Strategic Skill

Competency	Skilled Behaviors	Behaviorally Based Questions
Business Acumen	• Knows how businesses work • Knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his/her business and organization • Knows the competition Is aware of how strategies and tactics work in the marketplace	• Describe a time when you effectively integrated financial, enterprise, and industry data and indicators into a strategic plan or initiative. • Give me an example of a time where your understanding of your organization enabled you to get something you needed that, had you lacked the understanding, you probably would not have gotten. • Describe a time when politics at work affected your job. How did you deal with it? • Tell me what steps you took to go about learning how your current organization works.
Functional/Technical Skills	• Has the functional and technical knowledge and skills to do the job at a high level of accomplishment	• Please describe a period of time in which you were fully applying your functional and technical knowledge and skills and were performing at your highest level. What was the situation? Describe your performance or accomplishments and how you achieved them. • Describe a situation, task, or project in which you carefully selected the tools, technology, or processes you would apply. Which did you use "as is" and which—if any—did you redesign or have to invent? What were the results? Briefly describe several situations in which you shared your technical knowledge or skill with others. What prompted you to share? How did you share it, and what were the results?
Technical Learning	• Picks up on technical things quickly • Can learn new skills and knowledge • Is good at learning new industry, company, product, or technical knowledge – like Internet technology • Does well in technical courses and seminars	• Describe a situation that required you to learn new technical knowledge and skills. What was it that you needed to learn and how new was it to you? How did you go about learning it and how much time did you commit to it? How did you apply what you learned and what were the results? • Describe the various approaches you have used over the past year to learn about advances in your discipline. Please describe specific knowledge or skills you needed to build and how you went about doing it. Who initiated the learning? • Please provide some specific examples of how you incorporated new technical knowledge into your job. What were the results?
Decision Quality	• Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment • Most of his/her solutions and suggestions turn out to be correct and accurate when judged over time • Sought out by others for advice and solutions	• Think back to a decision you recently made that you knew would have significant impact on the organization, people, or the future. What was your decision, and what did it impact? How effective was it? What factors did you consider in determining its effectiveness? • Part of coming up with a good decision or solution is gathering and analyzing information. Please share a recent decision you made or a problem you solved that required a high level of skill in this area. How did you determine what information you needed? Where or to whom did you go to get the information? Why did you select those specific sources?
Intellectual Horsepower	• Is bright and intelligent • Deals with concepts and complexity comfortably • Described as intellectually sharp, capable, and agile	• Please share a situation that demonstrates that others regard you as an intelligent and capable individual. What was the situation, and what leads you to your conclusion? • Describe a time when you had to use your understanding of complex concepts to enhance your own performance or the performance of the organization. To what extent did you need to communicate those concepts in ways that others would understand? How did you accomplish this, and how did you know they understood? What were your results? • Describe a situation that demonstrates your ability to apply new learned concepts to a new situation you faced. I am specifically interested in how you determined what information was significant and useable and what information was not. • Share a time when you gained new knowledge or ideas and applied them in the workplace. What was the information, and how did you apply it? What results did you achieve as a result?

