Competencies that support LEADING PEOPLE	
Change Leadership	<ul> <li>Please tell us about a time when you led a significant change in your organization and how you helped others to deal with the change.</li> <li>Tell me about a time when you had to help others deal with change.</li> <li>Tell me about a time when you anticipated the future and made changes to current responsibilities/operations to meet future needs.</li> <li>Give me an example of a time when you helped a staff member accept change and make the necessary adjustments to move forward. What were the change/transition skills that you used?</li> <li>Tell me about a time when your department was going through long-term changes or working on a long-term project. What did you do to keep your staff focused?</li> </ul>
Change Management	<ul> <li>Tell me a time when you helped others understand or accept a substantial change in their work or work environment.</li> <li>Tell us about a situation in which you have had to adjust quickly to changes over which you had no control. What was the impact of the change on you?</li> <li>Tell me about a difficult change you have had to make in your professional career. How did you manage the change?</li> <li>Describe a time a change effort you were involved in was not as successful as you or the company would have liked.</li> <li>Give me an example of a time you had to adjust quickly to changes over which you had no control. What was the impact of the change on you?</li> </ul>
Developing Others	<ul> <li>Tell me about a time when you had an opportunity to develop the knowledge, skills or abilities of another person.</li> <li>Describe a situation when you were able to have a positive influence on the actions of others.</li> <li>Tell me about a time when you needed to have co-workers working on a project who normally have different work styles/ideas. How did you pull them together?</li> <li>Tell me about a time you coached or mentored someone to a higher level of performance or a higher level position.</li> <li>Give me an example of a time you helped one of your direct reports develop or improve their (communication, negotiation, etc) skills. How did you determine this was a developmental need?</li> <li>Tell me about a time you had to provide constructive feedback to an employee who was not meeting performance expectations.</li> </ul>
Empowerment	<ul> <li>Tell me about a time when you worked to build a sense of commitment and ownership in a group, and you shared or delegated responsibility.</li> <li>Tell me about a time when you shared or delegated responsibility. What did you do?</li> <li>Tell me about a time when you delegated a project effectively.</li> <li>Tell me about a time when you needed to delegate parts of a large assignment. Describe for me a time when you provided your direct report(s) with the freedom to determine their work process, within the parameters of the task/project, even though you may have completed the work another way.</li> <li>Tell me about a time you encouraged your direct reports to be actively involved in solving problems related to their position rather than coming to you for the answers.</li> <li>Give me a specific example of how you have empowered your staff to make independent decisions.</li> </ul>



SAMPLE INTERVIEW QUESTION(S)

Tell me about time when you took action to ensure that others met established • performance standards. Describe a situation where you had to deal with a performance issue. How did you • handle it? Discuss a work situation in which you felt you successfully directed the work of others. **Holding People** Tell me about a time one of your direct reports was not meeting expectations. What Accountable did you do? What was the result? Tell me about a time when you had to provide constructive feedback to a direct report. • outside contractor, other agency, etc. who was not meeting expectations. Tell me about a time you needed to implement a new or different performance • standard for your team. Tell me about a time when you took on a significant leadership role on a project or ٠ program that you are particularly proud of. Describe a situation when you had to lead a group to accomplish a specific job. • Tell me about a time when you made an unpopular decision. • Give me an example of a time you had to persuade other people to take action. Were • you successful? Describe a time when you led or motivated others. • Describe a leadership situation that you would handle differently if you had it to do over Leadership again. • Give some instances in which you anticipated problems and were able to influence a new direction. Tell me about a team project when you had to take the lead or take charge of the • project? Give me a specific example of how you have helped create an environment where differences are valued, encouraged and supported. Competencies that support ACHIEVING BUSINESS RESULTS Tell me about a time when you had a complicated problem to solve. Briefly outline the problem and describe how you approached solving it. • Tell me about a time when you had to analyze a great deal of information in order to solve a problem. We can sometimes identify a small problem and fix it before it becomes a major • Analytical problem. Give an example(s) of how you have done this. Thinking Tell me about a time when you had a complicated problem to solve. Describe how you • identified or gained a better understanding of the problem. Describe the project or situation that best demonstrates your analytical abilities. What • was your role? Tell me about a time when you had to analyze information and make a • recommendation. Tell me about a time when your understanding of the business helped you to achieve a • goal. Tell me about a time when you thought specifically about your organization's strategy • and goals in deciding on a course of action. **Business** Give me an example of a decision that was made in your area that had a major impact • Acumen on another area or department. Give me an example of a time when your understanding of your organizations business • needs enabled you to achieve something that, had you lacked the understanding, you probably would not have achieved.



