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| **Core Competency** | **Definition** |
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| [**Adaptability**](#Adaptability) | Effective performers are flexible. They adapt quickly and positively to major changes or the work environment; adjusting effectively to work within new work structures, processes, requirements or cultures. They are open to and actively solicit new ideas and opinions.  **Key Actions:**   * **Tries to understand changes –** tries to understand changes in work tasks, situations and environment as well sees the logic or basis for change; actively seeks information about new work situations. * **Approaches change or newness positively –** treats change and new situations as opportunities for learning or growth; focuses on the beneficial aspects of change; speaks positively about the change to others. * **Adjusts behavior –** is flexible and knows when to take a stand; quickly modifies behavior to deal effectively with changes in the work environment; readily tries new approaches appropriate for new or changed situations; does not persist with ineffective behaviors. |
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| [**Assertiveness**](#Assertiveness) | Effective performers readily offer opinions and take action even when their position may be unpopular. They are willing to challenge others appropriately when required. They are self-confident; they trust their own judgment and are not overly dependent upon the approval of others.  **Key Actions:**   * **Presents self confidently –** appears confident in relation to the tasks of the job and ability to complete them; willing to ask questions and make suggestions for better ways of achieving a goal/completing a task; willingness to disagree and make a stand on issues when necessary/appropriate. * **Models confidence & professionalism –** willingness to say, “I know I made a mistake” to others and take action to rectify and learn from situation; accepts criticism without being defensive; can deliver bad as well as the good news effectively; is objective under pressure and in difficult or stressful situations; maintains effectiveness and commitment in the face of disappointment; is not afraid to push difficult issues towards a decision and take responsibility for the outcome, even during times of uncertainty. * **Chooses challenging situations –** willingly takes on challenging and stretching tasks, new projects or responsibilities; appropriately speaks up when disagrees with others (i.e. makes their case politely, stating own views clearly and confidently, even during a conflict) |
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| [**Collaboration/Teamwork**](#Collaborationteamwork) | Effective performers are able to identify the larger organizational team and their role within it. They share resources and knowledge, respond to request from other parts of the organization and support the larger organization goals as more important than individual or personal agendas. They develop and use collaborative relationships to facilitate the accomplishment of work goals.  **Key Actions:**   * **Seeks opportunities –** proactively tries to build effective working relationships with other people. * **Clarifies the current situation –** probes for and provides information to clarify situations. * **Develops others’ and own ideas –** seeks and expands on original ideas, enhances others’ ideas and contributes own ideas about the issues at hand; appropriately enlists active participation of others to solve problems. * **Facilitates agreement –** gains agreement from partners to support ideas or take partnership-oriented action; uses sound rationale to explain value of actions. * **Uses effective interpersonal skills –** establishes good interpersonal relationships by helping people feel valued, appreciated and included (when appropriate) in discussions by enhancing self-esteem, empathizing, involving, disclosing and supporting. |
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| [**Communication**](#Communication) | Effective performers convey information and ideas through a variety of media to individuals or groups in a manner that engages the audience and helps them understand and retain the message. They offer full attention when others speak and do not interrupt the other person; they give verbal and non-verbal cues of interest and paraphrase ideas.  **Key Actions:**   * **Organizes the communication –** clarifies purpose and importance; stresses major points; follows a logical sequence. * **Maintains audience attention –** keeps the audience engaged through use of techniques such as analogies, illustrations, appropriate humor, an appealing style, body language and voice inflection. * **Adjusts to the audience –** frames message in line with audience experience, background, and expectations; uses terms, examples and analogies that are meaningful to the audience. * **Ensures understanding –** seeks input from audience; checks understanding; presents message in different ways to enhance understanding. * **Adheres to accepted conventions –** uses syntax, pace, volume, diction and mechanics appropriate to the media being used. * **Comprehends communication from others –** attends to message from others; correctly interprets messages and responds appropriately. |
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| [**Composure**](#Composure) | Effective performers maintain emotional control, even under ambiguous or stressful circumstances. They are able to demonstrate emotions appropriate to the situation and continue performing steadily and effectively.  **Key Actions:**   * **Maintains ability to exhibit an appropriately calm presence –** adjusts comfortably to demanding situations; is patient; remains focused on resolving issues rather than defending positions; deals constructively with set backs and failures; doesn’t show frustrations when resisted or blocked; works effectively when guidelines are vague or nonexistent. * **Responds decisively and with perspective-** speaks with conviction, confidence and authority – whether they know the answer or not; avoids bad decisions and bad behavior that lead to derailment; doesn’t get distracted by immediate whims and interests; demonstrates discipline and stay the long-term course; resolves conflict positively and with confidence and effectively ends conflicts that can’t be resolved. * **Demonstrates consistent self-regulation –** manages one’s internal states, impulses and resources; manages disruptive emotions and impulses; quickly reduces stress in the moment in a variety of settings. |
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| [**Creativity/Innovation**](#CreativityInnovation) | Effective performers generate original ideas, encourage new ways of thinking, explore options and develop innovative solutions. They challenge pre-existing conceptions and offer alternatives. They find new ways to look at old problems. They encourage others to challenge old assumptions and try innovation improvements.  **Key Actions:**   * **Challenges paradigms –** identifies implicit assumptions in the way problems or situations are defined or presented; sees alternative ways to view or define problems; is not constrained by the thoughts or approaches of others. * **Leverages diverse resources –** draws upon multiple and diverse sources (individuals, disciplines and bodies of knowledge) for ideas an inspiration. * **Thinks expansively –** combines ideas in unique ways or makes connections between disparate ideas; explores different lines of thought; views situations from multiple perspectives; brainstorms multiple approaches/solutions. * **Evaluates multiple solutions –** examines numerous potential solutions and evaluates each before accepting any. * **Ensures relevance –** targets important areas for innovation and develops solutions that address meaningful work issues. |
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| [**Customer Orientation**](#CustomerOrientation) | Effective performers stay close to customers and consumers. They view the organization through the eyes of the customer/consumer and go out of their way to anticipate and meet customer/consumer needs. They continually seek information and understanding regarding market trends.  **Key Actions:**   * **Seeks to understand customers –** actively seeks information to understand customers’ circumstances, problems, expectations and needs. * **Educates customers –** shares information with customers to build their understanding of issues and capabilities. * **Builds collaborative relationships –** builds rapport and cooperative relationships with customers. * **Takes action to meet customer needs and concerns –** considers how actions or plans will affect customers; responds quickly to meet customer needs and resolve problems; avoids over commitments. * **Sets up customer feedback systems –** implements effective ways to monitor and evaluate customer concerns, issues and satisfaction, and to anticipate customer needs. |
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| [**Decisiveness/Decision Making/Problem Solving**](#DecisivenessDecisionMakingProblemSolving) | Effective performers are able to identify problems, solve them, act decisively, and show good judgment. They isolate causes from symptoms, and compile information and alternatives to illuminate problems or issues. They involve others as appropriate and gather information from a variety of sources. They find balance between studying the problem and solving it. They readily commit to action and make decisions that reflect sound judgment and are consistent with available facts, constraints and probable consequences.  **Key Actions:**   * **Identifies issues, problems & opportunities –** recognizes issues, problems, or opportunities and determines whether action is needed. * **Gathers information –** identifies the need for and collects information to better understand issues, problems and opportunities. * **Generates alternatives –** creates relevant options for addressing problems/opportunities and achieving desired outcomes. * **Chooses appropriate action –** formulates clear decision criteria; evaluates options by considering implications and consequences; chooses an effective option. * **Commits to action –** makes decisions within a reasonable time. * **Involves others –** includes others in the decision-making process as warranted to obtain good information, make the most appropriate decisions and ensure buy-in and understanding of the resulting decisions. |
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| [**Dependability**](#Dependability) | Effective performers are able to follow through on commitments. They are someone who others are able to trust and rely on to meet or exceed commitments.  **Key Actions:**   * **Fulfills obligations –** behaves consistently and predictably; is reliable, responsible and dependable in fulfilling obligations; diligently follows through on commitments and consistently meets deadlines; demonstrates regular and punctual attendance and is rarely late for meetings; follows written and verbal directions; complies with organizational guidelines, core values, policies and procedures * **Attends to details –** diligently checks work to ensure that all essential details have been considered; notices errors or inconsistencies that others have missed and takes prompt, thorough action to correct errors. |
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| [**Detail Orientation**](#DetailOrientation) | Effective performers are able to accomplish tasks by considering all areas involved, no matter how small. They show concern for all aspects of the job by accurately checking processes, tasks and outputs. They are consistently watchful over a period of time.  **Key Actions:**   * **Follows procedures –** accurately and carefully follows established procedures for completing work tasks. * **Ensures high-quality output –** vigilantly watches over job processes, tasks and work products to ensure freedom from errors, omissions or defects. * **Takes action –** initiates action to correct quality problems or notifies others of quality issues as appropriate. |
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| [**High Standards**](#HighStandards) | Effective performers establish and model standards that guarantee exceptional quality and necessary attention to detail. They continually seek to improve processes and products, hold themselves and others accountable for quality. They find best practices, share them and then improve upon them. They do not tolerate mediocrity.  **Key Actions:**   * **Sets standards for excellence -** follows procedures, accurately and carefully follows establishes procedures for completing tasks. Establishes criteria and/or work procedures to achieve a high level of quality, productivity or service. * **Ensures high-quality output –** dedicates required time and energy to assignments or tasks to ensure that no aspect of the work is neglected; works to overcome obstacles to completing tasks or assignments. * **Takes responsibility and action –** accepts responsibility for outcomes (positive or negative) of one’s work; admits mistakes and refocuses efforts when appropriate. Initiates action to correct quality problems or notifies others of quality issues as appropriate. * **Encourages others to take responsibility –** provides encouragement and support to others in accepting responsibility; does not accept others’ denial of responsibility without questioning. |
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| [**Initiative**](#Initiative) | Effective performers are proactive and take action to accomplish objectives without being prompted. They don’t need to wait to be told what to do or when to do it. They see a need, take responsibility and act on it. They make things happen.  **Key Actions:**   * **Responds quickly –** takes immediate action when confronted with a problem or when made aware of a situation. * **Takes independent action –** implements new ideas or potential solutions without prompting; does not wait for others to take action or to request action. * **Goes above and beyond –** takes action that goes beyond job requirements in order to achieve objectives. |
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| [**Integrity**](#Integrity) | Effective performers think and act ethically and honestly. They apply ethical standards of behavior to daily work activities. They take responsibility for their actions and foster a work environment where integrity is rewarded.  **Key Actions:**   * **Champions values –** demonstrates a commitment to, andspeaks out/acts in an ethical way consistent with, organization values, even when it is hard to do so. Confronts unethical actions of others; challenges others to act on espoused values. * **Builds trust –** interacts with others in a way that gives them confidence in one’s intentions and those of the organization. Demonstrates honesty; keeps commitments; behaves in a consistent manner. Treats people with dignity, respect and fairness. Gives proper credit to others. Stands up for others and their ideas even in the face of resistance or challenge. * **Chooses transparency –** shares thoughts, feelings and rationale so that others understand personal positions. Does not compromise on matters of ethics. Is willing to publicly admit to making a mistake and does not “pass the buck”. * **Remains open to ideas –** listens to others and objectively considers others’ ideas and opinions, even when they conflict with one’s own. |
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| [**Learning Agility**](#LearningAgility) | Effective performers continuously seek new knowledge. They are curious and want to know “why”. They learn quickly and use new information effectively. They create and foster a culture of interest, curiosity and learning.  **Key Actions:**   * **Innovating –** appropriatelyquestions the status quo and challenges long-held assumptions with a goal to discover new and unique ways of doing things. Seeks new experiences to grow and learn. Generate new ideas through ability to view issues from multiple angles. * **Performing –** remains present and engaged, handling the stress brought on by ambiguity and adapts quickly in order to perform. Demonstrates keen observation and listening skills as well as the ability to process data and learn new skills quickly. * **Reflecting –** actively seeks feedback and spends focused energy processing information so as to better understand their behavior. Generates deeper insight into themselves, others and problems as a result. * **Risking –** continuously moves and stretches outside of one’s own comfort zone. Comfortable with risk that leads to opportunity; volunteers for jobs and roles where success is not always guaranteed, and in fact, where failure is a possibility. |
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| [**Organization/Prioritization**](#OrganizationPrioritization) | Effective performers have strong organizing and planning skills that allow them to be highly productive and efficient. They manage their time wisely and effectively prioritize multiple, competing tasks. They plan, organize, and actively manage meetings for maximum productivity.  **Key Actions:**   * **Prioritizes –** identifies more critical and less critical activities and assignments; adjusts priorities when appropriate. * **Determines tasks and resources –** determines project/assignment requirements by breaking them down into tasks; identifying equipment, materials and people needed; and coordinating with internal and external partners. * **Schedules –** allocates appropriate amounts of time for completing own and others’ work; avoids scheduling conflicts; develops timelines and milestones. * **Leverages resources –** takes advantage of available resources (individuals, processes, departments and tools) to complete work efficiently. * **Stays focused –** uses time effectively and prevents irrelevant issues or distractions from interfering with work completion. |
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| [**Relationship Building**](#RelationshipBuilding) | Effective performers understand the importance of establishing and maintaining productive relationships. They like interacting with people are good at it. They devote appropriate time and energy to establishing and maintaining networks. They initiate contacts readily and maintain them over time. Uses relationships to facilitate accomplishment of work goals.  **Key Actions:**   * **Seeks opportunities to build long-term relationships –** proactively tries to build effective working relationships with other people. Builds on common ground, faces conflict and looks to resolve to mutual benefit. Acts as a trusted advisor and inspires confidence. * **Uses effective interpersonal skills –** establishes good interpersonal relationships by helping people feel valued, appreciated and included in discussions (enhances self-esteem, empathizes, involves, discloses and supports). Is aware of own natural style, values individuality and works diligently to best apply it. Is sensitive to own an others’ behavior and reactions – thinks through from others’ perspectives. * **Works cooperatively –** listens actively to the content of what people are saying and responds appropriately. Checks out others’ understanding. Establishes credibility and builds rapport. Understands other people’s agenda and what is important to them. Asks for ideas, builds ownership and buy-in. |
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| [**Results Orientation**](#ResultsOrientation) | Effective performers are able to take action when needed and focus on providing results. Consistently and accurately completes tasks and assignments within deadlines.  **Key Actions:**   * **Seeks achievement and values outcomes–** finds motivation in meeting and exceeding goals; learns from experience and is keen to improve own skills to the job effectively; works to improve against own past performance; appropriately conveys a sense of urgency * **Uses cost/benefit analysis lens –** actively monitors expenses and includes efficiency as a standard of performance plans; uses resources appropriately to ensure best value for money; demonstrates quantifiable improvements against base line performance by doing something better, faster at lower costs or more efficiently; considers ROI before fully committing self to goal. * **Schedules –** allocates appropriate amounts of time for completing own and others’ work; avoids scheduling conflicts; develops timelines and milestones. * **Leverages resources –** takes advantage of available resources (individuals, processes, departments and tools) to complete work efficiently. * **Stays focused –** uses time effectively and prevents irrelevant issues or distractions from interfering with work completion; is not deflected by obstacles or problems. |
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| [**Self-Awareness**](#SelfAwareness) | Effective performers know their personal strengths and limitations and work toward improving their weaknesses. They are aware of the impact of their own behavior on others. They value self-knowledge and continually seek to improve. They solicit feedback and use it for self-improvement.  **Key Actions:**   * **Recognizes one’s own emotions and their effects –** knows which emotions they are feeling and why. Realizes the link between their feelings and what they think, do and say. Recognizes how their feelings affect their performance. Has a guiding awareness of their values and goals. * **Knows one’s own strengths and limitations –** acutely aware of their strengths and weaknesses. Reflects and learns from experience. Open to candid feedback, new perspectives, continuous learning and self-development. Shows a sense of humor, humility and perspective about themselves. * **Displays confidence about one’s self-worth and capabilities –** presents themselves with self-assurance; have “presence”. Can voice views that are unpopular and go out on a limb for what is right. Is decisive, able to make sound decisions despite uncertainties and pressures. |
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| [**Self-Regulation**](#SelfRegulation) | Effective performers maintain emotional control, even under ambiguous or stressful circumstances. They are able to demonstrate emotions appropriate to the situation and continue performing steadily and effectively.  **Key Actions:**   * **Manages disruptive emotions and impulses –** manages their impulsive feelings and distressing emotions well. Stays composed, positive and unflappable even in trying moments. Thinks clearly and stays focused under pressure. * **Maintains standards of honesty & integrity –** acts ethically and strives to be above reproach. Builds trust through their reliability and authenticity. Admits their own mistakes and confronts unethical actions in others. Takes rough, principled standards even if they are unpopular. * **Takes responsibility for personal performance –** meets commitments and keeps promises. Holds themselves accountable for meeting their objectives. Stays organized and careful in their work. * **Remains flexible in handling change –** smoothly handles multiple demands, shifting priorities and rapid change. Adapts their responses and tactics to fit fluid circumstances. Is flexible in how they see events and situations. * **Is comfortable with new ideas and information –** seeks out fresh ideas from a variety of sources. Entertains original solutions to problems. Generates new ideas and takes fresh perspectives/risks in their thinking. |
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| [**Self-Motivation**](#SelfMotivation) | Effective performers have the drive and the enthusiasm to meet and exceed goals and objectives. They seek out ways to make improvements in methods, systems, processes and procedures without being prompted. Avoids unnecessary distractions from key objectives.  **Key Actions:**   * **Strives to improve or meet standards of excellence –** is results oriented with a high drive to meet their goals and objectives. Sets challenging goals and takes calculated risks. Pursues information to reduce uncertainty and finds ways to do better. Learns how to improve their performance by learning from experience. * **Demonstrates commitment to larger goals and mission –** readily makes personal or group sacrifices to meet a larger organizational goal. Finds a sense of purpose in the larger mission. Uses the group’s core values in making decisions and clarifying choices. Actively seeks out opportunities to fulfill the mission, vision, values and goals. * **Readiness to act on opportunities –** is readily able to seize opportunities. Pursues goals beyond what’s required or expected of them. Cuts through red tape and flexes the process/systems when necessary to achieve the desired outcome for people/constituents. Mobilizes others through unusual, enterprising efforts. * **Perseveres despite resistance –** motivated to achieve goals despite obstacles and setbacks. Operates from hope of success rather than fear of failure. Sees setbacks as due to manageable circumstance rather than a personal flaw. |
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| [**Social Awareness**](#SocialAwareness) | Effective performers value and respect the concerns and feelings of others. Shows empathy toward others, respect for the individual and appreciation of diversity among team members. They understand that the majority of communication is delivered through non-verbal cues and they are able to interpret body language accurately and use it appropriately. They are approachable and easy to talk to. They often focus on others’ success, development and ability to achieve. They manage disputes, are excellent communicators and negotiators and they are masters at building and maintaining relationships.  **Key Actions:**   * **Sensing others’ feelings and perspective and taking an active interest in their concerns –** attentive to emotional cues and listens well. Shows sensitivity and seeks to understand others’ perspectives. Helps out based on understanding other peoples’ needs and feelings. * **Service oriented –** anticipates, recognizes and meets customers’ needs. Seeks ways to increase customers’ satisfaction, engagement and loyalty. Gladly offers appropriate assistance. Grasps a customer’s perspective, acting as a trusted advisor. * **Develops others –** senses what others need in order to develop and bolster their abilities. Acknowledges and rewards peoples’ strengths, accomplishments and development. Offers useful feedback and identifies peoples’ needs for development. Mentors, gives timely coaching and offers assignments that challenge and grow a person’s skills. * **Cultivates opportunities through diverse people and ideas –** respects and relates well to people from varied backgrounds and diverse perspectives. Understands diverse worldviews and is sensitive to group differences. Challenges bias and intolerance. * **Politically savvy –** reads a group’s emotional currents and power relationships. Detects crucial social networks. Understands the forces that shape views and actions of internal and external customers. Accurately reads situations, organizational and external realities. * **Influences others –** skilled at persuasion. Fine-tunes presentations or conversations to appeal to the audience/listener. Uses complex strategies like indirect influence to build consensus and support. Ability to effectively orchestrate dramatic events to make a point. * **Communicates well –** sends clear and convincing messages. Effective in give-and-take, registering emotional cues in attuning their message. Deals with difficult issues straightforwardly. Listens well, sees mutual understanding and welcomes sharing of information fully. Fosters open communication and stays receptive to bad news as well as good. * **Inspires and guides people –** ability to inspire enthusiasm for a shared vision and mission. Steps forward to lead as needed. * **Serves as a change catalyst –** recognizes the need for change and removes barriers. Challenges the status quo to acknowledge the need for change. Champions the change and enlists others in its pursuit. Models the change expected of others. * **Manages conflict –** handles difficult people and tense situations with diplomacy and tact. Spots potential conflict, brings disagreements or constraints out into the open and helps deescalate. Encourage debate and open discussion. Orchestrates win-win solutions. * **Builds nurturing bonds –** cultivates and maintains extensive informal networks. Seeks out relationships that are mutually beneficial. Builds rapport and keeps others in the loop. Makes and maintains personal friendships among work associates. * **Collaborates and cooperates –** works with others toward shared goals. Balances a focus on a task with attention to relationships. Collaborates, shares plans, information and resources. Promotes a friendly, cooperative climate. Spots and nurtures opportunities for collaboration. * **Enhances team capabilities –** creates group cooperation in pursuing collective goals. Models team qualities like respect, helpfulness and cooperation. Able to draw all members into active and enthusiastic participation. Builds team identity, common purpose, and commitment. Protects the group and its reputation; shares credit. |
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| [**Technical Experience**](#TechnicalExperience) | Effective performers are knowledgeable and skilled in a functional specialty. They add organizational value through unique expertise in a functional specialty area. They remain current in their area of expertise and serve as a resource in that area for the organization.  **Key Knowledge Areas:**   * **Specific function/position knowledge –** understands and uses functional expertise to support individual, team and organization goals and objectives. * **Industry knowledge –** understands the lung cancer industry and that factors that can affect individual, team and organization goals. Uses industry knowledge in planning & decision-making. Establishes relationships with professional peers/networks; communicates with them frequently regarding trends and best practices. Stays abreast of current developments and trends in all relevant technical/professional knowledge areas. * **Organization knowledge –** demonstrates an understanding of what the organization does, why & how. Understands organization operational frameworks, guidelines, policies & procedures. |
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**Adaptability**

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|  | 1 | Within your present job, what have been the most significant changes over the last 12 months? How have you dealt with these changes? |
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|  | 2 | Describe a situation in which you had to work on a project without clear expectations or instructions. What was the result? What was the most enjoyable/difficult part? |
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|  | 3 | Describe a time when you had to adjust your work style to accommodate another co-worker/supervisor. What did you adjust? Why did you feel you needed to adjust? What was the outcome? |
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|  | 4 | Describe a time when you had to take on additional tasks and/or responsibilities not listed in your “job description.” What were they? How did you feel about taking these on? Did you maintain these additional tasks and/or responsibilities for the rest of your tenure at your employer? |
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|  | 5 | How do you stay engaged / motivated when the speed at which change is adopted doesn’t match your style? Give an example. |
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|  | 6 | What do you do when faced with an obstacle to an important project? Give an example. |
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|  | 7 | Describe a time when you had to quickly adjust to a change in your department or team priorities. How did this change affect you? |
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|  | 8 | Describe a time when you had to meet a scheduled deadline while your work was being interrupted continuously. What was the most difficult about this and how did you handle it? |
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|  | 9 | What is one of the most difficult work related adjustments you have had to make in a job? What made the adjustment difficult for you? |
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|  | 10 | Give an example of a time when you had multiple competing priorities. How did you handle the situation? What was the result? |
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|  | 11 | Describe 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? On your work or the project? |
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|  | 12 | Describe a time when you had to be flexible, adjusting to the needs of a customer, colleague, leader or your team. What happened? What was the outcome? |
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|  | 13 | Describe a time when the scope or structure of a project changed. How did you modify your plans/actions? What was the outcome? |
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|  | 14 | Describe a time when you got frustrated or irritated because something kept changing on you. What caused you the most difficulty and why? How did you handle it? |
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|  | 15 | Describe a time when you had to remain flexible and open-minded in order to succeed at something. |
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|  | 16 | Describe a situation when you had to change your initial approach to a project or assignment in order to achieve your goal. |
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|  | 17 | Describe a time when you had to take on a new assignment when you were heavily involved with another. What happened? |
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|  | 18 | Describe a time when you adjusted your style when it was not meeting the objectives and/or people were not responding correctly. |
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|  | 19 | Describe a time when you needed to remain positive during a negative situation. How did you do this and what was the outcome? |
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|  | 20 | Tell us about something you’re truly optimistic about in life. |
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|  | 21 | Describe a time when you were working on a very important project and before its completion, the company decided to cancel it. How did you respond? |

**Assertiveness**

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|  | 1 | Describe a time when you had to take a stand with something you disagreed on with your peers or your manager? What was the foundation for the disagreement? How did you approach the situation? What was the result? |
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|  | 2 | What steps do you take to clarify unclear information, or instructions with regard to your work? Give an example. |
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|  | 3 | Describe a time when you failed to motivate a coworker whom you attempted to help. |
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|  | 4 | Describe a time when you informed a manager you were unable to do something they asked. What did you say? What was the result? |
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|  | 5 | Describe a time when you had to provide a manager about information they wouldn’t be happy with or about. What did you say? How did they respond? |
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|  | 6 | Have you ever felt like a “fish out of water”? What did you do, if anything, to increase your comfort level? |
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|  | 7 | It can be a challenge to get along with all of your colleagues all of the time. Can you tell me about a time when you and coworker clashed or didn’t see eye to eye on an important issue? What happened? What brought you to question it? Were you able to resolve the situation? |
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|  | 8 | Describe a time when someone reacted to you poorly or negatively in a work-related situation. Give a specific example. How did you respond? What was the outcome? |
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|  | 9 | Describe a situation when you were able to have a positive influence on the actions of others. What was your approach? What was the result? |
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|  | 10 | Describe a time when you had to persuade a group to accept a proposal or an idea. How did you go about doing it What was the result? |
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|  | 11 | Describe a time where you held a different viewpoint than others and stood your ground defending that point of view |

**Collaboration/Teamwork**

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|  | 1 | Describe a time when you were able to contribute to a successful multidisciplinary team. |
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|  | 2 | Describe a time when you were required to work with someone in a different discipline during a busy/stressful time. What was the outcome? |
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|  | 3 | Describe a time when you worked on a project that was bigger and more complex than could be completed by a single person. How did you manage communication with others on the project so that everyone had the information they needed? How were the responsibilities mapped out for each team member? Describe an example of when you were falling behind and the action you took to get back on track. Discuss what you did when another team member failed to do their part. |
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|  | 4 | What experience do you have in building bridges between different areas of responsibilities/expertise within an organization? |
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|  | 5 | What would your last manager say about the way you collaborate with others? Give an example. |
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|  | 6 | What would your last co-workers say about the way you collaborate with others? Give an example. |
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|  | 7 | What type of relationship should exist between your current department and the department it works most closely with? |
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|  | 8 | Describe a time when you wised you’d been more collaborative with others. What was the situation and the outcome? What would you do differently if presented with the same scenario again? |
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|  | 9 | Interdepartmental cooperation involves giving and receiving. Tell me about a time you collaborated with others to determine courses of action to achieve mutual goals. |
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|  | 10 | Describe a time when you became frustrated or impatient with a coworker. What did you do? What was the result? |
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|  | 11 | Describe a time when you had to work on a team and it was particularly challenging or it didn’t work well. What did you do? |
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|  | 12 | What is one of the best examples of your willingness to help someone else at work? |
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|  | 13 | We all have ways of showing our consideration for others. What are some of the techniques you use? |
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|  | 14 | Describe a time when working on a team and integrating others’ work was important to the success of a project. What was your role? What were the best and worst outcomes of the experience? |
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|  | 15 | Describe a situation when you had to arrive at a compromise or help others to compromise. What was your role? What steps did you take? What was the result? |
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|  | 16 | When you work on a team, what is the role you prefer to play and why? Give an example of a time when you felt you were the most effective. |
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|  | 17 | What is one of the most effective contributions you have made as part of a work team? |
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|  | 18 | Describe a time when you worked on a team project where there was strong disagreement among team members. What did you do? |
|  |  |  |
|  | 19 | Describe a time when you worked on a team where other members were not doing their fair share of work. What did you do? What was the result? |
|  |  |  |
|  | 20 | What is your most rewarding team experience? Why and what was your role? And, what was your most disappointing team experience? Why and what was your role? |
|  |  |  |
|  | 21 | Give an example of how you increased and promoted teamwork among a previous group of coworkers. |
|  |  |  |
|  | 22 | Give an example of a time when you shared the credit with others for an accomplishment. How did you feel? |
|  |  |  |
|  | 23 | Describe a time when a team fell apart. Why did it happen and what did you learn? |
|  |  |  |
|  | 24 | Describe a time when you were working on a team and the team members rejected your ideas. Why did they object to your ideas? What did you do to persuade the team of your point of view? Or, what did learn? |
|  |  |  |
|  | 25 | Describe a time when you worked on a team where people overruled you or wouldn’t let you get a word in edgewise. What was the situation? What did you do to handle it? |
|  |  |  |
|  | 26 | In your opinion, what actions and support make a team function successfully and why? |
|  |  |  |
|  | 27 | Describe a time when willingness to share your knowledge significantly enhanced an outcome or decision for the team. |
|  |  |  |
|  | 28 | Describe a time when you were able to accomplish something on your own even when it might have been more comfortable working with others. |
|  |  |  |
|  | 29 | Describe a time when being independent in your thinking or the way you work caused a problem. |

**Communication**

|  |  |  |
| --- | --- | --- |
|  | 1 | Describe a time when you had to get your point across when speaking with someone who frequently interrupts. Describe the person. What did you do? How is your communication with that person today? |
|  |  |  |
|  | 2 | Describe a time when it was necessary for you to reestablish trust with someone. What did you do, and what was the outcome? |
|  |  |  |
|  | 3 | What is biggest communications challenge you would see working with assertive people? Have you worked with anyone like this in the past? Please describe this person. How did you work with them? Or, if you haven’t, what would be your plan to work with someone who is assertive? |
|  |  |  |
|  | 4 | Describe a communications challenge you have faced. What was it? Why was it challenging? How did you overcome it? Has it ever resurfaced? Why or why not? |
|  |  |  |
|  | 5 | Tell me about a time when you caused a breakdown in communication at work. How did you know there was a breakdown? What was the situation/what happened? What did you learn from the situation? |
|  |  |  |
|  | 6 | Describe a project you were responsible for that required a lot of interaction with people over a long period of time. How did you ensure you communicated appropriately to the people on the project? Do you feel the other project members felt you did well in your communications? How do you know? |
|  |  |  |
|  | 7 | Give me an example of a time when you went out of your way to make sure the person you were communicating with truly understood your message. How did you do this? |
|  |  |  |
|  | 8 | Give me an example of a time when had to “over communicate” to a person/group. Why was it necessary to over communicate? How often have you had to use this approach with other people? |
|  |  |  |
|  | 9 | Describe a time when you had to be very careful in communicating delicate information. What was the possible risk involved and how did you go about it? |
|  |  |  |
|  | 10 | Describe a time when you had to communicate bad news to a customer. What was the situation, what was your approach and why did you have to do this? |
|  |  |  |
|  | 11 | Describe a time when you had to present complex/technical information in a simplified manner in order to explain it to someone. How did you make sure the person truly understood your message? |
|  |  |  |
|  | 12 | Describe a time when you communicated difficult information/critical feedback to your manager. How did you give the information/feedback? What was the outcome? |
|  |  |  |
|  | 13 | Describe a time when you had difficulty communicating with a co-worker or customer. What made it so difficult? How did you overcome it? What type of relationship do you have with this co-worker/customer now? |
|  |  |  |
|  | 14 | Describe a time when you received criticism on your performance from a coworker. How did you react? How did you work through the situation? |
|  |  |  |
|  | 15 | Describe a time when you needed to quickly establish trust with someone you didn’t know. What was your approach? What was the result? What did you learn? |
|  |  |  |
|  | 16 | What is the best work example that demonstrates your ability to effectively communicate? |
|  |  |  |
|  | 17 | Describe a time when good listening skills helped you overcome a communication barrier. |
|  |  |  |
|  | 18 | Describe a time when good listening skills helped you exceed a customer’s expectations. |
|  |  |  |
|  | 19 | Describe a time when you communicated successfully with another person, even when that person may not have agreed with your point of view. |
|  |  |  |
|  | 20 | What is the most challenging written assignment you have had at work? What made it challenging? How did you approach it? What was the result? |
|  |  |  |
|  | 21 | Describe a time when you effectively interpreted non-verbal cues from people you were talking with and guide your communication by your understanding of their individual needs or values. |
|  |  |  |
|  | 22 | Describe a time when you were able to strengthen a relationship by effectively communicating. What made your communication effective? |
|  |  |  |
|  | 23 | What kinds of communication situations caused you difficulty and why? Give an example. What are you doing to improve in these types of situations? |
|  |  |  |
|  | 24 | Describe a recent successful experience in doing a presentation. How did you prepare? What obstacles did you face? How did you handle them? |
|  |  |  |
|  | 25 | Describe the types of people who are most challenging for you to work with and why. How do you manage to work with these types of people successfully? Give an example. |
|  |  |  |
|  | 26 | What are the types of personalities that rub you the wrong way? How do you manage to work with these types of people successfully? |
|  |  |  |
|  | 27 | Describe a time when you made a mistake because you did not listen well to what someone had to say. What did you learn? |
|  |  |  |
|  | 28 | When is listening important in your role? When is listening difficult for you and why? |
|  |  |  |
|  | 29 | What is your preferred method for keeping your coworkers and manager advised of the status of projects? |
|  |  |  |
|  | 30 | Describe a tough situation in which you had to talk to people to obtain information you needed to make an important decision or recommendation. |
|  |  |  |
|  | 31 | At one time or another, we’ve all had difficulty getting our point across (either verbally or in writing). Give an example of when this happened to you and what you did to resolve the issue? |
|  |  |  |
|  | 32 | Describe a time when you misunderstood directions. What happened? What actions did you take? |
|  |  |  |
|  | 33 | Describe a situation when you needed to modify your style in order to more effectively communicate with someone. How did you know you needed to modify your style? What was the result? |
|  |  |  |
|  | 34 | Describe a time when you had to encourage someone to express a viewpoint that differed from yours. How did you do it? What was the result? |
|  |  |  |
|  | 35 | Describe a time when you and your manager disagreed but you still found a way to get your point across. What was the outcome? |
|  |  |  |
|  | 36 | Describe the types of writing assignments you’ve done & provide examples. What feedback did you receive on them? |
|  |  |  |
|  | 37 | What is your worst experience in sending out a piece of written communication? |
|  |  |  |
|  | 38 | What is your best experience in sending out a piece of written communication? |
|  |  |  |
|  | 39 | Describe a time when you sent a written memo or email that required specific action and then found out people didn’t get the message that you intended. What did you do to resolve the situation? How have you changed your approach as a result? |
|  |  |  |
|  | 40 | Give an example of a time when your poor communication led to a lack of cooperation or trust. How did you know it happened? What did you do and what was the result? |
|  |  |  |
|  | 41 | Describe a challenging formal presentation that you had to make. What was the presentation for and why did you feel it was challenging? How did you prepare? What was the outcome? |
|  |  |  |
|  | 42 | Describe the most creative presentation you’ve ever made. What was the presentation for and what did you do to make it creative? What was the outcome? |
|  |  |  |
|  | 43 | Describe your presentation style. What was your most effective and least effective presentation you’ve done? |

**Composure**

|  |  |  |
| --- | --- | --- |
|  | 1 | Describe some examples of situations that have caused you stress at work and what you did to manage through these situations. |
|  |  |  |
|  | 2 | Describe a time when your mood affected your performance, either positively or negatively. |
|  |  |  |
|  | 3 | Describe the most stressful work situation you have been in and how you handled it. |
|  |  |  |
|  | 4 | Describe how you react in particularly demanding or rush situations. |
|  |  |  |
|  | 5 | Describe a time when another person at work lost their temper with you without reason. How did you handle it? How would you describe that relationship today? |
|  |  |  |
|  | 6 | What is the highest-pressure situation you have been under? How did you manage/cope? |
|  |  |  |
|  | 7 | How do you react when you are asked a question and/or confronted in public? |
|  |  |  |
|  | 8 | Describe a time when you were totally frustrated with a coworker or manager. What happened? |
|  |  |  |
|  | 9 | Describe a time when you felt you were treated unfairly. What did you do? What was the outcome? |
|  |  |  |
|  | 10 | Describe a work related crisis you’ve been involved in. What happened and what was your role in working through it? |
|  |  |  |
|  | 11 | Describe a time when you were able to maintain professionalism when others might not have been. |
|  |  |  |
|  | 12 | Sometimes it’s hard to keep our cool when things get crazy at work. Describe a time when you had trouble maintaining your composure. What was the situation and what happened? |
|  |  |  |
|  | 13 | Describe a time when your ideas were strongly opposed during a discussion. How did you react? What was the outcome? |
|  |  |  |
|  | 14 | Describe a time you were outside of your comfort zone in doing something (going somewhere, giving a presentation, etc.). How did you react and what was the outcome? |
|  |  |  |
|  | 15 | What types of situations cause you stress or make you uncomfortable at work? What do you do in these situations? |
|  |  |  |
|  | 16 | Describe a situation where your ability to stay calm under pressure was tested. Why was the pressure turned up? What was the situation? How did you handle it? |
|  |  |  |
|  | 17 | What is the biggest misconception people have about you? |
|  |  |  |
|  | 18 | Describe a time when you were shocked or rattled on the job? How did you keep your composure in front of everyone else? |
|  |  |  |
|  | 19 | What is one of the biggest professional mistakes you’ve made and what you learned from the situations? |

**Creativity/Innovation**

|  |  |  |
| --- | --- | --- |
|  | 1 | Describe a problem that you have encountered when the old solutions didn’t work and when you came up with new solutions? What were they? How did you get others to buy in? |
|  |  |  |
|  | 2 | Describe a time when you came up with a creative solution/idea/project/report to a problem. What was the issue and what steps did you take to come up with the solution? What was the outcome? |
|  |  |  |
|  | 3 | Describe the most creative work-related project you have carried out. |
|  |  |  |
|  | 4 | Describe a time when you needed to take a risk to achieve a goal. What was the outcome? |
|  |  |  |
|  | 5 | Describe a time when you broke out of the routine, standardized way of doing something in order to complete a task/project. What steps did you take? What was the outcome? |
|  |  |  |
|  | 6 | Describe a work-related problem you solved in a unique or unusual way. What was the result? Were you satisfied with it? |
|  |  |  |
|  | 7 | What are some of your most creative ideas? |
|  |  |  |
|  | 8 | What innovative processes or procedures have you developed? How did you develop them? Who was involved? Where did the ideas come from? |
|  |  |  |
|  | 9 | What new or unusual ideas have you developed in your job? How did you develop them? What was the result? Did you implement them? |
|  |  |  |
|  | 10 | Give us the most recent example of when you used creative thinking at work. |
|  |  |  |
|  | 11 | Describe a time when you needed to come up with several new ideas in a hurry. Were they accepted? Were they successful? |
|  |  |  |
|  | 12 | Describe a creative idea you produced that led to a significant contribution to the success of an activity or a project. |
|  |  |  |
|  | 13 | Describe a time when you were creative in solving a lingering problem. |
|  |  |  |
|  | 14 | Describe a time when you were able to break out of a structured mindset and explore new or different concepts or ideas. What was the outcome? |
|  |  |  |
|  | 15 | Describe a time when you though you had a good idea and it didn’t turn out to be so good. |
|  |  |  |
|  | 16 | Describe an approach you’ve used that is different from your normal approach to solve a problem. How did you come up with the approach? What other options did you consider? |
|  |  |  |
|  | 17 | How do you foster or encourage creativity with others at work? Give an example. |

**Customer Orientation**

|  |  |  |
| --- | --- | --- |
|  | 1 | What is your definition of customer service? Describe a time when you went out of your way and anticipated and exceeded a customer’s needs. |
|  |  |  |
|  | 2 | Describe a time when you knew that your customer might not get what he/she needed on time. How did you handle this? |
|  |  |  |
|  | 3 | Describe a time when you had trouble working with a difficult or demanding customer. How did you handle this? |
|  |  |  |
|  | 4 | Describe a time you had to tell a customer ‘no’. What was the situation? What was your approach? What was the outcome? |
|  |  |  |
|  | 5 | Describe a time when you gave the customer what they wanted even though it was outside of a standard operating policy. Describe the situation, the information you weighed/considered to make your decision and the outcome. |
|  |  |  |
|  | 6 | Describe a time when you had to listen to a customer express his/her dissatisfaction with your company’s policy on a product and/or service. What was the situation? What did you do and what was the outcome? |
|  |  |  |
|  | 7 | Describe a time when you took the steps necessary to resolve a problem although it technically wasn’t your responsibility? |
|  |  |  |
|  | 8 | Describe your worst customer service dilemma and how you handled the situation. |
|  |  |  |
|  | 9 | Describe your most upset/frustrated customer that you have had to deal with. Why was the customer upset? What did you do to help resolve the situation? |
|  |  |  |
|  | 10 | In general, how do you handle negative feedback from a customer? |
|  |  |  |
|  | 11 | Tell me about a time when you went above & beyond for a customer. What made this situation above & beyond? Why did you do it? |
|  |  |  |
|  | 12 | What has been your most rewarding experience dealing with customers? Why was this situation rewarding? |
|  |  |  |
|  | 13 | Describe a time when a customer asked you to circumvent the rules for them. What did you do? How did you explain your actions to management afterwards? Do you still believe you made the right decision? Why or why not? |
|  |  |  |
|  | 14 | Cross-departmental cooperation can sometimes be a challenge. Describe a time when you faced this challenge with an internal customer and what you did about it. |
|  |  |  |
|  | 15 | Describe a time when you delivered some of the best customer service and another time when it didn’t go as well. |
|  |  |  |
|  | 16 | Describe a positive customer service experience you have had (in a retail setting, restaurant, etc.). What made it positive? |
|  |  |  |
|  | 17 | Describe a negative customer service experience you have had (in a retail setting, restaurant, etc.). What made it negative? |
|  |  |  |
|  | 18 | Describe a time when you turned a dissatisfied customer into a satisfied one. |
|  |  |  |
|  | 19 | No matter how hard we try, humans make mistakes, which, if left unresolved can lead to a dissatisfied customer. Describe a time when this happened to you. |
|  |  |  |
|  | 20 | Describe a time when a customer asked you a question about a product or service that you couldn’t answer. What did you do? What was the outcome? |
|  |  |  |
|  | 21 | Describe a time when you effectively handled a customer complaint, and a time when you had a complaint that you might have handled more effectively. What were the differences? |

**Decisiveness/Decision Making/Problem Solving**

|  |  |  |
| --- | --- | --- |
|  | 1 | Do you consider yourself to be thoughtful and analytical or do you usually make up you mind fast? Give an example. |
|  |  |  |
|  | 2 | Describe the most courageous decision you have made at work. What process did you go through? What was the outcome? |
|  |  |  |
|  | 3 | When do you feel it is necessary to make decisions on your own vs. as a group? Explain why. |
|  |  |  |
|  | 4 | What kind of decisions do you feel most confident in making on your own? Why? |
|  |  |  |
|  | 5 | Describe the most difficult decision you have had to make in the past few years. What process did you go through? What was the outcome? |
|  |  |  |
|  | 6 | What methods do you use to make decisions? When do you find it most difficult to make a decision? |
|  |  |  |
|  | 7 | What is a typical decision you have to make? What are decisions you need to bounce off your manager? When your manager is gone, what do you do? |
|  |  |  |
|  | 8 | Describe a time when you had to make a decision quickly without much time to think about it. What was the situation? What decision did you make? What things did you consider in making the decision? How did you know you made the right decision? |
|  |  |  |
|  | 9 | Give me an example of a time when you had to make a split second decision. |
|  |  |  |
|  | 10 | Describe a time when you had to stand up for a decision you made even though you knew it was an unpopular decision. |
|  |  |  |
|  | 11 | How do you go about making decisions? What is the process you go through? |
|  |  |  |
|  | 12 | Describe a decision you made but would do differently if you had it do it over. |
|  |  |  |
|  | 13 | What are some examples of important types of decisions or recommendations you are called upon to make in you role or have been called upon to make in a past role? |
|  |  |  |
|  | 14 | Describe a time when you delayed making a decision to give more thought to the situation. What was the outcome? |
|  |  |  |
|  | 15 | Describe a time when you did not have all the information you needed to make a completely informed decision. What did you do and what was the outcome? |
|  |  |  |
|  | 16 | Describe a time when you had to make a decision where there were no procedures or guidelines in place. |
|  |  |  |
|  | 17 | What types of decisions do you make rapidly? What kinds of decisions take more time and why? Give examples. |
|  |  |  |
|  | 18 | Describe a decision you made where you involved others and one where you didn’t. What determined your course of action in each situation? |
|  |  |  |
|  | 19 | Sometimes we make decisions based on facts and logic and sometimes with our instinct or intuition. Tell us about a decision you made each way and why you made it that way. What were the results in each situation? |
|  |  |  |
|  | 20 | Give an example of a time when you used your fact-finding skills to solve a problem. |
|  |  |  |
|  | 21 | Give me an example of a problem you have had to solve on the job. What was the problem? What steps did you take to solve it? What was the end result? |
|  |  |  |
|  | 22 | When you are faced with a work-related problem, what steps do you take to address the issue? |
|  |  |  |
|  | 23 | Describe a specific time when you eliminated or avoided a potential problem before it happened. |
|  |  |  |
|  | 24 | Describe an unconventional method that you used to solve a problem. |
|  |  |  |
|  | 25 | What is the biggest error in judgment you have made in a previous job? Why did you make it? How did your correct the problem? |
|  |  |  |
|  | 26 | Describe complicated problems you have had to solve in your current role. How do you identify or gain a better understanding of the problem(s)? Give an example. |
|  |  |  |
|  | 27 | Give an example of how your anticipating, or not anticipating, the wider effect of your actions has made a difference for you. |
|  |  |  |
|  | 28 | Sometimes our instinct or common sense tells us to do something different than the facts of the situation. Give an example of a time your instinct was in conflict for you, what you did and the result. |
|  |  |  |
|  | 29 | In some situations it is tempting to jump to a solution quickly, perhaps before fully understanding the situation. Describe a time when this happened to you, what you did and the outcome. |
|  |  |  |
|  | 30 | Give an example of a time when a problem or an obstacle that you had not foreseen caught you unaware. What happened? |
|  |  |  |
|  | 31 | Describe the last time something came up in a meeting that wasn’t covered in the plan. What did you do? What were the results of your judgment? |
|  |  |  |
|  | 32 | Describe a time when you were faced with problems or stresses, which tested your coping skills. What did you do and what were the results? |
|  |  |  |
|  | 33 | Describe a time when you facilitated a creative solution to a problem between two co-workers. |
|  |  |  |
|  | 34 | Give an example of a time when you used good judgment and logic in solving a problem. |
|  |  |  |
|  | 35 | Give an example of a time when you directly addressed conflict. How were trust levels impacted by doing this? How do you know? |
|  |  |  |
|  | 36 | Give an example of a time when you had to deal with the resentment, distrust or hostility of a coworker. |
|  |  |  |
|  | 37 | Describe a time when you had to resolve a difficult situation by finding some common ground through negotiation & compromise. |
|  |  |  |
|  | 38 | There is often more than one way to solve a problem. Give an example from your recent experience that best illustrates this. |
|  |  |  |
|  | 39 | Describe a time when you had to separate the person from the issue when working to resolve issues. |

**Dependability**

|  |  |  |
| --- | --- | --- |
|  | 1 | Describe an example that best illustrates your ability to be counted on. |
|  |  |  |
|  | 2 | Describe a time when you did not meet a deadline. How did you handle it and what was the outcome? |
|  |  |  |
|  | 3 | 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? |
|  |  |  |
|  | 4 | Describe a time when your dependability earned you recognition or praise. |
|  |  |  |
|  | 5 | Tell us about something you started by couldn’t finish. |
|  |  |  |
|  | 6 | Describe a time when you over-promised and under-delivered. What happened and what was the outcome? |
|  |  |  |
|  | 7 | Describe a time when you encountered many obstacles in completing a task/project. How did you handle the situation and were you able to complete the task/project? |
|  |  |  |
|  | 8 | Describe a time when you worked on a team where someone regularly let the team down. How did you react? What did you do in that situation? |
|  |  |  |
|  | 9 | Describe the last time your workday ended before you were able to get everything done. |
|  |  |  |
|  | 10 | If we were to talk with your previous manager, what would they likely tell us in regards to your dependability/attendance? |
|  |  |  |
|  | 11 | Do you have any commitments that will conflict with your work schedule? |
|  |  |  |
|  | 12 | Do you have any restrictions that would prevent you from traveling? |
|  |  |  |

**Detail Orientation**

|  |  |  |
| --- | --- | --- |
|  | 1 | Describe a situation where you had the option to leave the details to others or you could take care of them yourself. |
|  |  |  |
|  | 2 | Do you prefer to work with the “big picture” or the “details” of a situation? Give an example that illustrates your preference. |
|  |  |  |
|  | 3 | Have your previous roles required little attention, moderate attention or a great deal of attention to detail? Give an example of a situation that illustrates this requirement. |
|  |  |  |
|  | 4 | Describe a difficult experience you had in working with details. What happened? What did you do and what was the outcome? |
|  |  |  |
|  | 5 | Describe a situation where attention to detail was either important or unimportant in accomplishing an assigned task. |
|  |  |  |
|  | 6 | Describe a time when you discovered a mistake that was overlooked by everyone else. How did you find this? What did you do? What was the outcome? |
|  |  |  |
|  | 7 | How do you ensure quality during stressful situations? Give an example of a time when you managed to produce quality work when you were under pressure. |
|  |  |  |
|  | 8 | What is your process for checking your work? What tools do you use? Give an example that best illustrates how your process for checking your work is successful. |

**High Standards**

|  |  |  |
| --- | --- | --- |
|  | 1 | Describe a time when you needed to remain positive during a challenging situation. How did you do this? |
|  |  |  |
|  | 2 | If a colleague is being negative or critical in an unprofessional way (e.g. talking negatively about a decision or a manager), how do you respond in that type of situation? Can you give an example of a time when this happened? |
|  |  |  |
|  | 3 | What’s important to you in regards to the leadership of the company you work for (i.e. what expectations of your direct manager and the rest of the leaders do you have)? |
|  |  |  |
|  | 4 | How do you define doing a good job? |
|  |  |  |
|  | 5 | Describe your most successful workday? Why did you feel it was so successful? |
|  |  |  |
|  | 6 | What do you do to continuously raise the bar for yourself? For your colleagues? |
|  |  |  |
|  | 7 | How do you keep your professional skills current? |
|  |  |  |
|  | 8 | Describe a professional goal you set for yourself. Why did you choose this goal? Did you succeed in reaching it? Why or why not? |
|  |  |  |
|  | 9 | Describe a time when it was difficult for you to see the best in people or a situation. |
|  |  |  |
|  | 10 | Describe a time when you were disappointed in your performance. What did you do about it and what was the outcome? |
|  |  |  |
|  | 11 | Give an example of a time when you used one of your strengths to help another person or team succeed. |
|  |  |  |
|  | 12 | Describe a work situation or project that brought out the worst in you. Why did it bring out the worst in you? What did you learn? |
|  |  |  |
|  | 13 | Describe the best constructive criticism you’ve received and how you incorporated the feedback into your performance moving forward. |
|  |  |  |
|  | 14 | Describe a time when against all odds, you were able to get a project or task completed within the defined parameters. |
|  |  |  |
|  | 15 | Describe a time when you had to work very hard and make personal sacrifices to help your organization/department/team reach its goals. |
|  |  |  |
|  | 16 | Describe the top two challenges you face in your current role (or had in your previous role). How do you handle them? |
|  |  |  |
|  | 17 | Describe 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? |
|  |  |  |
|  | 18 | Describe a time when you found your results were not up to your team or the organization’s expectations. What did you do to resolve the issue? |
|  |  |  |
|  | 19 | Describe a time when you got results when other attempted to and failed. What did you attribute your success to? |
|  |  |  |
|  | 20 | Describe a time when you had to avoid letting the day to day details distract you from the results you needed to achieve? |
|  |  |  |
|  | 21 | Describe a time when a goal or results turned out to be less attainable than you originally thought. How did you handle it and what was the outcome? |
|  |  |  |
|  | 22 | Give an example of a situation that demonstrates your sense of urgency in getting things done. |
|  |  |  |
|  | 23 | Describe a time when you persisted in working on a project after others had given up. What kept you going? |
|  |  |  |
|  | 24 | What has been the biggest disappointment in your career and why? |
|  |  |  |
|  | 25 | Give an example of a time when your work was above standard. How did you measure it and how did you achieve the result? |
|  |  |  |
|  | 26 | Describe a time when your evaluation of your performance differed from your manager’s evaluation of your performance. What happened? |
|  |  |  |
|  | 27 | Describe a time when you set your sights too high (or too low). |
|  |  |  |
|  | 28 | Compare and contrast the times when you performed work which was above the standard and with times your work was below the standard. |
|  |  |  |
|  | 29 | Describe a project for which you were responsible that demonstrated your commitment to producing a high quality product or result. |

**Initiative**

|  |  |  |
| --- | --- | --- |
|  | 1 | Describe a time when you introduced change or redefined the way work got done on the job. How did that go over with other coworkers? |
|  |  |  |
|  | 2 | Describe a time when you found a better way to do something, which proved to be an improvement to the existing system. What was the improvement? What was the result? |
|  |  |  |
|  | 3 | What are the things you have done to learn about your job or your company? |
|  |  |  |
|  | 4 | What steps did you take to prepare for this interview?\* |
|  |  |  |
|  | 5 | Describe the last time you did something because it needed to be done, even though it was not your responsibility. |
|  |  |  |
|  | 6 | Describe a time when you identified a problem and took action to correct it. |
|  |  |  |
|  | 7 | Sometimes we see something and know we should act on it, but don’t. Describe a time like this and why you decided not to act. |
|  |  |  |
|  | 8 | Describe some examples of work that you have done independently or with little direction. |
|  |  |  |
|  | 9 | Describe a project you generated on your own. What prompted you to do it? What was the outcome? |
|  |  |  |
|  | 10 | Give examples of times when you anticipated problems and you were able to influence a new direction/solution. |
|  |  |  |
|  | 11 | How did you obtain work assignments in your previous roles? |
|  |  |  |
|  | 12 | At times our workload may feel unmanageable. Describe a time when you recognized that you were unable to meet multiple deadlines. What did you do about it and what was the outcome? |
|  |  |  |
|  | 13 | What do you do when you have idle time during the day at work? |
|  |  |  |
|  | 14 | What are some of the obstacles you’ve had to overcome to get to where you are today? |
|  |  |  |
|  | 15 | Describe what motivates you to do your best at work (i.e. what lights the fire in your belly)? |
|  |  |  |
|  | 16 | What do you know about FtB? What do you know about this role?\* |

**Integrity**

|  |  |  |
| --- | --- | --- |
|  | 1 | Describe a time when you had to work with people whose ethics did not match yours. How did you handle the situation? |
|  |  |  |
|  | 2 | Describe a time when you were asked to go against the policy or to make an exception for one person but not another. What was the situation? Why did you or did you not do it? What was the result? |
|  |  |  |
|  | 3 | Sometimes we are faced with the dilemma of having to choose between what is right and what is best for the organization. Give an example of a time when you were faced with this type of dilemma and how you handled it. |
|  |  |  |
|  | 4 | Describe a time when you had to stand up for a decision you made even though it was an unpopular decision. |
|  |  |  |
|  | 5 | Describe a time when you faced an ethical or values conflict in your job. How did you react / respond and what was the outcome? |
|  |  |  |
|  | 6 | Describe a situation that best demonstrates your ability to keep information confidential. |
|  |  |  |
|  | 7 | Give an example of a situation that best demonstrates how you have acted with integrity at work. |
|  |  |  |
|  | 8 | Describe a time when your trustworthiness was challenged. How did you react / respond? |
|  |  |  |
|  | 9 | Trust requires personal accountability. Describe a time when you chose to trust someone even though you may not have had all the facts or information. What was the outcome? |
|  |  |  |
|  | 10 | Describe a situation when you saw a colleague do something you thought was inappropriate. What did you do and what was the outcome? |
|  |  |  |
|  | 11 | When was the last time you “broke the rules”? what was the situation, what did you do and what was the outcome? |
|  |  |  |
|  | 12 | Describe a time when your integrity was challenged at work. How did you react / respond and what was the outcome? |
|  |  |  |
|  | 13 | Describe a time when you did the right thing, even though it meant going against the crowd. |
|  |  |  |
|  | 14 | What feedback from previous managers and peers have you received regarding your integrity? What effect did this feedback have on you? What have you done about it? |
|  |  |  |
|  | 15 | What do you do to achieve and maintain a reputation for credibility and integrity? |
|  |  |  |
|  | 16 | Describe a situation where you were asked to provide information that you knew was not correct or accurate. What did you do and what was the outcome? |
|  |  |  |
|  | 17 | Give examples of behaviors you model for others that illustrates your integrity. |
|  |  |  |
|  | 18 | Describe a situation when information you provided was proven to be incorrect or inaccurate. How was it discovered and how did you react / respond? |

**Learning Agility**

|  |  |  |
| --- | --- | --- |
|  | 1 | Describe a time you had to quickly learn a new skill to handle a new work assignment. How did you learn the skill? How long did it take? How did you evaluate your proficiency? |
|  |  |  |
|  | 2 | What is the approach you take to learn new tasks? Give an example of a new task you recently needed to learn. |
|  |  |  |
|  | 3 | Give an example of a time when your frustration with a product or process led to making positive changes. |
|  |  |  |
|  | 4 | What part of your current (or previous) job was most difficult to learn and why? |
|  |  |  |
|  | 5 | What is the most technical skill you have had to learn? What was the approach you took to make sure you learned what you needed to? |
|  |  |  |
|  | 6 | What is the most challenging task or complex skill you have had to learn? How did you learn it? |
|  |  |  |
|  | 7 | Give an example of a time when no matter how hard you tried, you just couldn’t get the hang of something. |
|  |  |  |
|  | 8 | Give a specific example of a time when you learned from a mistake. |
|  |  |  |
|  | 9 | Describe a past success. What did you learn from the experience and how have you applied what you learned? |
|  |  |  |
|  | 10 | Describe a past failure. What did you learn from the experience and how have you applied what you learned? |
|  |  |  |
|  | 11 | What is your approach to ensure you stay current on internal and external business issues within your area of work? |
|  |  |  |
|  | 12 | Describe 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? |
|  |  |  |
|  | 13 | What development activities have you worked on in the last three months? What are some of the outcomes? |
|  |  |  |
|  | 14 | Describe the steps you have taken to obtain feedback on your development needs. |
|  |  |  |
|  | 15 | 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? |
|  |  |  |
|  | 16 | Give an example of using a mistake as an opportunity for learning and/or development. |
|  |  |  |
|  | 17 | Describe a work situation when one of your weaknesses got the better of you. |
|  |  |  |
|  | 18 | What techniques have you learned to make a job easier, or to make yourself more effective? How did you learn that? |
|  |  |  |
|  | 19 | Give an example of how you applied knowledge from a previous project or task in another project or task. |
|  |  |  |
|  | 20 | Describe a problem you were solving, idea you were selling or a project you were implementing where you had to work with a concept that was abstract rather than concrete and tangible. |

**Organization/Prioritization**

|  |  |  |
| --- | --- | --- |
|  | 1 | How do you plan and organize your workflow to ensure you are enabling yourself to be effective in your level of service? |
|  |  |  |
|  | 2 | Give me an example of a time when you had several important tasks going on at once. How did you make sure nothing fell through the cracks? |
|  |  |  |
|  | 3 | Provide an example of a time-management skill you have learned and applied at work. How has it improved your productivity? |
|  |  |  |
|  | 4 | How do you effectively plan your workload in order to stay on top of your responsibilities/ priorities? Give examples. |
|  |  |  |
|  | 5 | When it is your responsibility to organize and plan a project, what steps do you take? Give an example. |
|  |  |  |
|  | 6 | How do you accommodate last minute requests/changes while still getting your other work done within the necessary timeframe? |
|  |  |  |
|  | 7 | How do you stay organized on the job? Describe the tools you use on a daily, weekly, monthly basis? How has this improved your productivity? |
|  |  |  |
|  | 8 | Describe how you prioritize or plan each day? What do you do when the plan “backfires?” Give an example of a time when your plan backfired on you. |
|  |  |  |
|  | 9 | Describe a time when you did not meet a deadline or complete a task assigned to you. How, if at all, did your organizational skills change after that to ensure the situation never occurred again? |
|  |  |  |
|  | 10 | Describe a time when you had too many things up in the air. What did you do and how did you deal with the uncertainty? |
|  |  |  |
|  | 11 | How do you schedule and commit to quiet time/project time to ensure you meet your deadlines? |
|  |  |  |
|  | 12 | What’s your process to ensure you are managing your priority list and meeting client expectations? How do you know that it works? Give examples. |
|  |  |  |
|  | 13 | You have multiple tasks, each with the same due date. How do you handle multiple tasks at one time? How do you prioritize the tasks to ensure that you will meet the set due dates? |
|  |  |  |
|  | 14 | Describe a time when you had to meet a deadline at work in a relatively short period of time. What steps did you take to ensure that the deadline was met? |
|  |  |  |
|  | 15 | How do you schedule your time and set priorities? How do you handle multiple things at one time? |
|  |  |  |
|  | 16 | Give an example of a time when your schedule or project plan changed due to unforeseen circumstances. What did you do and what was the outcome? |
|  |  |  |
|  | 17 | How do you decide what gets top priority when scheduling your time? Give an example when you had to prioritize several key deliverables. |
|  |  |  |
|  | 18 | Describe a time when you faced a particularly demanding situation such as an emergency or an unexpected deadline. How did you decide what to do first? What was the outcome? |
|  |  |  |
|  | 19 | On days where many items “fall on your plate”, how do you prioritize? Give examples. |
|  |  |  |
|  | 20 | Give an example of a project that best illustrates your organizational & time management skills. |
|  |  |  |
|  | 21 | Give an example of a time when you were effective in dealing with the constant emergencies and surprises in your work environment. How did you deal with the unexpected? |
|  |  |  |
|  | 22 | When you plan for a project, how do you allow for unanticipated setbacks? Describe a specific project and what happened. |
|  |  |  |
|  | 23 | Describe a very complex or detailed assignment or project you worked on. Walk through how you accomplished it. |
|  |  |  |
|  | 24 | How do you organize your work to ensure maximum efficiency? Give examples. |
|  |  |  |
|  | 25 | Give an example when you worked on a project that you wished you had spent more time planning before starting on it. What happened? |

**Relationship Building**

|  |  |  |
| --- | --- | --- |
|  | 1 | What’s your process for building rapport with others? |
|  |  |  |
|  | 2 | Gaining the cooperation of others can be difficult. How have you built relationships with your colleagues in order to work together as a team? Please give an example. |
|  |  |  |
|  | 3 | How do you handle disagreements with others or within your team? |
|  |  |  |
|  | 4 | Describe a time when you had difficultly hitting it off with someone right away. Why do you think this happened? What were the obstacles and how did you overcome them? |
|  |  |  |
|  | 5 | Give an example of a time when you had to get others to think something was their idea and give them credit for the outcome. Why did you choose to do this? |
|  |  |  |
|  | 6 | Describe an uncooperative person that you had to work with in the past. What was your approach in working with this person? What was the outcome? |
|  |  |  |
|  | 7 | Describe a time when you were working in a team and integrating others’ work was important. What was your role? What were the best and worst outcomes of the experience? |
|  |  |  |
|  | 8 | Describe a time when looking back, you wished you would have tried harder to improve a work relationship. |
|  |  |  |
|  | 9 | Occasionally, other peoples’ work priorities conflict with our own. Give an example of a time when you faced this situations and how you handled it. |
|  |  |  |
|  | 10 | Describe a time when you collaborated with other employees or departments to reach mutual goals. |
|  |  |  |
|  | 11 | Describe how you establish long-term, collaborative relationships with groups or individuals. |
|  |  |  |
|  | 12 | Describe a time when you needed to build rapport quickly with someone under difficult conditions and the outcome was successful. |
|  |  |  |
|  | 13 | In your opinion, what are the key ingredients in guiding and maintaining successful working relationships? Give examples of how you’ve made these key ingredients work for you? |
|  |  |  |
|  | 14 | Under what circumstances do you work to gain cooperation and collaboration from your peers and when do you go it along? Provide an example. |
|  |  |  |
|  | 15 | Does reaching out to help or share expertise with others come naturally to you, or was it something you had to learn? Give an example. |
|  |  |  |
|  | 16 | Describe a time when you used your networking abilities to obtain information or assistance that you might or might not have otherwise obtained because you had formed a good working relationship. |
|  |  |  |
|  | 17 | What types of personalities and / or characteristics are your pet peeves? |
|  |  |  |
|  | 18 | What kinds of people are difficult for you to build relationships with? Why? Give an example. |
|  |  |  |
|  | 19 | Dealing with other people on the job is sometimes a difficult task. Describe a time when you had to build a relationship with someone whom you did not like. How did you develop and maintain a professional working relationship with that person? |
|  |  |  |
|  | 20 | Describe a good working relationship you’ve had in the past. Why was this relationship so successful? What did you do to maintain the quality of the relationship? |
|  |  |  |
|  | 21 | Describe a time when you disagreed with your manager on a job-related issue. How did you handle the situation? |
|  |  |  |
|  | 22 | Describe a time when you had to build an effective working relationship with an external partner in order to be successful. |
|  |  |  |
|  | 23 | Interacting with others can be challenging at times. Have you ever had difficulty getting along with a business partner (e.g. peer, external vendor, others at work)? How did you handle the situation? |
|  |  |  |
|  | 24 | Name three of the most important things you do to maintain effective relationships and why. |
|  |  |  |
|  | 25 | Describe an experience where you had to negotiate with someone in a work-related assignment or task that you did not have a comfort level with. What did you do and what was the outcome? |
|  |  |  |
|  | 26 | Describe a situation when you had to rebuild a relationship with someone that had deteriorated. What did you do and what was the outcome? |
|  |  |  |
|  | 27 | Describe a time when you needed to reestablish trust with someone. What caused the situation, what did you do and what was the outcome? |
|  |  |  |
|  | 28 | Describe a time when you were unable to build a relationship with someone. What caused the strain and what did you do about it? |
|  |  |  |
|  | 29 | Describe a time when you attempted to turn a strained relationship into a good one. How did you go about it and was it successful? |
|  |  |  |
|  | 30 | Describe a time when you found yourself avoiding another person because they were difficult. How did this impact your ability to get your work done? |
|  |  |  |
|  | 31 | Describe a time when you made a special effort to treat another person in a way which showed your respect for the other’s feelings. |

**Results Orientation**

|  |  |  |
| --- | --- | --- |
|  | 1 | Describe some of your daily (or weekly) goals you have to meet. How do you balance this with your long-term goals? What are your long-term goals? |
|  |  |  |
|  | 2 | What motivates you to succeed at work? |
|  |  |  |
|  | 3 | What are you most proud of in your career? |
|  |  |  |
|  | 4 | How do you continually raise the bar for yourself? And for others? Give examples. |
|  |  |  |
|  | 5 | Describe a time when you had to do a job that was particularly uninteresting or routine. How did you keep yourself focused and motivated to complete the task? |
|  |  |  |
|  | 6 | In your current role, how do you define going a good job? On what basis is your definition determined? |
|  |  |  |
|  | 7 | Describe your most successful day at work. Why did you feel it was successful? |
|  |  |  |
|  | 8 | What are some of the obstacles you’ve had to overcome to get to where you are today? |
|  |  |  |
|  | 9 | What is the biggest professional goal you’ve set for yourself in your career? Why did you set the goal? Did you achieve it? How or why not? |
|  |  |  |
|  | 10 | When is it the most difficult for you to see the best in people and in situations? Give examples of each & explain. |
|  |  |  |
|  | 11 | What would your current (or previous) manager say have been your biggest contributions in your role? |
|  |  |  |
|  | 12 | Describe how you’ve taken control of your career. |
|  |  |  |
|  | 13 | Give an example of a time when you took a known risk in order to achieve a business goal or objective. What were the results? |
|  |  |  |
|  | 14 | Give an example of time when you solicited feedback from key stakeholders and leveraged that feedback to improve your performance. |
|  |  |  |
|  | 15 | Give 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? |
|  |  |  |
|  | 16 | Describe a situation in which you found your results were not up to your team or company expectations. What did you do to resolve the matter? |
|  |  |  |
|  | 17 | Describe a time when you got results when others attempted to and failed. What did you attribute your success to? |
|  |  |  |
|  | 18 | 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? |
|  |  |  |
|  | 19 | When setting goals, do you tend to make them stretch goals or achievable goals? Why and give an example. |
|  |  |  |
|  | 20 | Describe a time when a goal or result turned out to be less attainable that you thought? How did you handle it and what was the outcome? |
|  |  |  |
|  | 21 | Describe a time when you took a known risk to achieve a business goal or objective. What were the results? |

**Self-Awareness**

|  |  |  |
| --- | --- | --- |
|  | 1 | Describe a time when you did or said something and it had a positive impact on a coworker, customer, employee, or manager. |
|  |  |  |
|  | 2 | Describe a time when you did or said something and it had a negative impact on a coworker, customer, employee, or manager. |
|  |  |  |
|  | 3 | Describe a time when you were surprised about the positive impact your behavior or words had on a coworker, customer, employee or manager. |
|  |  |  |
|  | 4 | Describe a time when you were surprised about the negative impact your behavior or words had on a coworker, customer, employee or manager. |
|  |  |  |
|  | 5 | Describe a time when you knew you did or said something that caused a problem for a coworker, customer or an employee. How did you know it caused a problem? |
|  |  |  |
|  | 6 | Describe a time when someone interpreted something you said or did in a negative way, even though you didn’t intend for it to be negative. How did you react / respond, and what was the outcome? |
|  |  |  |
|  | 7 | How do you know if your words or behaviors have a positive impact on others? |
|  |  |  |
|  | 8 | How do you know if your words or behaviors have a negative impact on others? |
|  |  |  |
|  | 9 | Describe a time when you observed that someone at work was having a bad day. How did you know? What did you do and what was the outcome? |
|  |  |  |
|  | 10 | Describe a time when you decided to delay presenting an idea to someone at work because the timing wasn’t right. What did you base that decision on? What did you do and what was the outcome? |
|  |  |  |
|  | 11 | Describe a time when you noticed you were annoying someone at work. What did you base that one? What did you do and what was the outcome? |
|  |  |  |
|  | 12 | Describe a situation where you thought you needed to adjust or modify your behavior at work. How did you know? How did you react / respond and what was the outcome? |
|  |  |  |
|  | 13 | Describe a time when you were distracted or preoccupied with something while at work. How did you know? What impact did it have on your performance? What impact did it have on others at work? |
|  |  |  |
|  | 14 | Describe a time when you were in a good mood at work. How did that affect your performance? What impact did you mood have on others at work? |
|  |  |  |
|  | 15 | Describe a time when you were angry about something at work. What impact did that have on your performance? What impact did it have on others at work? |
|  |  |  |
|  | 16 | Describe a time when the mood or attitude of your coworkers, employees or manager affected you. How did you react / respond and what was the outcome? |
|  |  |  |
|  | 17 | Describe the types of situations or people that annoy you and describe what you do about these situations or people. |
|  |  |  |
|  | 18 | Describe a time when you were able to avoid a negative situation at work. How did you know it was going to be negative? Describe what you did and the outcome. |
|  |  |  |
|  | 19 | Describe some situations or circumstances that bring out your best at work. Describe your behavior during those times. |
|  |  |  |
|  | 20 | Describe some situations or circumstances that bring out your worst at work. Describe your behavior during those times. |
|  |  |  |
|  | 21 | Describe a time when you purposely prepared yourself to deal with a situation that you knew would be negative. How did you know it would be a negative situation? What did you do to prepare? What was the outcome? |
|  |  |  |
|  | 22 | Describe a time when something that you had responsibility for at work didn’t go well. Whose fault was it and what did you learn? |
|  |  |  |
|  | 23 | Describe a time when others didn’t cooperate with you. How would you analyze that situation? |
|  |  |  |
|  | 24 | Describe a conflict that you had at work. How would you analyze that conflict? |
|  |  |  |
|  | 25 | Describe a time when you unintentionally insulted or offended someone at work. How did you know you did this? How did you react / respond and what was the outcome? |
|  |  |  |
|  | 26 | Describe a time when you reacted to something or someone in the workplace in a way that was not aligned with your intentions. What did you do after this situation? |
|  |  |  |
|  | 27 | Describe a time when you received feedback about your performance and were in agreement with the feedback. What did you agree with? |
|  |  |  |
|  | 28 | Describe a time when you received about your performance and you disagreed with the feedback. What did you disagree with? |
|  |  |  |
|  | 29 | Describe a time that you initially disagreed with feedback you received and later came to accept it. |
|  |  |  |
|  | 30 | Describe a time when you were surprised by criticism you received. What was the criticism and why were you surprised? |
|  |  |  |
|  | 31 | What has been a constant strength of yours? What evidence do you have that this is an area you excel in? |
|  |  |  |
|  | 32 | What has been a constant area of development for you? How do you know that this is an area of development for you? |
|  |  |  |
|  | 33 | What are three things you have learned about yourself in the last year that are relevant to the way you work? How did you learn this information? Describe a time when you used this new information? |

**Self-Regulation**

|  |  |  |
| --- | --- | --- |
|  | 1 | Describe things that make you angry or frustrated at work. What do you do in those situations? Give an example. |
|  |  |  |
|  | 2 | Describe some situations where you are likely to get annoyed at work. What do you do when you get annoyed? Give an example. |
|  |  |  |
|  | 3 | Describe a time when you were angry with someone at work. What did you do and what was the outcome? |
|  |  |  |
|  | 4 | Describe a situation at work where you said something and later regretted saying it. |
|  |  |  |
|  | 5 | Describe a time when you lost your temper at work. What did you do? What result did this have? |
|  |  |  |
|  | 6 | Describe a time when you had too much to do at work and it caused you to feel stressed. What did you do and what was the outcome? |
|  |  |  |
|  | 7 | What do you do when you are feeling stressed at work? |
|  |  |  |
|  | 8 | Describe a situation when you had to deal with someone who was not being reasonable. How did you handle it and what was the outcome? |
|  |  |  |
|  | 9 | Describe a situation at work when you were very enthusiastic about something. How did your enthusiasm affect your work and others? |
|  |  |  |
|  | 10 | Describe a time when you felt excited about work? How did this impact your work and others? |
|  |  |  |
|  | 11 | What do you look forward to when going to work? |
|  |  |  |
|  | 12 | Describe a time when you felt grateful at work. What happened? |
|  |  |  |
|  | 13 | Give an example of a time when you expressed gratitude toward someone at work. |
|  |  |  |
|  | 14 | Describe a time when you spoke up about something in the workplace. What was the issue? Why did you speak up about it? What did you say? What were the reactions of others? |
|  |  |  |
|  | 15 | Describe a situation when you wised you had said something in a meeting or in a conversation but didn’t. |
|  |  |  |
|  | 16 | Describe what you did the last time someone blamed you for something at work that wasn’t your fault. How did you react and / or respond and what was the outcome? |
|  |  |  |
|  | 17 | Describe a time when you were right and you knew you were right, but the other person (customer, manager, coworker) didn’t believe you. What did you do and what was the outcome? |
|  |  |  |
|  | 18 | Describe a time when you felt something was unfair at work. What did you do and what was the outcome? |
|  |  |  |
|  | 19 | Describe a time that you were told to do something that you knew wasn’t a good idea. What did you do and what was the outcome? |
|  |  |  |
|  | 20 | Describe a time when you and a coworker were at odds about a particular decision or direction. What did you do and what was the outcome? |
|  |  |  |
|  | 21 | Describe a time when your manager’s opinion differed from yours. What did you do and what was the outcome? |
|  |  |  |
|  | 22 | Describe a time when you disagreed with a goal that you were told to achieve. What did you do and what was the outcome? |
|  |  |  |
|  | 23 | Describe a time when you felt that you were defeated at work. What did you do and what was the outcome? |
|  |  |  |
|  | 24 | Describe a time when you were distracted or preoccupied about something while at work. What did you do and what impact did this have? |
|  |  |  |
|  | 25 | Describe a time when you felt like giving up on something at work. What made you feel this way? What did you do and what was the outcome? |
|  |  |  |
|  | 26 | Describe a time when you didn’t think things could get any worse, and then they did. How did you react / respond and what was the outcome? |
|  |  |  |
|  | 27 | Describe a time when you decided to give up on a goal. What happened and what was the outcome? |
|  |  |  |
|  | 28 | Describe a time when you were overwhelmed at work. How often does that occur? What do you do about it? |
|  |  |  |
|  | 29 | Describe the most recent time you were criticized at work. What happened and what was the outcome? |
|  |  |  |
|  | 30 | Describe a time when you realized a conversation wasn’t going very well. How could you tell? What did you do and what was the outcome? |
|  |  |  |
|  | 31 | Describe a time when you realized that you weren’t speaking up during a meeting. What did you do and what was the outcome? |
|  |  |  |
|  | 32 | Describe a time when you realized that something was best left unsaid. How did you know? What did you do and what was the result? |
|  |  |  |
|  | 33 | Describe a time when you deliberately planned the tone of a particular conversation. How and why did you do that? What was the result? |
|  |  |  |
|  | 34 | In your current role (or most recent role), describe the situations when you must think about how you are going to say something before saying it? What must you consider? |
|  |  |  |
|  | 35 | Describe a time when you planned the way you phrased a problem or situation so that you could get the best result. |
|  |  |  |
|  | 36 | Describe a time when you missed an opportunity to set the tone in a discussion. What happened as a result? |

**Self-Motivation**

|  |  |  |
| --- | --- | --- |
|  | 1 | Describe a time when you took on a task that you considered “out of your comfort zone”. How did you feel? Why did you do it? Did you think you were going to succeed or fail? |
|  |  |  |
|  | 2 | Describe a time when you tried to persuade someone; how did you do it and what was the outcome? |
|  |  |  |
|  | 3 | Describe a time when you interjected a different point of view or a different side of an issue. How did you go about doing it? What was the outcome? |
|  |  |  |
|  | 4 | Describe a time when you were confident enough to disagree with something or someone. |
|  |  |  |
|  | 5 | Describe your strengths. How do you know they are your strengths? How do you measure your strengths? What feedback have you gotten that indicates that this quality is a strength? |
|  |  |  |
|  | 6 | Describe a time that you were concerned about being successful at a task or you thought you were going to fail. What did you do and what was the outcome? |
|  |  |  |
|  | 7 | When do you typically ask for assistance? Describe the last time you asked for help on something. |
|  |  |  |
|  | 8 | How do you think you’ll perform in this role? |
|  |  |  |
|  | 9 | Describe a time when you decided on your own that something needed to be done. What did you do and what was the outcome? |
|  |  |  |
|  | 10 | Describe a time when you did more than was required on your job. How did you feel about that? What did you do and what was the outcome? |
|  |  |  |
|  | 11 | Describe a time when you made improvements to your work without being asked. Give some specific examples. How did you do it and what was the outcome? |
|  |  |  |
|  | 12 | Describe a situation where you thought about ways to improve the quality of the product or service that you provide. |
|  |  |  |
|  | 13 | Describe a time when you came up with a way to decrease expenses. What did that entail? How did you go about doing it and what was the outcome? |
|  |  |  |
|  | 14 | Describe a time when you identified a way to perform your job in less time. What did you do about it? |
|  |  |  |
|  | 15 | Describe a time when something you did resulted in a change for you department or area. How did you go about doing it? How did you feel about that? What was the outcome? |
|  |  |  |
|  | 16 | Describe a situation when you took the initiative to do something that didn’t work out. What did you do? How did you feel about it and what was the outcome? |
|  |  |  |
|  | 17 | Describe a long-standing work-related problem that you were able to solve. What did you do? How did you do it and what was the result? |
|  |  |  |
|  | 18 | Describe a time when you took action on something and got blamed when it didn’t work out. What happened? How did you feel? How did you react / respond and what was the outcome? |
|  |  |  |
|  | 19 | Describe the goals for your current role (or previous role). How were those goals determined? Do you meet these goals on a regular basis? |
|  |  |  |
|  | 20 | Describe a situation where you didn’t meet a goal at work. How did that make you feel? What happened? What did you learn? |
|  |  |  |
|  | 21 | Describe a time when you didn’t achieve something that you personally set out to do. What happened? How did you feel about it? |
|  |  |  |
|  | 22 | What are the goals in your current role? Are you on target? Why or why not? |
|  |  |  |
|  | 23 | What goals did you accomplish last year? |
|  |  |  |
|  | 24 | Describe a time when you didn’t feel like working. What made you feel that way? What did you do and what was the impact? |
|  |  |  |
|  | 25 | Describe your process for setting goals for yourself. |
|  |  |  |
|  | 26 | Describe a project that you knew was not going to deliver results. What did you base that on? What was the outcome? |
|  |  |  |
|  | 27 | Describe a time when you tried something new at work. How did that work out? Would you do it again? Why or why not? |
|  |  |  |
|  | 28 | Describe a situation at work when you were optimistic and it affected the outcome. |
|  |  |  |
|  | 29 | Describe a situation at work when others wanted to move forward on something and you didn’t think it was a good idea. Why didn’t you think it would work? What did you do? |
|  |  |  |
|  | 30 | Describe a time when you were more optimistic than others at work about a particular project. What did you do? What was the outcome? |
|  |  |  |
|  | 31 | Describe a time when you misplaced optimism. How did you proceed and what was the outcome? |
|  |  |  |
|  | 32 | Describe a time when you didn’t believe that a project was going to turn out on time, on budget or on track. Why did you think it was going to be a problem? What did you do and what was the outcome? |
|  |  |  |
|  | 33 | Describe a situation where you believed that something was going to be successful and it was. How did you know? |
|  |  |  |
|  | 34 | Describe a time when someone you worked with was negative about an outcome. How did that affect you? What was the outcome? |
|  |  |  |
|  | 35 | Describe a time when you had to change your plans to accommodate someone else at work. How did you feel about that? What did you do and what was the outcome? |
|  |  |  |
|  | 36 | Describe a time when something at work was changing. How have you adapted to the change? How did you feel about the change? |
|  |  |  |
|  | 37 | Describe a time when you wanted something at work to remain the same, but others didn’t. What did you do? How did you feel about that? |
|  |  |  |
|  | 38 | Describe a time when you had to learn something new. How did you feel about that? How have you adapted to the new system? |
|  |  |  |
|  | 39 | Describe time when you had trouble adjusting to a change. What did you find difficult? |
|  |  |  |
|  | 40 | Give an example of a time when you were flexible. |
|  |  |  |
|  | 41 | Give an example of a time when you weren’t very flexible. |
|  |  |  |
|  | 42 | Describe a time when you had to reconsider how to interact or behave because you weren’t getting the results you required. |
|  |  |  |
|  | 43 | What behaviors have you had to abandon that worked for you in a previous role that didn’t work in a new role? How did you know these behaviors didn’t or wouldn’t work in your new job? |
|  |  |  |
|  | 44 | Describe a positive working environment. What does it feel like? What do you do to create a positive working climate every day? |
|  |  |  |
|  | 45 | Describe some examples of what you do to help your coworkers have a positive day. |
|  |  |  |
|  | 46 | Describe some actions you’ve taken with a negative coworker. What have you done to create a more positive working relationship with this person? |
|  |  |  |
|  | 47 | How do you support your manager in creating a positive climate in your department? |
|  |  |  |
|  | 48 | Describe a situation when your action helped others achieve results or goals. |
|  |  |  |
|  | 49 | Describe a time when you were lost in your work in a good way – when time just flew by and you were totally absorbed in what you were doing.\* |
|  |  |  |
|  | 50 | Describe a time when you felt bored at work.\* |
|  |  |  |
|  | 51 | Describe your ideal job.\* |
|  |  |  |
|  | 52 | Describe the worst possible job for you.\* |
|  |  |  |
|  | 53 | What type of work would you find most inspiring?\* |
|  |  |  |
|  | 54 | How did you decide on your chosen field of endeavor, college major, or line of work? What influenced you? What action did you take to end up in this field?\* |
|  |  |  |
|  | 55 | What do you like best and least about your chosen line of work?\* |
|  |  |  |
|  | 56 | What actions have you taken related to your career that you are pleased you took? Why are you pleased with these actions?\* |
|  |  |  |
|  | 57 | Have you ever pursued a career-related goal, perhaps a credential or a specific job, only to discover that when you achieved your goal you were disappointed? Tell us more about that.\* |
|  |  |  |
|  | 58 | Describe a situation where you found yourself in a values conflict. What did you do? |
|  |  |  |
|  | 59 | Describe a situation where you felt that you had to compromise your beliefs or values. What did you do and what was the outcome? |
|  |  |  |
|  | 60 | Describe a time when you felt very strongly about something that happened at work – something you considered to be an affront to your values. What did you do? |
|  |  |  |
|  | 61 | Describe how you gain people’s trust. What actions do you take? |
|  |  |  |
|  | 62 | Describe how you know you have honored the commitments that you’ve made to others. |
|  |  |  |
|  | 63 | Describe a time when you failed to honor a commitment. |
|  |  |  |
|  | 64 | Describe a time when you overpromised and under delivered at work. How did you feel about that? What happened? |
|  |  |  |
|  | 65 | Describe a time when you did less than your fair share at work or you got out of a difficult assignment. How did you feel about that? |

**Social Awareness**

|  |  |  |
| --- | --- | --- |
|  | 1 | Describe a time when you didn’t understand something at work. What did you do? |
|  |  |  |
|  | 2 | Describe a situation when you didn’t understand why someone was acting in a certain way or taking a certain position on some issues. What did you do and what was the outcome? |
|  |  |  |
|  | 3 | Describe a time when you jumped to conclusions. |
|  |  |  |
|  | 4 | Describe a conversation with a coworker, customer or manager that didn’t go very well. What specifically occurred? |
|  |  |  |
|  | 5 | Describe a situation when you sensed something was bothering a peer or coworker. How did you know? What did you do and what was the outcome? |
|  |  |  |
|  | 6 | Describe a situation when you knew that something was wrong with a relationship you had with a peer, customer or manager. What did you do? |
|  |  |  |
|  | 7 | Describe a situation where you determined that something you did or said didn’t go over very well. How did ***you*** know? |
|  |  |  |
|  | 8 | Describe a time when you said or did something that had a negative impact on someone. |
|  |  |  |
|  | 9 | Describe a time when you did or said something that had a negative impact on someone and you were unaware of it until someone else brought it to your attention. |
|  |  |  |
|  | 10 | Describe a time when you offered assistance to someone without being asked. What did you do and what was the outcome? |
|  |  |  |
|  | 11 | Describe a situation when you offered assistance to someone even though it was outside of your job description. What did you do? |
|  |  |  |
|  | 12 | Describe a situation when someone needed help and you weren’t able to do so. What happened? |
|  |  |  |
|  | 13 | Describe a time when you recognized that someone needed help. What did you do? |
|  |  |  |
|  | 14 | Describe a situation when you were asked to help someone else at work. What did you think about that? What did you do and what was the outcome? |
|  |  |  |
|  | 15 | Describe a time when you resented helping someone at work. |
|  |  |  |
|  | 16 | Who are some of the key people in your organization that you work with on a regular basis to get your work done? Describe your relationships with these people. |
|  |  |  |
|  | 17 | Describe your present responsibility for building and maintaining relationships at work. With whom do you build relationships? How? Why? |
|  |  |  |
|  | 18 | Describe a time when you were able to get something done at work because of a relationship you had with another person. |
|  |  |  |
|  | 19 | Describe some of the people with whom you have to work with on a regular basis that ***you*** find difficult to get along with. What have you done to build stronger relationships with these people? |
|  |  |  |
|  | 20 | Describe a situation when you “won someone over” at work. What did you do? |
|  |  |  |
|  | 21 | Describe your relationship with your manager. What works well? What would you like to see improved?\* |
|  |  |  |
|  | 22 | Describe how you recently solved a work problem. What process did you use? |
|  |  |  |
|  | 23 | Describe a time when you had to solve a problem that involved or affected other people within the organization. How did you solve it? |
|  |  |  |
|  | 24 | Describe a situation where you implemented an idea or solved a problem and had your solution met with resistance. What do you think you could have done to avoid the resistance? |
|  |  |  |
|  | 25 | Describe a time when you sought someone’s ideas or opinions about a project or idea you were working on. |
|  |  |  |
|  | 26 | Describe a time when you rejected someone’s idea or opinion about a project. |
|  |  |  |
|  | 27 | Describe a time when you offered your idea or opinion to someone. What happened? |
|  |  |  |
|  | 28 | Describe a time when your input improved a process and / or someone else’s work. |
|  |  |  |
|  | 29 | Describe a time when you offered an idea or opinion at work and had nothing to gain from it. |
|  |  |  |
|  | 30 | Describe a dispute with a coworker. What happened? What did you do? How did it end up? |
|  |  |  |
|  | 31 | Describe a time when someone suggested something that you disagreed with. How did you react / respond and what was the outcome? |
|  |  |  |
|  | 32 | Describe a time when you resolved differenced with peers or others. What process did you use to resolve your differences? |
|  |  |  |
|  | 33 | Describe a time when you encountered someone at work who was unreasonable. What did you do? |
|  |  |  |
|  | 34 | Describe a time when you advanced a new idea. How did you go about doing that and what was the outcome? |
|  |  |  |
|  | 35 | Describe a time when you gained support for an idea that you had. How did you do that? Why was the idea important to you? |
|  |  |  |
|  | 36 | Describe a time when you couldn’t get support for an idea that you had. What happened? Why was this idea important to you? |
|  |  |  |
|  | 37 | In your current role, what happens when you run into someone who isn’t supporting your efforts to get things done? Describe what you do in these situations. |
|  |  |  |
|  | 38 | Describe a time when someone undermined your efforts. How did you realize this happened? How did you react / respond and what was the outcome? |
|  |  |  |
|  | 39 | How can you tell who makes decisions in your organization? |
|  |  |  |
|  | 40 | Describe a time when you needed support from peers in order to get an idea across. How did you gain that support? Why was it important to you to get that particular idea or initiative accomplished? |

**Technical Experience**

|  |  |  |
| --- | --- | --- |
|  | 1 | Describe your technical experience in {fill in the blank} as beginner, intermediate or advanced, and provide specific examples to support your answer.\*[[1]](#footnote-1) |
|  |  |  |
|  | 2 | Describe a time when you had to quickly learn a new skill or software program to handle a work assignment. What steps did you take to learn? How long did it take?\* |
|  |  |  |
|  | 3 | Describe your technical experience as beginner, intermediate or advanced in using Adobe Creative Suite, and provide specific examples to support your answer.\* |
|  |  |  |
|  | 4 | Describe your technical experience as beginner, intermediate or advanced in editing websites, and provide specific examples to support your answer.\* |
|  |  |  |
|  | 5 | Describe your technical experience as beginner, intermediate or advanced in using Microsoft Word, and provide specific examples to support your answer.\* |
|  |  |  |
|  | 6 | Describe your technical experience as beginner, intermediate or advanced in using Microsoft Excel, and provide specific examples to support your answer.\* |
|  |  |  |
|  | 7 | Describe your technical experience as beginner, intermediate or advanced in using Microsoft Power Point, and provide specific examples to support your answer.\* |
|  |  |  |
|  | 8 | Describe your technical experience as beginner, intermediate or advanced in using Microsoft or Mac, and provide specific examples to support your answer.\* |

1. \* = phone interview / 1st interview questions [↑](#footnote-ref-1)