Learning on the Fly	• Learns quickly when facing new problems • A relentless and versatile learner • Open to change • Analyzes both successes and failures for clues to improvement • Experiments and will try anything to find solutions • Enjoys the challenge of unfamiliar tasks • Quickly grasps the essence and the underlying structure of anything	• Describe a time when you participated in an activity to learn a new skill or gain knowledge. What did you learn and how did you apply it on the job? What were the results? • Often, we learn from successfully facing challenges or experiencing mistakes or failures. Please share a time when this was the case for you. What did you learn from the experience? How did you apply what you learned, and what was the result? • Tell me about a time when you took on the challenge of a new or unfamiliar task or responsibility. How did you learn about the opportunity? Who made the choice about whether you took it on or not? What did you learn and how did you apply it back on the job? • Some tasks or responsibilities that we take on are more unfamiliar, pressure-filled, or risky than others. Think back to the most challenging task or responsibility you've recently taken on. Why did you take it on? What made it so challenging? What did you do to handle it? What were your results? • Think back to a time when you were better able than others to quickly grasp the underlying essence or structure of complex things and figure out how to apply that information. Describe the situation and how your understanding was different from others. How did you apply the information?
Problem Solving	• Uses rigorous logic and methods to solve difficult problems with effective solutions • Probes all fruitful sources for answers • Can see hidden problems • Is excellent at honest analysis • Looks beyond the obvious and doesn't stop at the first answers	• Think back to the most recent complex decision that you had to make or problem that you had to solve. Describe in detail the process you used to make the decision or solve the problem. What sources of information did you use? How much time did you have, and how much time did you take? What was the result? • Part of coming up with a good decision or solution is gathering and analyzing information. Please share a recent decision you made or a problem you solved that required a high level of skill in this area. How did you determine what information you needed? Where or to whom did you go to get the information? Why did you select those specific sources? • Please provide some examples of times when others asked you for your input when they were making a decision or solving a problem. What input did you provide? What were the results?
Dealing with Ambiguity	• Can effectively cope with change • Can shift gears comfortably • Can decide and act without having the total picture • Isn't upset when things are up in the air • Doesn't have to finish things before moving on • Can comfortably handle risk and uncertainty	• Tell me about a time when it was important to maintain your productivity and quality in spite of significant changes at work. What were the changes? How did you handle the situation? What were the results? • Sometimes, we have to make decisions or take action without having all the information or the total picture. Describe a time when you experienced this kind of ambiguity. Why was it important to act? How did you cope with it? • Some situations present higher levels of risk and uncertainty than others. Please describe a situation in which you were able to function effectively despite the risk and uncertainty it presented. What made the situation risky or uncertain? What did you do to handle the situation? What results did you achieve?

Creativity	• Comes up with a lot of new and unique ideas • Easily makes connections among previously unrelated notions • Tends to be seen as original and value-added in brainstorming settings	• Think back to a time when you were brainstorming with others—a time in which you were a particularly creative and valued contributor to the brainstorming session. What was the group brainstorming? How did you contribute? In what ways were you particularly creative? What was the result of the brainstorming? • Please describe a job (or a period of time in your career) in which you exhibited a pattern of generating new and unique ideas. Describe the situations, the ideas you generated, and what happened as a result. • Think back to a time when you were faced with a problem or challenge that required "outside the box" thinking to come up with a solution. What was the situation? Describe the thought process you went through to come up with the solution or approach. What was the solution and why do you consider it "outside the box?"
Innovation Management	• Is good at bringing the creative ideas of others to market • Has good judgment about which creative ideas and suggestions will work • Has a sense about managing the creative process of others • Can facilitate effective brainstorming • Can project how potential ideas may play out in the marketplace	• Describe a situation that demonstrates your ability to anticipate future trends accurately. Please include why it was necessary to accurately anticipate the trend or trends. • Sometimes, we are in situations where our role is less about being the one to come up with creative ideas and more about facilitating the creative process or helping others get their ideas implemented. Describe a time when you played this type of role. What did you do to facilitate the process? What were the results? • Describe a time when you demonstrated the ability to see the broadest possible view of an issue or challenge or to project scenarios into the future.
Perspective	• Looks toward the broadest possible view of an issue/challenge • Has broad-ranging personal and business interests and pursuits • Can easily pose future scenarios • Can think globally • Can discuss multiple aspects and impacts of issues and project them into the future	• Describe a situation that demonstrates your ability to anticipate future trends accurately. Please include why it was necessary to accurately anticipate the trend or trends. • Describe a time when you demonstrated the ability to see the broadest possible view of an issue or challenge or to project scenarios into the future. • Give an example of how your company's vision for the future impacted one or more daily decisions you have made.
Strategic Agility	• Sees ahead clearly • Can anticipate future consequences and trends accurately • Has broad knowledge and perspective • Is future oriented • Can articulately paint credible pictures and visions of possibilities and likelihoods • Can create competitive and breakthrough strategies and plans	• Describe a situation that demonstrates your ability to anticipate future trends accurately. Please include why it was necessary to accurately anticipate the trend or trends. • Sometimes, we are in situations where our role is less about being the one to come up with creative ideas and more about facilitating the creative process or helping others get their ideas implemented. Describe a time when you played this type of role. What did you do to facilitate the process? What were the results? • Describe a time when you demonstrated the ability to see the broadest possible view of an issue or challenge or to project scenarios into the future.

Operating Skills

Competency	Skilled Behaviors	Behaviorally Based Questions
Timely Decision Making	• Makes decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure • Able to make a quick decision	• Share an example of when you had to make one or more timely decisions, but information on which to base your decision was difficult to obtain. How did you determine how much information was enough? What decisions did you make and what were the results? • Describe a time when you had to make a quick decision or think on your feet. What was the situation and why was speed so important? What was your decision? How effective was your decision and what was the result?
Priority Setting	• Spends his/her time and the time of others on what's important • Quickly zeros in on the critical few and puts the trivial many aside • Can quickly sense what will help or hinder accomplishing a goal • Eliminates roadblocks • Creates focus	• Tell me about a time when you kept yourself or others focused on completing high-payoff, complex tasks instead of getting sidetracked into trivial, lower-priority tasks. How did you zero in on the most critical tasks to accomplish? How did you keep yourself—or others—organized and focused? • It can be challenging to coordinate the efforts of multiple people and keep them focused. Describe a specific time when you had to do this. What approach did you use to get them coordinated? How did you keep them focused? What challenges—if any—did you overcome? What were the results? • Describe a situation in which you not only set goals or created a plan but also took time to proactively anticipate obstacles and create contingency plans. What challenges or obstacles did you anticipate? What contingencies did you develop? Which did you implement? What was the result?
Organizing	• Can marshal resources (people, funding, material, support) to get things done • Can orchestrate multiple activities at once to accomplish a goal • Uses resources effectively and efficiently • Arranges information and files in a useful manner	• Think back to a situation or project where you had to acquire people and other resources to accomplish a goal. What resources did you need, and how did you get them? What was the result? • Describe a period of time when you had to juggle multiple, complex activities or projects simultaneously. How did you stay organized and continually move the projects forward? What challenges did you face, and how did you handle them? What were your results? • Please describe your current system for maintaining files and records. Who are the users of the information you maintain? Please share some feedback you've received from others who have accessed your files.
Planning	• Accurately scopes out length and difficulty of tasks and projects • Sets objectives and goals • Breaks down work into the process steps • Develops schedules and task/people assignments • Anticipates and adjusts for problems and roadblocks • Measures performance against goals • Evaluates results	• Think back to the most complex task or project you've had to develop a plan for and implement. What made the project so complex? Describe your planning process. Who was involved in implementing it, and how did you coordinate efforts? What were the results? • Think back to the last time you set specific work-related goals. Please share several of those goals with me, including the important details. • Please describe a situation that demonstrates your ability to effectively plan work by breaking it into process steps and then communicating that plan to those involved. • In spite of our best planning, unexpected events can throw our plans off track. Describe a time when you established priorities and target dates for yourself and others and also developed contingency plans for potential roadblocks or challenges. What potential roadblocks or challenges did you identify? What contingencies did you put in place? How did the plan ultimately

		play out?

Time Management	- Uses his/her time effectively and efficiently - Values time - Concentrates his/her efforts on the more important priorities - Gets more done in less time than others - Can attend to a broader range of activities	- Please describe how you planned your use of time over the past several weeks. What methods did you use? Please share some decisions you were faced with when allocating your time. - Describe a period of time when you identified priorities and consciously kept non-critical issues and distractions from interfering with your progress. How did you stay focused? What was the result? - All of us have to multitask at times. Please describe a situation or period of time in which you were most challenged with handling multiple tasks simultaneously. What were the tasks and how did you handle them? What were the results? - Think back to a period of time when you had to complete a broad range of activities. Describe the activities and explain which ones were a normal part of your role and which were unique. Which activities were of a short term nature and which were longer term? How did you go about attending to multiple activities without "dropping the ball"?
Delegation	- Clearly and comfortably delegates both routine and important tasks and decisions - Broadly shares both responsibility and accountability - Tends to trust people to perform - Lets direct reports and others finish their own work	- Tell me about a time when you delegated a project effectively. - Tell me about a time when you did a poor job of delegating. - Describe for me a time when you had to delegate to a person with a full workload, and how you went about doing it.
Developing Direct Reports and Others	- Provides challenging and stretching tasks and assignments - Holds frequent development discussions - Is aware of each person' career goals - Constructs compelling development plans and executes them - Pushes people to accept developmental moves - Will take on those who need help and further development - Cooperates with the developmental system in the organization - Is a people builder	- Give me an example of how you've provided developmental tasks and assignments that linked directly to a person's development needs. How did you select the tasks? Which tasks or assignments did you proactively identify for the purpose of development? - Share an example of how you have identified the career goals of a direct report and then intentionally and proactively encouraged and supported that person's development. What actions did you take? What was the result of your efforts? - Explain how you have used a formal development-planning process to help one or more direct reports attain their career goals. What specific role did you play in creating the development plan? In what ways did you follow up? - Provide an example of when you proactively motivated someone to accept developmental tasks or projects for the purpose of professional development. How did you do it? What was the result?
Directing Others	- Is good at establishing clear directions - Sets stretching objectives - Distributes the workload appropriately - Lays out work in a well-planned and organized manner - Maintains two-way dialogue with others on work and results - Brings out the best in people - Is a clear communicator	- Share a time when it was critical that you provide clear instructions, direction, or vision to an individual or group. What was the situation and to whom were you communicating? How did you ensure that your communications were clear and understood by the individual or group? - Describe a time when you used formal goals or objectives to inspire others to achieve their best. Which goals related to their normal jobs and which were "stretch" assignments? What additional actions did you take to inspire others to achieve? - Sometimes, distributing the workload among multiple people can be challenging. Describe a situation in which you were skillful in crafting a work plan that distributed the workload appropriately. How did you determine the distribution? To what extent did you have to adjust your initial plan? What were the results? - Explain how you have communicated with others about their work plans. Please share one or two examples related to a specific person(s).

Informing	• Provides the information people need to know to do their jobs and to feel good about being a member of the team, unit, and/or the organization • Provides individuals information so that they can make accurate decisions • Is timely with information	• Please share a time when it was important to communicate responsibilities or expectations to an individual or group in a way that minimized ambiguity. To whom did you communicate responsibilities? What approach did you use to prevent ambiguity and ensure that the person(s) understood what was expected? What was the result? • Please provide one or two examples of how you've used quantitative and qualitative measures to monitor achievement of goals and objectives. What measures did you set, and how did you monitor progress? Was there a time when you needed to provide feedback? What was the result? • Share some specific examples of how you've monitored the performance of people or critical projects. What monitoring and reporting systems or processes did you use? Were they already in place, or did you need to create them? Describe how they impacted results. • Describe some specific situations in which you used regular feedback loops to help others stay on track. How often was the feedback provided and in what form? What process did you use to determine the frequency of feedback? What were some specific results of your feedback?
Process Management	• Good at figuring out the processes necessary to get things done • Knows how to organize people and activities • Understands how to separate and combine tasks into efficient work flow • Knows what to measure and how to measure it • Can see opportunities for synergy and integration where others can't • Can simplify complex processes • Gets more out of fewer resources	• Describe a time you had a project to complete. Explain how you developed a process to bring it to completion. • Describe a time you had to involve others in completing a major task. • Describe a time you had to take a complicated set of tasks and simplify them so that others would understand the overall goal of the process
Managing Through Systems	• Can design practices, processes, and procedures which allow managing from a distance • Is comfortable letting things manage themselves without intervening • Can make things work through others without being there • Can impact people and results remotely	• Please describe the most complex or extensive operation you've had to oversee. How large was it? What systems did you use to manage the individuals or groups in the operation? Were those systems already in place, or did you develop them? What were the results of your oversight? • Explain a practice, process, or procedure you've used to ensure that things get done as planned without constant oversight from you. What approach(es) did you use? Which were already in place, and which did you need to develop? What resulted from your approach? • Think back to your most challenging example of organizing people and activities into an efficient workflow or process. What was the process? What people and activities were involved? What was especially effective about the way you organized them? What were the results? • Think back to a process or system that required measurement. How did you determine what to measure and how to measure it? What were the results of your measures? To what extent did you have to modify them over time, and why was that necessary?

| Total Work Systems | • Is dedicated to providing organization or enterprise-wide common systems for designing and measuring work processes
• Seeks to reduce variances in organization processes
• Delivers the highest-quality products and services which meet the needs and requirements of internal and external customers
• Is committed to continuous improvement through empowerment and management by data
• Leverages technology to positively impact quality
• Is willing to re-engineer processes from scratch
• Is open to suggestions and experimentation
• Creates a learning environment leading to the most efficient and effective work processes | • Describe a time when you had to restructure a process within your organization. What steps did you take?
• Describe a time you used technology to improve a work outcome.
• Explain how you created an environment within the workplace that encouraged continual learning. |

Courage

Competency	Skilled Behaviors	Behaviorally Based Questions
Command Skills	• Relishes leading • Takes unpopular stands if necessary • Encourages direct and tough debate but isn't afraid to end it and move on • Is looked to for direction in a crisis • Faces adversity head on • Energized by tough challenges	• Provide an example of a time when you took on the role of a leader in a committee or group. How did you lead the team and what were the outcomes? • What is the most important skill of a good leader? Describe a time when you effectively used this leadership skill on the job. • Tell about a time when a group you led failed or did not meet expectations. What happened? What did you do? • What was the toughest group you had to get cooperation from? Describe how you handled the situation, and what was the outcome?
Conflict Management	• Steps up to conflicts, seeing them as opportunities • Reads situations quickly • Good at focused listening • Can hammer out tough agreements and settle disputes equitably • Can find common ground and get cooperation with minimum noise	• Describe for me a couple of instances in which you were the pivotal person to defuse a volatile situation. • It is difficult to demonstrate the ability to be objective, unbiased, and trustworthy in situations that involve personal conflicts of interest. Describe a situation in which you found this most difficult to do. • Think back to a time that showcases your aptitude to engineer a plan to equitably and calmly resolve a difficult dispute. • Describe two situations in which you exhibited foresight to identify and defuse conflicts before they occurred.
Confronting Direct Reports	• Deals with problem direct reports firmly and in a timely manner • Doesn't allow problems to fester • Regularly reviews performance and holds timely discussions • Can make negative decisions when all other efforts fail • Deals effectively with troublemakers	• Describe a time you had to confront an employee who was underachieving. • Explain how you developed a process to manage the performance of employees. • Describe a time when an employee was disrupting the work unit. How did you handle the employee?
Managerial Courage	• Doesn't hold back anything that needs to be said • Provides current, direct, complete, and "actionable' positive and corrective feedback to others • Lets people know where they stand • Faces up to people problems on any person or situation (not including direct reports) quickly and directly • Is not afraid to take negative action when necessary	• Good leaders deal with corrective feedback in a manner that inspires accountability and behavior change among colleagues and direct reports. Share a situation that demonstrates your capability in this competency. • Share two examples that demonstrate the fact that you have a commanding presence, yet that presence is not intimidating to others. • Tell me about the time when you found it most difficult to deal head-on with people problems. What was the most important factor(s) in your success (or failure)? • Sometimes, as leaders, it is necessary to administer negative actions. Share two situations that make obvious your ability to swiftly and effectively take negative action. Why was it important to do so?
Standing Alone	• Will stand up and be counted • Doesn't shirk personal responsibility • Can be counted on when times are tough • Willing to be the only champion for an idea or position • Is comfortable working alone on a tough assignment	• Describe a time when you supported an idea that no one else supported. • Describe a time when you had to bring a project to completion by yourself.
Hiring and Staffing	• Has a nose for talent • Hires the best people available from inside or outside • Is not afraid of selecting strong people • Assembles talented staffs	• Explain your hiring process. • Describe a time you had to make a hiring decision from among several well-qualified applicants. How did you make your final decision?

| Sizing Up People | • Is a good judge of talent
• After reasonable exposure, can articulate the strengths and limitations of people inside or outside the organization
• Can accurately project what people are likely to do across a variety of situations | • Think back to a period of time in which it was vital to your success for you to demonstrate your ability to quickly identify good talent with limited exposure to the individuals.
• Share with me your methodology for assessing the strengths and limitations of people for the purpose of matching the talent to the task. Tell me how you applied your methodology to a specific situation.
• Most people agree with the adage that "people are the most valuable part of an organization." Share a period of time that demonstrates your ability to act upon that truth and bring out the best in people and provide them ample training and enrichment opportunities.
• Describe two situations that exhibit your skill to consider the overall organizational culture when assessing individual talent.
• Share with me a situation that demonstrates your skill to accurately assess the strengths and limitations of people, and then leverage their strengths and mitigate their limitations. |

Energy and Drive

Competency	Skilled Behaviors	Behaviorally Based Questions
Action Oriented	• Enjoys working hard • Is action oriented and full of energy for the things he/she sees as challenging • Not fearful of acting with a minimum planning • Seizes more opportunities than others	• Think back to a period of time in which your positive work ethic even inspired others. Share with me the details. • Share some instances that demonstrate your capability to regularly develop and implement plans for new projects and to redirect activity on plans that aren't working. • Think back to a recent period of time that reveals your skill to view challenges, and even mistakes, as an opportunity to grow. • Describe the most complex, challenging situation in which you needed to be the one who set the pace for productivity by example, in a firm but unthreatening way.
Perseverance	• Pursues everything with energy, drive, and a need to finish • Seldom gives up before finishing, especially in the face of resistance or setbacks	• Describe a situation when you had to see a project/task through to completion even though you faced several setbacks.
Drive for Results	• Can be counted on to exceed goals successfully • Is constantly and consistently one of the top performers • Very bottom-line oriented • Steadfastly pushes self and others for results	• Share with me the most difficult and complex situation in which you set clear, lofty goals for yourself (and others, if applicable), and then pursued those goals with enthusiasm and energy. • Think back to a complex and challenging time in which you anticipated obstacles and were prepared with a contingency plan so as not to impede the drive to the goal and, if applicable, kept others involved on track also. • Describe two situations that demonstrate your reputation for success and quality performance in the eyes of your peers and superiors. • Share two instances that showcase your drive to be satisfied with concrete, stellar results.

Organizational Positioning Skills

Competency	Skilled Behaviors	Behaviorally Based Questions
Organizational Agility	• Knowledgeable about how organizations work • Knows how to get things done both through formal channels and the informal network • Understands the origin and reasoning behind key policies, practices, and procedures • Understands the cultures of organizations	• Being cognizant of organizational culture and politics is useful in many circumstances. Tell me about a time that demonstrates your ability to appropriately adjust your personal style for the purpose of being more effective because you understood the dynamics of a specific organizational culture and its politics. • Tell me about a time that demonstrates your skill to both anticipate and solve complex political problems. • Describe a situation that demonstrates your skill in building and using effective relationships and networks, both inside and outside of an organization. • Describe a situation that demonstrates your skill to maneuver through complex political situations. • Describe a time that demonstrates your skill to anticipate, plan for, and mitigate complex political situations.
Political Savvy	• Can maneuver through complex political situations effectively and quietly • Is sensitive to how people and organizations function • Anticipates where the land mines are and plans his/her approach accordingly • Views corporate politics as a necessary part of organizational life and works to adjust to that reality • Is a maze-bright person	• Tell me about a time you had to use your understanding of the politics of the business/organization to push a program through that you really believed in. • Describe a time you had to maneuver around potential organizational landmines in order to bring a project to completion successfully.
Presentation Skills	• Is effective in a variety of formal presentation settings: one-on-one, small and large groups, with peers, direct reports and bosses • Is effective both inside and outside the organization, on both cool data and hot and controversial topics • Commands attention and can manage group process during the presentation • Can change tactics midstream when something isn't working	• Describe a situation that demonstrates your ability to give interesting and well-received formal and informal presentations. • Tell me about a time that demonstrates your skill at comfortably presenting to a broad and diverse population by adapting your content and style to your audience. • How a presentation is designed greatly influences a presenter's ability to maintain the attention of the audience. Describe a situation that demonstrates your ability in this area. • Tell me about the time you found it most difficult to respond effectively to on-the-spot questions or challenges during or after your presentation.
Written Communications	• Is able to write clearly and succinctly in a variety of communication settings and styles • Can get messages across that have the desired effect	• Interviewers should ask the candidate for several writing samples to assess the level of competence. • Describe the most significant or creative written presentation you had to complete. • Describe a time you wrote a report that was well received by others. • Tell me about a time where you didn't document something that you wish you would have. • Give me an example of a time you used written communication to share information that, in hindsight, you realize should have been shared verbally.

Career Ambition	• Knows what he/she wants from a career and actively works on it • Is career knowledgeable • Makes things happen for self • Markets self for opportunities • Doesn't wait for others to open doors	• Explain your career goals. • Describe a time you had to sell yourself in order to advance in an organization. • Tell of a time you had to use your knowledge of the business in order to receive recognition.
Comfort Around Higher Management	• Can deal comfortably with more senior managers • Can present to more senior managers without undue tension and nervousness • Understands how senior managers think and work • Can determine the best way to get things done with them by talking their language and responding to their needs • Can craft approaches likely to be seen as appropriate and positive	• Describe a situation that demonstrates your ability to interact smoothly with those in authority, both inside and outside the organization if applicable. • Describe a situation that demonstrates your ability to comfortably present to those in authority regardless of your surroundings. • Describe a situation that demonstrates your ability to gain the trust and confidence of people in authority. • It can be challenging to be composed, relaxed, positive, and appropriate when working with those in positions of authority. Tell me about a time that demonstrates your ability to do this.

Personal and Interpersonal Skills

Competency	Skilled Behaviors	Behaviorally Based Questions
Approachability	- Is easy to approach and talk to - Spends the extra effort to put others at ease - Can be warm, pleasant, and gracious - Is sensitive to and patient with the interpersonal anxieties of others - Builds rapport well - Is a good listener - Is an early knower, getting informal and incomplete information in time to do something about it	- Explain how you try to put others at ease when they appear to be nervous around you. - Explain how you handle difficult interpersonal differences between yourself and others. - Tell of a time you had to use good listening skills in order to assist another employee in resolving a problem. How did you make certain you truly understood what they were trying to communicate?
Interpersonal Savvy	- Relates well to all kinds of people – up, down, and sideways, inside and outside the organization - Builds appropriate rapport - Builds constructive and effective relationships - Uses diplomacy and tact - