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?</p> <p>Describe a time when you needed someone else's support and were able to get it. How did you go about it?</p> <p>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?</p> <p>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?</p> <p>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.</p> <p>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?</p> <p>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?</p> <p>What process do you use to obtain agreement? Describe a time when you used these processes successfully.</p>
Initiative	<p>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?</p> <p>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?</p> <p>Give me an example of when you provided assistance without being asked. What prompted you to offer assistance and how was it perceived?</p> <p>Give some examples of your doing more than required in a course. Why and what were the outcomes?</p> <p>How comfortable are you seizing the initiative and pursuing an opportunity when it presents itself? Give me an example.</p> <p>How deep a feeling of responsibility do you have for your job or position? Provide examples.</p> <p>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?</p> <p>Provide some specific examples of what you have done in the last three months for personal development.</p> <p>Tell me about a time you volunteered for additional projects or assignments. Why and what was the benefit you gained?</p> <p>Tell me about some projects you generated on your own. What prompted you to start these projects?</p> <p>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?</p> <p>What changes have you attempted to implement in your work environment? Were you successful and why or why not?</p> <p>Creativity often means stepping back from standard ways of thinking. Give me an example of a time when you were able to break out of a structured mindset and explore new and different concepts and ideas.</p>
Initiative, Improvement and Creativity	<p>Describe a situation from your past work experience in which you have determined a process needed improvement, or a planned change. How did you implement the change and what was the outcome?</p> <p>Describe a time when you took the initiative to do something that needed to be done, even though it wasn't really your responsibility. What circumstances prompted you to act?</p> <p>Describe something you have implemented at work to improve customer service, productivity, quality, teamwork, or performance. What were the steps you used to implement this?</p> <p>Give an example of when you initiated a project without being asked.</p> <p>Give me an example of a situation when others knew more than you did. How did you close the gap?</p> <p>Give me an example when you initiated a change in process or operations.</p> <p>In your last job, what problems did you identify that had previously been overlooked? Did you make changes to address these problems? How did you go about incorporating change?</p> <p>Tell me about a suggestion you made to improve the way job processes/operations worked. What was the result?</p> <p>Tell me about a time when you created a new process or program that was considered risky.</p> <p>Tell me about a time when you had to learn something new or difficult in a short amount of time. What created the situation? What did you have to learn? How did you learn it?</p> <p>Tell me about a time when you were able to treat a negative experience as a learning opportunity.</p> <p>Tell me about a time you received constructive feedback from a boss or coworker that you took to heart and did something about.</p> <p>Tell me about something specific you did to develop yourself that distinguished you from others at work.</p>

Competency	Question
Initiative, Improvement and Creativity	<p>We all have weaknesses that can interfere with our success. Tell me about one of yours and how you overcame it to be successful on a specific task or project.</p> <p>What would you do if you did not have the resources you needed to complete a task or project?</p>
Integrity, Ethics, Values, and Trust	<p>Describe a situation where you distrusted a coworker/supervisor, resulting in tension between you. What steps did you take to improve the relationship?</p> <p>Give an example of a time when your values and beliefs impacted your relationship with a peer, coworker, supervisor, or student.</p> <p>Give me an example of a time when you were able to keep a confidence, even when you were tempted to break it or it would have been easier to break it.</p> <p>Give me an example of when you 'went to the source' to address a conflict. Do you feel trust levels were improved as a result? Looking back, would you do anything differently?</p> <p>Give me examples of how you have acted with integrity (walked your talk) in your job/work relationship. Did you encounter any risks or challenges in doing so?</p> <p>How have you responded in the past when you found another employee was breaking the rules?</p> <p>If you can, tell me about a time when your trustworthiness was challenged. How did you react/respond?</p> <p>Keeping others informed of your progress/actions helps them feel comfortable. Tell me your methods for keeping your supervisor advised of the status on projects.</p> <p>Tell me about a specific time when you had to handle a tough problem that challenged fairness or ethical issues.</p> <p>Tell me about a time when you experienced a loss for doing what was right.</p> <p>Tell me how you have developed trust and loyalty between you and your direct reports.</p> <p>Think of a situation where you distrusted or had a dispute with a co-worker/supervisor, resulting in tension between you. What steps did you take to improve the relationship?</p> <p>We are all faced with having to make a choice between two seemingly opposing things, both of which seem like the right decision. Tell me about a time you were in this situation. What did you do?</p> <p>How and why did you choose the "right" decision?</p>
Interpersonal Savvy	<p>How do you approach rebuilding a customer relationship that has deteriorated? Give an example and the outcome.</p> <p>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?</p> <p>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?</p> <p>Describe a situation where you were unable to build a relationship with someone. What caused the strain and what did you do about it?</p> <p>Describe a time when you were successful in dealing with another person because you built a trusting and harmonious relationship. Describe your approach.</p> <p>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?</p> <p>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?</p> <p>Describe some major steps you have taken to build rapport with your customers.</p> <p>Give me an example of when you had to deal with a difficult person. What did you do to maintain and build the relationship?</p> <p>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?</p> <p>Identify three of the most important things you do to maintain effective interpersonal relationships and why.</p> <p>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?</p> <p>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.</p> <p>Tell me about a time when your concern for a particular individual was reflected in an interview, coaching or counseling.</p> <p>What do you do on a regular basis to improve your customer rapport and relationships? Give some examples.</p> <p>What kinds of people have you found it difficult to develop relationships with? Can you tell me why? Give me an example.</p>