	organization did.
Conceptual Thinking	<ul> <li>Tell me about a time you were able to identify key or underlying issues in a complex situation.</li> <li>Give me an example of when you integrated seemingly unrelated information in order to analyze a situation or anticipate a problem.</li> <li>Describe the most complex assignment you have had? What was your role?</li> <li>a difficult situation you anticipated, the action you took and the outcome.</li> </ul>
Decisive Insight	<ul> <li>Tell me about a time when you were under pressure to make a decision.</li> <li>Tell me about a time when you had to make a decision, even though you felt you didn't have all the information you needed.</li> <li>Give me an example of a time you had to make a decision where you needed to carefully consider a great deal of conflicting, as well as supporting, information, opinions and data.</li> <li>Describe a time when you had to make a decision that you knew would be unpopular.</li> <li>Tell me about a situation that, if you had not acted immediately, could have turned into a major problem.</li> <li>Tell me about a time you had to defend a decision you made.</li> </ul>
Long Term Focus	<ul> <li>Describe a time when you kept a proposed action or project on track when it was in danger of being derailed.</li> <li>Describe a time when your commitment to a proposed action helped you to persevere.</li> <li>Tell me about a time when you had to choose the actions taken based on a long term goal.</li> </ul>
Managing Organizational Resources	<ul> <li>Tell me about a time when you had to deal with a particular resource management issue regarding people, materials, assets or budgets.</li> <li>Tell me about a time when your ability to accurately scope out time requirements for tasks and projects made you successful.</li> <li>Tell me about a time when you prepared a budget larger than any you had ever done before.</li> <li>Describe a time you had to deal with a particularly difficult resource management issue regarding people/material/assets.</li> <li>Tell me about a time where you had to form partnerships with others to secure resources needed to achieve your work goals.</li> </ul>
Planning, Organizing and Coordinating	<ul> <li>Tell me about a time when you completed a complex task or project. What did you do?</li> <li>Describe a time when you planned, implemented and/or monitored a project.</li> <li>Describe a situation that required a number of things to be done at the same time. How did you handle it? What was the result?</li> <li>Tell me about a time you had to handle multiple responsibilities. How did you organize the work you needed to do?</li> <li>Tell us about a time when you had more to do than you could complete in the time allocated.</li> <li>Give me an example of a time when your schedule was suddenly interrupted and your plan for the day was completely changed.</li> <li>Describe a time when your work plan didn't work out. What did you do to recover? How have you applied what you learned?</li> <li>Give me an example of a time when you had a lot of tasks put on your plate all at once. How did you decide what tasks to do and when to do them?</li> </ul>



## SAMPLE INTERVIEW QUESTION(S)

Problem Solving / Judgement	<ul> <li>Describe the typical decisions you are required to make on a daily basis.</li> <li>Tell me about a time when you had to analyze or solve a difficult problem.</li> <li>Describe a time when you had to consider various options before you could come to a conclusion.</li> <li>Give me an example of a time when you used good judgment and logic in solving a problem.</li> <li>Give me an example of a time you had to make an important decision. How did you make the decision?</li> <li>Tell me about a situation where you achieved a satisfactory outcome to a problem that others thought couldn't be solved.</li> <li>Tell me about a time you helped resolve a group problem.</li> <li>Tell me about a difficult problem you solved that had a significant positive impact on all or part of the organization.</li> <li>Gathering/Analyzing/Using Facts and Information</li> <li>Describe a problem situation where you had to seek out relevant information, define key issues, and decide on which steps to take to get the desired result.</li> <li>Catching problems early</li> <li>Give me an example of a time you identified a potential problem and resolved it before the situation became serious.</li> </ul>
Strategic Orientation	<ul> <li>Tell me about a situation where you had to weigh the long-term business implications of a decision you made for your department/function.</li> <li>Tell me about a time when you had to develop a solution to a business problem.</li> <li>Give me an example of a strategy you developed to achieve a long or short-term business need, goal or objective.</li> <li>Tell me about a strategic initiative or opportunity you identified and pursued.</li> <li>Tell me about a time where your ability to keep your eyes on the future proved to be a benefit to your organization/department/team.</li> <li>Tell me about a time when your ability to translate strategy into your team's day to day work had a positive impact.</li> </ul>
Competencies	s that support PERSONAL EFFECTIVENESS
Building Partnerships with Stakeholders	<ul> <li>Recount a time when you deliberately chose to establish a positive, collegial relationship with a stakeholder.</li> <li>Describe a professional relationship you have established with a stakeholder, and tell me about a situation where you have used it within a work context.</li> <li>This position requires constant communication with various regional authorities and stakeholders. Give us an example of a project where you effectively dealt with various issues driven by multiple stakeholder interests. What steps did you take to make this a success?</li> </ul>
Commitment to Continuous Learning	<ul> <li>Tell me about a time when your supervisor/co-workers gave you feedback about your work/actions. What did you learn about yourself?</li> <li>Tell me about a recent job or experience that you would describe as a real learning experience. What did you learn from the job or the experience?</li> <li>Tell me about a time when you were asked to complete a difficult assignment even though the odds were against you. What did you learn from that experience?</li> <li>Tell me about a time when you had to learn something new in a short amount of time.</li> </ul>



	What are stad the attraction 2. What did you have to be any 0. How did you have '0
	<ul> <li>What created the situation? What did you have to learn? How did you learn it?</li> <li>Give me an example of a situation at one of your previous employers when others knew more than you did. How did you close the gap?</li> </ul>
Concern for Order	<ul> <li>Tell me about a time when you helped avoid a serious situation or problem through your own monitoring activities or processes.</li> <li>Tell me about a time when you were able to provide important information to someone immediately because of the way you organized your files.</li> <li>In some aspects of work it is important to be free of error. Can you describe a situation where you have tried to prevent errors? What did you do? What was the outcome?</li> </ul>
Continuous Development	<ul> <li>Tell me about a time when you changed how you were doing your job.</li> <li>Tell me about a time when you took steps to improve your personal capability.</li> <li>Tell me about a time when you took advantage of a slow time at work to improve your work skills.</li> <li>Tell me about a time when your coworkers gave you feedback about your actions. How did you respond? What changes did you make?</li> </ul>
Expertise	<ul> <li>Tell me about a time when you shared your knowledge and expertise with others to help solve a technical problem.</li> <li>Give an example of how you applied knowledge from a previous job to your current role.</li> <li>Tell me about a time you anticipated the need to improve a technical/functional skill and took action proactively.</li> <li>Give me an example of a time you took the initiative to find out about a new or upcoming product/service change.</li> <li>Give me an example of where your understanding of your job contributed to solving a larger problem of the organization.</li> </ul>
Flexibility	<ul> <li>Tell me about a time when you successfully handled a change or a shift in priorities.</li> <li>Describe a time when you needed to adapt your approach to get the result you wanted.</li> <li>Tell me about a situation in which you have had to adjust to changes over which you had no control. How did you handle it?</li> <li>Tell me about a time when you had to adjust to a colleague's working style in order to complete a project or achieve your objectives.</li> <li>Tell me about a time when you had to stop working on a project/idea/assignment and start working on a completely different one. What did you do? How did that work out?</li> <li>Tell me about a time when you changed or modified your priorities to meet another person's or group's expectations.</li> </ul>
Improving Operations	<ul> <li>Tell me about a time when you drew upon your own expertise in order to improve a process or operation.</li> <li>Tell me about a time when you had to be creative in solving a problem, or looking at the way things are done.</li> <li>Tell me about a suggestion you made to improve the way job processes/operations worked. What was the result?</li> <li>Tell me about one of your workplace improvements that another department now uses.</li> <li>Give me an example when you initiated a change in process or operations.</li> <li>Describe something you have implemented at work. What were the steps you used to</li> </ul>



	implement this?
Initiative	<ul> <li>Tell me about a specific incident on your last/current job where you went 'beyond the call of duty' to get something done.</li> <li>Give me an example of when you showed initiative and took the lead.</li> <li>Give me a specific example of a time when you sold your supervisor on an idea or concept. How did you proceed? What was the result?</li> <li>Tell me about a time when you acted over and above the expectations of your role.</li> <li>Tell me about a time when your initiative caused a change to occur.</li> <li>Describe a situation in which you recognized a potential problem as an opportunity.</li> <li>Describe a time where you took the initiative to act rather than waiting to be told what to do.</li> </ul>
Innovation	<ul> <li>Tell me about a time when you came up with an innovative solution to a challenge your company was facing. What was the challenge? What role did others play?</li> <li>What two or three accomplishments have given you the most satisfaction? Why?</li> <li>Tell me about a time when you created a new process or program that was considered risky. What was the situation and what did you do?</li> <li>Tell me about a problem that you've solved in a unique or unusual way. What was the outcome?</li> <li>Describe a creative/innovative idea that you produced that led to a significant contribution to the success of an activity or project.</li> <li>Tell me about a time you were especially creative in solving a lingering problem.</li> <li>Tell me about a problem you solved in a unique or creative way.</li> </ul>
Integrity	<ul> <li>Tell me about a time when you were honest and forthcoming and it was difficult to do so.</li> <li>Tell me about a tough decision you made. What steps, thought processes, and considerations did you take to make an objective decision?</li> <li>Discuss a time when your integrity was challenged. How did you handle it?</li> <li>Give me examples of how your have acted with integrity (walked your talk) in your job/work relationship.</li> <li>Tell me about a time when you took responsibility for an error and were held personally accountable.</li> </ul>
Organizational Awareness	<ul> <li>Describe your involvement in a situation that was made difficult because of organizational politics, either in your own organization or another.</li> <li>Tell me about a time when you used your own knowledge of the organization to get what you needed.</li> </ul>
Organizational Commitment	<ul> <li>Tell me about a time when you promoted the organization's goals before a group.</li> <li>Tell me about a time when you took on a difficult challenge for the benefit of the organization.</li> </ul>
Reflecting on Difficulties	<ul> <li>Tell me about a time when you were involved in an unsuccessful outcome.</li> <li>Tell me about a time when you learned from a difficult situation. How did that learning happen?</li> <li>Tell me about a time when you missed an obvious solution to a problem.</li> <li>Describe a situation in which you found that your results were not up to your supervisor's expectations. What action did you take?</li> <li>Describe a time when you were not very satisfied or pleased with your performance.</li> </ul>



	What did you do about it?
	<ul><li>What did you do about it?</li><li>Tell me about a time when you failed to meet a deadline. What did you learn?</li></ul>
Results Orientation	<ul> <li>Describe some projects or ideas (not necessarily your own) that were implemented, or carried out successfully primarily because of your efforts.</li> <li>Give me an example of an important goal you have had and your success in achieving it.</li> <li>Describe a time when, against all odds, you were able to get a project or task completed within the defined parameters.</li> <li>Tell me about a time when you were asked to complete a difficult assignment and the odds were against you. What did you learn from the experience?</li> </ul>
Self Confidence	<ul> <li>Tell me about a time when your belief in yourself helped you deal with a situation or helped you get something done.</li> <li>Tell me about a time when you were confident in your decision or opinion.</li> <li>Describe a situation where you had to request help or assistance on a project or assignment.</li> </ul>
Self Control	<ul> <li>Describe a time when you were faced with problems or stresses that tested your coping skills.</li> <li>Give an example of when you had to work with someone who was difficult to get along with. How did you handle that person?</li> <li>Tell me about a difficult situation when it was desirable for you to keep a positive attitude. What did you do?</li> <li>Describe a time when you felt it was necessary to modify or change your actions in order to respond to the needs of another person.</li> </ul>
Competencies	s that support INTERPERSONAL RELATIONSHIPS
Concern for Image Impact	<ul> <li>Tell me about a time when you became aware of how the organization was perceived by others. What did you do?</li> <li>Tell me about a time when you wanted to ensure that your role was positively perceived by others.</li> </ul>
Conflict Management	<ul> <li>Tell me about a time when you became aware of conflict and what you did about it.</li> <li>Tell me about a time when you had to deal with conflict within your workplace.</li> <li>Give me an example of a time when you were able to successfully communicate with another person even when you felt the individual did not value your perspective.</li> <li>Describe a time when you facilitated a creative solution to a problem between employees.</li> <li>Tell me about a recent success you had with an especially difficult employee/coworker.</li> <li>Describe a time when you took personal accountability for a conflict and initiated contact with the individual(s) involved to explain your actions.</li> </ul>
Creating Customer / Client Focus	<ul> <li>Tell me about a recent situation in which you had to deal with a very upset customer or co-worker.</li> <li>Tell me about a recent time when you went out of your way to help a member of the public?</li> <li>Give me an example of something you have done to either develop or strengthen customer relationships.</li> <li>Tell me about a customer whose needs you spent considerable time learning about.</li> </ul>



	<ul><li>What was the result of that time investment?</li><li>Describe the process or method you used in a particular situation to develop an</li></ul>
	understanding of your internal/external customer's viewpoints and needs.
	Describe a time you exceeded the expectations of a client/customer/stakeholder.
Customer / Client Development	<ul> <li>Tell me about a time when you assisted a customer/client to learn.</li> <li>Tell me about a time when you supported the development of a client/customer.</li> <li>Tell me about a time when you had to foster learning in a client/customer to allow them to operate independently (i.e. rarely calling you for help).</li> </ul>
Engaging External Partners	<ul> <li>Describe a time when you deliberately chose to establish a positive, collegial relationship with an external stakeholder.</li> <li>Describe a professional relationship that you have established with an external stakeholder.</li> <li>Give me an example of a time you developed and maintained (or strengthened) a relationship with a person or group outside the organization.</li> <li>Tell me about a time you realized that what you were working on could have a farreaching impact, and you sought out relevant/appropriate people to gather their concerns and perspective before you proceeded with the task.</li> <li>Give me an example of when you wish you would have spent more time looking for common ground with stakeholders before you took a particular action.</li> </ul>
Impact / Influence	<ul> <li>Tell me about a situation when you had to influence someone to achieve a desired result.</li> <li>Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.</li> <li>Describe an instance when you had to think on your feet to extricate yourself from a difficult situation.</li> <li>Tell me about a time when you anticipated a problem and were able to use your influence or persuasiveness to change the direction of the situation.</li> <li>Describe a time when you had to influence a number of different people/groups coming from different perspectives to support you in what you wanted or needed to do.</li> </ul>
Information Seeking	<ul> <li>Describe a situation where you had to get more information to resolve an issue. What did you do to get it?</li> <li>Tell me about a time when you worked to get to the bottom of a particular problem.</li> <li>Describe a time when you had to get more information to resolve an issue. What did you do to acquire that knowledge?</li> <li>Tell me about a time when you were successful in getting crucial information from another person.</li> <li>Describe a time when your patience in gathering information paid off.</li> </ul>
Listening, Understanding, and Responding	<ul> <li>Tell me about a time when you had to understand another person's point of view or position in order to solve a problem.</li> <li>Describe a situation in which you had to arrive at a compromise or guide others to a compromise.</li> <li>Tell of a time when your active listening skills really paid off for you - maybe a time when other people missed the key idea being expressed.</li> <li>Describe a work situation that required you to really listen and display compassion to a co-worker/employee who was telling you about a personal/sensitive situation.</li> </ul>



Partners with Stakeholders	<ul> <li>Tell me about a situation where you had to work collaboratively with stakeholders.</li> <li>Describe a situation when you interacted with a stakeholder.</li> <li>Using a specific example of a project, tell me how you kept those involved informed of the progress.</li> </ul>
Relationship Building	<ul> <li>Tell me about a time when you deliberately chose to establish a positive, collegial relationship with a colleague or customer/client.</li> <li>Describe a professional relationship you have established, and tell me about a situation where you have used it to deal with a work-related task or problem.</li> <li>Tell me about a time when you had to adapt to a wide variety of people by accepting/understanding their perspective.</li> <li>Tell me about a time that you successfully adapted to a culturally different environment.</li> <li>Tell me about a time when you had to give the "benefit of the doubt" to a co-worker/supervisor. What was the outcome?</li> </ul>
Service Orientation	<ul> <li>Tell me about a difficult customer or a customer complaint that you have dealt with.</li> <li>Give me an example of when you initiated a change in process or operations in response to customer feedback.</li> <li>Tell me about a time when you did your best to resolve a customer or client concern and the individual was still not satisfied.</li> <li>Tell me about a time when you encountered a customer who was complaining of poor service. What did you do?</li> <li>Tell me about a time you wished you would have handled an unhappy, angry, or irate customer a different way.</li> <li>Give me an example of something you have done to either develop or strengthen customer relationships.</li> <li>Tell me about a customer whose needs you spent considerable time learning about. What was the result of the time investment?</li> <li>Describe a time you exceeded the expectations of a client/customer/stakeholder.</li> </ul>
Teamwork and Cooperation	<ul> <li>Describe a decision where you involved many people in the process. How did you go about involving everyone?</li> <li>Give me a specific example of something you did that helped build enthusiasm in others.</li> <li>Describe a situation in which others within your organization depended on you.</li> <li>Describe a team experience you found rewarding.</li> <li>Describe a situation where others you were working with on a project disagreed with your ideas. What did you do?</li> <li>Tell me about a time when you had to work on a team that did not get along.</li> <li>Describe a time when you had coworkers with different work styles or ideas work together on a project. What, specifically, did you do to pull them together?</li> <li>Tell me about a time you recognized a team member for valuable contributions to the team.</li> <li>Tell me about a time you were able to build team spirit in an environment of low morale.</li> <li>Give me an example of a time you successfully built a project team from scratch.</li> </ul>