Interpersonal Skills	<p>Describe a time where your ability to understand an organization's culture helped you to develop the relationships and partnerships you needed to accomplish something that had to be done.</p> <p>Give me an example of a time where, had you understood the reasoning behind a key policy, practice, or procedure, you would have done something differently.</p> <p>Give me an example of a time you developed and maintained (or strengthened) a relationship with a person or group outside (inside) the organization. Why did you develop the relationship? How did you develop it? What did you do to maintain/strengthen it?</p> <p>Tell me about a time when you needed to accomplish something through an informal network.</p>
Leadership	<p>Describe a time when you had to have coworkers with different work styles or ideas work together on a project. What, specifically, did you do to pull them together?</p> <p>Describe a time when you utilized your leadership ability to gain support for something that was initially strongly opposed by others.</p> <p>Give me an example of a time that your leadership transformed a group of people into an effective, healthy, productive team.</p> <p>In the past, how have you inspired or energized an unmotivated individual or group? How did you do it and what was the result?</p> <p>Observing your coworkers, in your current or a past job, describe what motivated their best performance.</p> <p>Please tell the committee how many employees have you directly supervised with performance assessment responsibilities and describe the exact responsibilities and activities over which you had oversight for these employees.</p> <p>Tell me about a time when you were working with colleagues on a group project and became the informal leader. What were the circumstances?</p> <p>Tell me about a time you had to take charge and start the ball rolling to get a job done. What were the ramifications if the job didn't get done? What did you do? How did it turn out?</p> <p>Tell me about a time you led a team that had one or more unproductive/negative members. How did you find out about the unproductive member? What did you do? Why did you choose to do that? How did it work out?</p>
Listening	<p>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?</p> <p>Describe a good listener.</p> <p>Give an example of when you were picking up some non-verbals. Were they positive or negative and how did they impact your actions?</p> <p>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?</p> <p>How do you signal other people that you're listening to what they say?</p> <p>How good are your listening skills and how do you know?</p> <p>Tell me about a time when an associate or team member was rambling on and on, or talking excessively. How did you handle it?</p> <p>Tell me about a time when you "spoke to soon" as a result of not listening. What was the result?</p> <p>Tell me about a time when you strongly disagreed with what was being said. What did you do?</p> <p>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?</p>

Competency	Question
Listening	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? What kinds of things do you do to be sure you accurately understand verbal information given to you?
Manager Relationships	Give me an example of something that you learned from your boss that has helped you in your career. Give me some examples of the kinds of things you have talked to your boss about rather than handling them yourself. Tell me about a time you went the “extra mile” for a boss. Why did you do it? Tell me about a time your boss coached you to improve your performance or to learn something new. Tell me about the worst boss you’ve had. What made his/her the worst boss? How were you able to work with this person?
Managerial Courage	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? Describe a time when you had to provide constructive feedback to a peer, co-worker, direct report a team member. Describe the most challenging managerial action you have had to take. What was involved and how did it turn out? 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? How do you choose to lead each individual in your team? Give an example. Tell me about a developmental discussion with a direct report. How did you prepare? What could you have done differently? 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? 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?
Managing Through Systems	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? 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? 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. Tell me about the last time you gave positive feedback to a direct report. What were the circumstances and how was it received? How much experience have you had designing work projects and/or programs? Give some examples. 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. Give an example of a time when you had to explain a complex practice, process, or procedure to someone locally or remotely. How do you conceptualize issues/relationships in order to communicate then well to others? What’s your process? How do you prepare analogies and examples that help others understand complex issues quickly? How do you ensure the information will be utilized correctly? 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. If you are selective about what to involve yourself in, how do you select and to what extent do you involve yourself? Why? Provide an example of when you had to manage people who report to someone else but are assigned to you for a particular project. 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. Tell me about some of your experiences where you had to interact and mange across departmental lines. 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. 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. What steps do you go through to identify the modifications needed in various processes/technologies to reduce cycle time and improve quality? What steps do you take to assure that you’ve been realistic in your planning and projections? 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?
Motivating Others	Describe a direct report that was not very motivated that you turned around. What did you do and what was the outcome? 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? Describe specifically what you’ve done to create a team environment. How do you gauge your team’s morale? 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? How do you think rewards work in motivating more effective performance? Give an example. What was the outcome or benefit? Share methods you use to identify motivators for each of your direct reports and examples of how you specifically motivate each individual. Tell me about a specific time that you were recognized for your efforts or accomplishments in your team or staff meeting. Tell me about the last time one of your direct reports received recognition from you in a group setting. What do you think is the best way of motivating people and why? What effect have you determined that the performance management (goal setting) process has on the motivation and performance of associates? Give an example. What have you done to influence the commitment/motivation levels of your direct reports or team? What technology or tools have you found most useful or effective in motivating your staff?
Negotiation	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? 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? Describe a time when you had difficulty getting everyone on a team to agree to an objective, goal, timeline, etc. What was the outcome? 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? Give an example that demonstrates some of the techniques or tools you use when negotiating with a peer, coworker, team member, or customer. 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? 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? Tell me about a time when you conducted a formal negotiation with an outside group. Tell me about a time when you felt it was necessary to compromise your position on a project or assignment and why?

Competency	Question
Negotiation	<p>Tell me about a time when you negotiated a contract that was not the best outcome for the company? Why was it necessary?</p> <p>Tell me about a time when you served as a mediator during a negotiation process. What were the circumstances and what did you learn?</p> <p>Tell me about a time where you had some leeway on an issue and this allowed you to negotiate. What was the outcome?</p> <p>What are some of the negotiating techniques and approaches you developed in working with customers that you believe has helped you the most?</p> <p>What experience have you had negotiating contracts with customers or outside vendors? Give some examples.</p>
Optimism	<p>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?</p> <p>Describe a time when your 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?</p> <p>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?</p> <p>How do you demonstrate your knowledge, ability and/or skills to others in your work environment? Give an example.</p> <p>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.</p> <p>How much of your optimism comes from an internal commitment to avoid failure at all costs? Give an example.</p> <p>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?</p> <p>Tell me about a time when you faced a major disappointment. How did that impact your performance?</p>
Organizational Agility	<p>What particular information sources do you pursue for your planning activities and why?</p> <p>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?</p> <p>Have you ever been part of forming an organization, unit, new department? Give an example.</p> <p>Have you ever sought special funding or approval for a project in an organization?</p> <p>How did you identify internal resources available to you to help you get your job done? Give an example.</p> <p>How do events in your area of the organization affect other parts of the organization? Give me some examples.</p> <p>How do you formally or informally keep up on what is going on in the organization?</p> <p>How have you established networks of support with internal resources to make them available when you need them?</p> <p>How often do you formally or informally keep up on what is going on in the organization?</p> <p>Provide an example of when you were not comfortable in asking for the resources necessary to accomplish an assignment. Explain.</p> <p>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?</p> <p>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?</p> <p>To what extent are you able to "read" what's really going on in the company? Consider political maneuvering, power plays, etc.</p> <p>What are some of the major sources you use within your organization to gather information for decision making or completion of work-related assignments?</p> <p>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?</p> <p>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.</p> <p>With what other departments do you frequently interface in your current job? How often and under what circumstances.</p> <p>Tell me about a time where your commitment and desire to stay in a job and/or department was compromised. What was it about the job or department that moved you to leave or consider leaving?</p>
Organizational Commitment	<p>Did you? What did you learn from the experience?</p>
Organizing	<p>Describe a time when you had conflicting priorities. How did you determine what you would do first?</p> <p>Describe a work procedure or process you have implemented or reengineered to increase you or your team's work efficiency.</p> <p>Describe specific examples of when you have had to schedule and coordinate the work of others. How did you handle it?</p> <p>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?</p> <p>Give an example of when you entered a work group as the new leader and identified areas for improvement. What actions did you take?</p> <p>Give an example of when you had to manage multiple activities and/or projects simultaneously. How did you manage to get everything accomplished?</p> <p>Give me an example from your working history that demonstrates your ability to organize and maintain a system of records to facilitate your work.</p> <p>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.</p> <p>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.</p> <p>Tell me about a project where you had to manage multiple resources to accomplish the desired result.</p> <p>Tell me about a time when you had to put together a tem of people to get the job done. Describe how you went about it and why you chose the people you did.</p> <p>What do you do when your time schedule is upset by unforeseen circumstances? Give examples.</p> <p>Describe a patient experience that was challenging due to a patient being physically or verbally inappropriate or aggressive? What was the situation? How did it make you feel? How did you respond?</p> <p>What did you learn?</p> <p>Describe the sickest patient you ever cared for. What did you learn from it? What resources did you utilize to care for the patient? What challenges did you have?</p>
Patient Care Challenges	<p>Give me an example of where you utilized significant critical thinking when caring for a patient - a time where your thought-process and action had a signifiant benefit to the health of the patient.</p> <p>How would you compare yourself to others in pursuing your objectives despite resistance and obstacles? Give an example.</p> <p>Describe an experience in which you were too persistent. What happened? How could you have improved the outcome?</p> <p>Do you think there was a time when you gave up too soon on a project, task or assignment and why?</p> <p>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.</p> <p>Is it the pursuit of the project, assignment or task or the end result itself that gives you the greatest personal satisfaction? Why?</p> <p>Tell me about a time when a "tough skin" helped you handle rejection and you persevered until the desired outcome was resolved.</p> <p>Tell me about a time when you were able to maintain your focus when encountering a crisis? How did you handle it?</p>
Perseverance	<p>Give me an example of where you utilized significant critical thinking when caring for a patient - a time where your thought-process and action had a signifiant benefit to the health of the patient.</p> <p>How would you compare yourself to others in pursuing your objectives despite resistance and obstacles? Give an example.</p> <p>Describe an experience in which you were too persistent. What happened? How could you have improved the outcome?</p> <p>Do you think there was a time when you gave up too soon on a project, task or assignment and why?</p> <p>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.</p> <p>Is it the pursuit of the project, assignment or task or the end result itself that gives you the greatest personal satisfaction? Why?</p> <p>Tell me about a time when a "tough skin" helped you handle rejection and you persevered until the desired outcome was resolved.</p> <p>Tell me about a time when you were able to maintain your focus when encountering a crisis? How did you handle it?</p>

Competency	Question
Perseverance	<p>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?</p> <p>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?</p> <p>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?</p> <p>To what extent does your motivation, commitment and accomplishment of tasks or projects drive your persistence? Give an example.</p> <p>What are some large obstacles you had to overcome in your work career to get where you are today?</p> <p>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?</p> <p>Why do you think "hanging in there" represents on eof the most important qualities an employee can exhibit?</p>
Personal Effectiveness	<p>How do you handle an unexpected crisis and still stay on track with your work schedule? Give an example.</p> <p>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?</p> <p>Give me an example from your working history that demonstrates your ability to organize and maintain a system of records to facilitate your work.</p> <p>How do you handle interruptions, phone calls, mail, meetings you call, meetings others call, getting time to work on priorities?</p> <p>How would you describe a typical workweek in your current job?</p> <p>If you had total control over how you spend your workday, what changes would you make?</p> <p>Provide an example of when you had to allocate time between projects and/or activities? What criteria did you use? What was the outcome?</p> <p>Share some of your best recommendations on how to manage your time?</p> <p>Tell me about a critical goal, project, or commitment that you completed ahead of deadline. How did you manage your time?</p> <p>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?</p> <p>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?</p> <p>Tell me about a time when you felt especially productive. What factors contributed to this effectiveness?</p> <p>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?</p> <p>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?</p> <p>What do you believe are some of the most prevalent problems you have in managing your time? Give an example.</p> <p>What do you do with windfall time, such as when a meeting is cancelled? Give an example.</p> <p>What kinds of tools do you keep on your daily schedule? What are the most effective?</p>
Perspective	<p>Provide three to five interesting things that have a parallel or an effect on your organization. Give an example.</p> <p>How comfortable are you in making recommendations or initiating changes which "break the mold?" Give me a couple of examples.</p> <p>How familiar are you with the overall strategies of the business? How does this influence or help your day-to-day operations/decisions?</p> <p>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?</p> <p>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.</p> <p>What benefits have you received from this endeavor?</p> <p>Provide some examples of how you have tried to make things better in your department or work unit?</p> <p>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?</p> <p>To manage business development successfully, what are some of the factors you believe need to be addressed and why?</p> <p>To what extent do you consider yourself a person who thinks about business issues from a different and creative perspective? Give an example.</p> <p>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.</p> <p>What are the two most different company business cultures you have worked in so far?</p> <p>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?</p> <p>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)?</p> <p>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?</p>
Planning	<p>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?</p> <p>Describe a completed project where you were satisfied with the results. What caused your dissatisfaction? What would you do differently on a future project?</p> <p>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?</p> <p>Describe a recent difficult project and tour process for getting started. What difficulties did you encounter? How did you handle it and what was the outcome?</p> <p>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?</p> <p>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?</p> <p>How do you design benchmarks to measure progress against a plan?</p> <p>How do you identify multiple and diverse relationships/tasks, which are important to your planning and managing process? Provide an example.</p> <p>How have you determined what constitutes top priorities in scheduling your time? Give examples.</p> <p>In advising others about project planning, what points do you emphasize and why?</p> <p>Name a project that you have had to plan recently. What aspect went well? What could you have done better?</p> <p>Tell me about a project you are currently working on; describe your process for tracking the project's milestones.</p> <p>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?</p> <p>Tell me about a time when you were not pleased with your project planning skills. What led you to this conclusion?</p> <p>Tell me about a time when your deliverables were impacted by other team members. What were the circumstances and how did you handle it?</p> <p>What is your procedure or process for keeping track of items requiring your follow-up, planning, scheduling, etc.?</p>
Presentation Skills	<p>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?</p> <p>Describe a situation where, after a presentation, you were faced with a hostile questioner. What did you do? What were the results?</p>

Competency	Question
Presentation Skills	<p>Describe a time when you felt you were especially effective in making a presentation. How did you evaluate your effectiveness?</p> <p>Describe a time when you felt you were less effective in making a presentation. What were the reasons and what did you learn?</p> <p>Describe the most intimidating audience you have ever faced when making a presentation. How did you handle them? What was the result?</p> <p>Describe the steps you take when organizing and preparing for a presentation. Give an example.</p> <p>Give me an example of a presentation you did for a small group that resulted in the group agreeing to do what you wanted.</p> <p>Give me an example of a time when a presentation you were making wasn't working and you were able to switch tactics to make it work. How did you know the presentation wasn't working?</p> <p>How much experience have you had making presentations to groups? Provide some examples of the types of presentations and groups you have presented to.</p> <p>In presenting to upper management or outside groups, what do you do differently than with an internal group? Give an example.</p> <p>Tell me about a presentation you made to a large audience. What was the purpose? What steps did you take to prepare it?</p> <p>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?</p> <p>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?</p> <p>Tell me about a time you had to use your presentation skills to influence someone's opinion.</p> <p>Tell me about an oral presentation you made to a group within the last year. What was the most difficult aspect of the presentation?</p> <p>What are some of the different presentation styles you use, and how and when would you use them?</p> <p>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.</p> <p>What steps do you follow to help you organize your material for a presentation?</p>
Problem Solving	<p>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?</p> <p>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?</p> <p>Describe a recent problem you handled and the specific steps you took after you identified the cause. What was the outcome?</p> <p>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?</p> <p>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?</p> <p>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?</p> <p>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?</p> <p>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?</p> <p>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?</p> <p>Occasionally problems seem to arrive in bunches. How have you balanced handling multiple customer needs and other work related responsibilities?</p> <p>Tell me about a particularly difficult work related problem that you had to solve and describe the approach you took. What was the outcome?</p> <p>Tell me about a solution you implemented that did not solve the problem. What did you learn from this?</p> <p>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.</p> <p>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?</p> <p>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?</p>
Problem Solving	<p>Give me a specific example of a time when you used good judgment and logic in solving a problem.</p> <p>Give me an example of a time when you used your fact-finding skills to solve a problem.</p> <p>Please describe a stressful situation in a previous job, and what you did to create a positive outcome?</p> <p>Provide an example of where you had little or no direction in solving an issue and how you handled it.</p> <p>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. (NOTE: Make sure they talk about the tools used e.g. research, brainstorming, as well as how and why they used the tools.)</p> <p>Tell me about a time when you had a problem to solve with a group. What role did you play and what was the outcome?</p> <p>Tell me about a time when you were able to identify a problem and resolve it before it became a major issue.</p> <p>Tell us about a situation where an issue arose which would normally be handled by a manager and no supervisor was available, how did you handle it.</p>
Professionalism	<p>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.</p> <p>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?</p> <p>Describe techniques or tools you have used that help develop your direct reports' professionalism?</p> <p>Give an example of how your personal standard of accountability helped you succeed on the job?</p> <p>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?</p> <p>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.</p>
Project Management	<p>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?</p> <p>What experiences have you had in managing or being a part of project management processes in your company? Provide an example.</p> <p>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?</p> <p>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.</p> <p>How much experience have you had managing a project through a full "lifetime" from beginning to end? Provide a specific example.</p> <p>In your opinion, how complex is building a team for a project? Why?</p> <p>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.</p>

Competency	Question
Project Management	<p>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?</p> <p>Tell me about some of the difficulties or challenges you have faced when you had to interact and manage across departmental lines.</p> <p>To what extent do you use teams to accomplish projects in your present environment and why?</p> <p>What are some of the major goals of the team building process for a project?</p> <p>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?</p> <p>What are your major guidelines for the planning phases of a project, including managing budgets and schedules?</p> <p>What do you consider to be the major steps you need to take to get a project underway (after the initial planning is in place)? Give an example.</p> <p>What guidelines do you use for directing and controlling the progress of a project? Give an example.</p> <p>What methods do you use to determine the goals and objectives that are critical to the overall project plan? Give an example.</p>
Providing Direction	<p>Describe the process, tools, or techniques you use to help keep your team informed about goal attainment. Give a most recent example.</p> <p>Describe the process you use in developing performance plans for your direct reports.</p> <p>Describe what you have done to help your team relate to/understand the company vision and mission. Give an example.</p> <p>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?</p> <p>How frequently do you give reinforcing feedback to your team and/or direct reports? Provide an example.</p> <p>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?</p> <p>Tell me about a time when a direct report was not meeting their goals. What action did you take and what was the outcome?</p> <p>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?</p> <p>When you receive new goals or projects, how do you communicate and/or integrate them into your team? Give an example.</p>
Quality Focus	<p>What impact has the quality focus had in your present work environment? Give an example.</p> <p>Describe for me how you anticipate the needs of your customers for products and services they may not know about yet. Give an example.</p> <p>Describe for me the type of process you use to solicit suggestions and comments from customers (internal and/or external). Give an example.</p> <p>Give me an example of the analysis you conduct to assess, improve and manage quality assurance?</p> <p>How do you go about determining what your customers want and expect? Give some examples.</p> <p>How do you manage and control a quality assurance effort, which reaches so pervasively into so many segments of the business? Give an example.</p> <p>In general, share with me your experiences and thoughts about quality focus?</p> <p>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?</p> <p>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?</p> <p>The concept of "continuous improvement" is an intriguing one. Is this process utilized in your work environment? Provide an example.</p> <p>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?</p> <p>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?</p> <p>To what extent has quality focus for the customer changed the way you perform your work?</p> <p>What are your experiences with your area and within the company in the quality assurance area?</p> <p>What are your standards of success in your job? What have you done to evaluate and improve these standards?</p>
Quantitative Analysis	<p>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?</p> <p>After you have completed research on a project and/or assignment, what steps did you take to follow-up regarding action items?</p> <p>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.</p> <p>Give me an example of when you designed a study to assure that your research methodology was thorough.</p> <p>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.</p> <p>How do you approach your analysis of issues/problems? Give an example.</p> <p>How do you verify that your resources are reputable and dependable?</p> <p>Tell me about your experiences you had in working with research tools such as quantitative analysis? Give an example.</p> <p>What resources do you rely on for a given or specific topic (articles, books, etc.).</p> <p>When reading and analyzing, what are your main criteria for searching for relevant information on the assignment or project?</p>
Recognizing and Rewarding	<p>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?</p> <p>Describe the last time you recognized an employee for an improvement they made to their process. What was the improvement?</p> <p>Describe the last team recognition you had. What did you do? What was the impact?</p> <p>Describe to me the ways in which you have recognized your team for their accomplishments.</p> <p>Do you find different people respond differently to different rewards? If so, how does this affect the perception of consistency in your reward patterns?</p> <p>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?</p> <p>Is it important to reward events or achievements quickly? Why or why not?</p> <p>Tell me about the last time you recognized an employee's commitment to quality. What were the circumstances and result?</p> <p>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?</p> <p>To what extent do you use praise as a reward? How much influence does it usually have? Provide an example.</p>
Resourcefulness	<p>Tell me about a patient assignment that you had that made you nervous because of the acuity of the patient or a lack or expertise of the patient population. What was the situation? What did you do?</p> <p>Tell me about a time where you were tasked with a responsibility and felt you were not adequately trained or did not have enough resources to be successful. What was the task? What did you do?</p>

Competency	Question
Respect & Courtesy	<p>Describe a time you had to give candid feedback to one of your peers.</p> <p>Describe the way you handled a specific problem involving others with differing values, ideas and beliefs in your current/previous job.</p> <p>Gaining the cooperation of others can be difficult. Give a specific example of when you had to do that and what challenges you faced. What was the outcome? What was the long-term impact on your ability to work with this person?</p> <p>Give me an example of a time when you disagreed with the views of your direct reports.</p> <p>Give me an example of a time where you had a disagreement with one of your peers, but were able to find common ground and solve the problem.</p> <p>Tell me about a time when you had to resolve a difference of opinion with a co-worker/customer/supervisor. How do you feel you showed respect? Would you do anything differently?</p> <p>Tell me about a time where you lost your patience listening to someone who you believe did not know what he/she was talking about.</p> <p>Tell me about a time you had to handle a highly emotional person.</p> <p>Tell me about a time you needed to gain the trust and support of one of your peers in order to be successful.</p> <p>Tell me about your most frustrating experience with a colleague or customer. How did you handle it? Would you do anything differently?</p>
Responsive	<p>How do you make the decisions about who to respond to, when and how much?</p> <p>Describe a time where a more deliberate approach was better for business than an immediate response. What was the outcome?</p> <p>Describe your style in responding to requests, ideas, suggestions, etc. Why have you felt this has worked effectively for you?</p> <p>How do you avoid becoming defensive when an employee or coworker provides constructive suggestions? Provide an example.</p> <p>How do you encourage requests, ideas and suggestions despite not being able to act on each one?</p> <p>How do you manage your time so that you can be responsive; act quickly on requests and suggestions?</p> <p>Overall, how would you rate yourself in responsiveness on your current job? Why and give an example.</p> <p>Provide some examples of how encouraged your staff to react quickly to new ideas and/or changes? What were some of the outcomes?</p> <p>What have you done to eliminate/reduce the amount of resistance or discomfort with new ideas or changes, etc.? Give an example.</p>
Results Oriented	<p>How do you manage to stay up on all the work and projects you are involved in?</p> <p>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?</p> <p>Describe a time when you got results when others attempted to and failed. What did you attribute your success to?</p> <p>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?</p> <p>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?</p> <p>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.</p> <p>How do you assure that you've been fair in distributing or coordinating the workload among your team?</p> <p>How do you get results, build team spirit, and not burn out people all at the same time? Give an example.</p> <p>How do you go about setting goals and objectives for yourself and/or your team?</p> <p>Tell me about a time when a goal or result turned out to be less attainable than you thought? How did you handle it and what was the outcome?</p> <p>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?</p> <p>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.</p> <p>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?</p> <p>When setting goals, do you tend to make them "stretching" (touch to achieve) or achievable? Give me an example.</p>
Risk Taking	<p>Describe a time when your credibility was at risk. What was the event and the result?</p> <p>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.</p> <p>Describe a time when you went "out on a limb" to complete a task. What was the result?</p> <p>Describe some recent decisions you made without all the pertinent information and why did you make those decisions and what did you learn?</p> <p>Describe some recent decisions, which carried more than the usual element of risk.</p> <p>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.</p> <p>How comfortable are you with risk taking in your work environment and why?</p> <p>How would you determine when taking a reasonable risk versus maintaining the status quo would be appropriate?</p> <p>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?</p> <p>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?</p> <p>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?</p> <p>To what extent would you be willing to take a risk for one of your customers? Give an example.</p> <p>What are some of the ways that you use to help you assess risks in a particular circumstance?</p>
SELECT COMPETENCY	SELECT QUESTION
Self Development	<p>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?</p> <p>Describe a time when you had to develop the skills required for a job or role?</p> <p>Describe the process you went through to determine that this position (the one you are applying to) is of interest to you.</p> <p>Describe the steps you have taken to obtain feedback on your development needs.</p> <p>Describe what you have done in the last six months to stay up-to-date in your field.</p> <p>Give an example of using a mistake as an opportunity for learning and/or development.</p> <p>Have you ever tried to help someone develop an interest in developing him/herself? What was the outcome?</p> <p>Have you taken and skills development courses recently? Why and what were they?</p> <p>How do you get feedback and what do you do with it?</p> <p>How do you keep informed about important changes in your field?</p> <p>How does your current job relate to your career goals?</p>

Competency	Question
Self Development	<p>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?</p> <p>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.</p> <p>What development activities have you worked on in the last three months? What has been some of the outcomes?</p> <p>What people or events have been most important in your own self-development and why?</p>
Systems Management	<p>Describe a time where, had you been able to predict a business/industry occurrence, you would have been able to make adjustments to that your organization/department/team did not suffer.</p> <p>Give me an example of a time when you picked up on a business or industry trend or change and made appropriate changes within your company/department/team to respond to or take advantage of the opportunity.</p> <p>Tell me about a system you designed or improved. Why did you do it? What benefit resulted? Who was impacted by the design/improvement? How did they react?</p> <p>Tell me about a time where your understanding of a (social/organizational/technological) system helped you be more successful than you would have been otherwise.</p>
Systems Thinking	<p>Describe for me a time when your ability to find relationships between things inside and/or outside the organization helped you be more effective.</p> <p>Give me an example of a time you solved a problem in ways that addressed total system needs rather than just your immediate situation.</p> <p>Give me an example when your ability to look at problems and issues from a big picture approach served you well.</p> <p>Tell me about the most significant project you have worked on in which it was crucial to keep track of details while still managing the "big picture." How did you make sure the work got done? How did you keep focused on the overall goal while still managing all of the specific goals?</p>
Teamwork	<p>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?</p> <p>Describe a time when you had a problem with your manager's decisions. How did you handle it?</p> <p>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?</p> <p>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?</p> <p>Do you feel more or less motivated when working as a team member than when working as an individual contributor? Explain.</p> <p>Give an example of when you have shared your team's successes with others.</p> <p>Give an example of when you've had to gain the cooperation of others and what challenges you faced. What was the outcome?</p> <p>Give examples of what you have done to model collaboration and teamwork.</p> <p>Have you been a member of a team that struggled or failed to accomplish its goal? If so, what assessment did you make of the reasons for the failure? Would you do anything differently?</p> <p>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.</p> <p>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?</p> <p>Please describe an example of working with a team or team member to accomplish an important goal. What was your role in achieving this objective? To what extent did you interact with others on this project?</p> <p>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?</p> <p>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?</p> <p>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?</p> <p>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.</p> <p>Tell me about a time when you had a problem to solve with a group. What role did you play and what was the outcome?</p> <p>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?</p> <p>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?</p> <p>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?</p> <p>Tell us about a time when your coworkers gave you feedback about your actions. How did you respond? What changes did you make?</p> <p>Think about the last time your manager critiqued your work. How did you respond?</p> <p>To what extent do you consider yourself a "team player?" What does that mean to you?</p> <p>What would you do if you encountered an unmotivated co-worker on your project team?</p>
Technical skills	<p>At some point, everyone gets in over his/her head. Tell me about a time this happened to you.</p> <p>Describe a situation where your professional/technical expertise made a significant difference.</p> <p>Give me an example of a technical problem you had to resolve. What was the problem, what action did you take, and what was the result?</p> <p>Tell me about a project in which you used (application, i.e. WORD) that will illustrate your competency level using the application. Give me specific details of the task at hand and the functions you used to accomplish your goals.</p> <p>Tell me about a situation in which you had to apply some newly acquired knowledge or skill. What was the knowledge or skill?</p> <p>Tell me how you keep abreast of the professional/technical aspects of your position.</p> <p>What have you done in the last year to upgrade or improve your skills? Give examples of workshops, trainings, and conferences you attended or projects you worked on that improved your skills.</p> <p>Specifically explain what skills were developed.</p> <p>What were the two most valuable skills you learned in the last year and how did you apply them?</p>
Technical/Professional Knowledge (also known as Functi	<p>Describe a technical skill you use on a regular basis and what you have done to improve it.</p> <p>Describe an issue or situation you solved through the use of your technical/professional skills.</p> <p>Describe the networking you have done in the last 3 months to increase your technical/professional knowledge.</p> <p>Describe what you have done in the last 6 months to stay up-to-date in your profession.</p> <p>Give me two examples of how you have applied your technical/professional knowledge to your job assignments.</p> <p>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?</p> <p>How transferable are your knowledge and skills to other functional areas?</p>

Competency	Question
Technical/Professional Knowledge (also known as Function)	<p>Share with me an article you have read in the last month and how you have applied it to your work.</p> <p>Share with me your last developmental discussion with your manager. What have you done or are currently doing to enhance your technical/professional skills?</p> <p>Tell me about the last professional meeting you attended and how it increased your knowledge.</p> <p>Tell me what you have accomplished technically or professionally that you are most proud of. Be specific.</p> <p>Tell me what you have done recently to stay on top of professional trends/issues.</p> <p>What important changes are taking place in the field of your expertise? Do you consider them good or bad? Why?</p>
Technology Management/Utilization	<p>Describe a time when you applied a new piece of technology to an existing task or project. What benefits resulted from the technological application? How did you determine there would be a benefit?</p> <p>Give me an example of a time when you were responsible for selecting a new or improved technology.</p> <p>Give me an example of a time where you prevented, identified or solved a problem with a piece of equipment or application.</p> <p>Tell me about a time you applied technology to improve a service, process, or productivity.</p>
Values, Motivation and Work Ethic	<p>Give me an example of a time you went above and beyond the call of duty in order to get a job done.</p> <p>Give me some examples of you doing more than what was expected of you in your job.</p> <p>How did you fill downtime at your last job?</p> <p>Tell me about a time you reached out for additional responsibilities.</p> <p>What is your experience in setting goals and objectives? Tell me about a time when you did this successfully.</p> <p>What, in your experience, motivates your best, most successful performance? Can you give us an example of this motivation in action in the workplace?</p>
Vision and Purpose	<p>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.</p> <p>Describe a time you established a vision for your department/unit. What process was used? Were others involved in setting the vision and, if so, how? How did the vision contribute to the effectiveness of the department/unit?</p> <p>Give examples of what you have done to help your department think like visionaries.</p> <p>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?</p> <p>Have you ever had to deliver a vision message you didn't agree with? What was the outcome?</p> <p>How can one foresee the future enough to be able to adapt to it and plan for it? Give an example.</p> <p>How important is it for a business unit to have a vision for itself? Why?</p> <p>How should the vision for the whole organization affect your vision for your business unit or team, and vice-versa? Give an example.</p> <p>How would you go about developing a business unit vision? Describe the process you would use.</p> <p>Realistically, to what extent does the overall vision for a company affect your day-to-day decisions?</p> <p>Tell me about a time when you anticipated the future and made changes to meet these future needs. Did the anticipated future occur?</p> <p>Tell me about a time where your vision of the future was so inspiring that you were able to convert nay-sayers in followers.</p> <p>Tell me about a time you communicated a new direction during a reorganization or start-up. What was the outcome?</p> <p>Tell me about a time you lost track of the vision/mission/purpose of your team/department/organization and it turned out to have repercussions.</p> <p>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?</p> <p>Tell me about the mileposts you've implemented in your department to gauge progress toward the company's vision.</p> <p>Tell me about the relationship of your goals in your current position to the organization as a whole.</p> <p>To what extent does articulating a vision within the business unit affect the behaviors and performance of the organization? Give an example.</p> <p>What do you need to do to stay up-to-date on the environmental and marketplace trends, which could affect your vision?</p> <p>What have you done to help your team align with the organization's vision and make it a reality? What was the outcome?</p> <p>Who have you learned the most from about communicating and implementing a vision and why?</p>
Work Quality and Organization	<p>Describe a time when you had several critical tasks to complete and were running out of time. What did you do?</p> <p>Describe how you have improved the organization of a system, process, or task in your current position.</p> <p>How do you schedule your time to accomplish tasks?</p> <p>If we were to ask your previous supervisor, what would they say about your job performance?</p> <p>Tell me about the last time you missed a deadline because you were not well organized.</p> <p>Tell me about your last performance review. In what areas did you excel or succeed? What was mentioned about how you could improve? Any re-occurring themes?</p> <p>What have you done in your past jobs to stay organized?</p>
Work/Life Balance	<p>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?</p> <p>Have you ever managed anything where the employees or units reporting to you were in different cities and countries? How did you handle it?</p> <p>Tell me about a time when a work related deadline conflicted with your work schedule? How did you handle it?</p> <p>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?</p> <p>Tell me about a time when your employees were feeling overwhelmed at work. What did you do?</p>
Written Communication	<p>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?</p> <p>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?</p> <p>Describe the most difficult writing assignment you have ever had. How did you manage it?</p> <p>Describe your experiences in editing manuscripts, articles, documents or any other form of written communication. Be specific.</p> <p>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.</p> <p>Tell me about a recent written report or proposal. Describe the process or guidelines you followed in developing it.</p> <p>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?</p> <p>Tell me about a time when you were asked to review and edit the written work of another person. What suggestions did you make?</p>

Competency	Question
Written Communication	<p>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.</p> <p>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?</p> <p>To what extent do you enjoy writing assignments?</p> <p>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?</p> <p>What experience have you had writing letters, reports, and/or technical or sales manuals or brochures?</p>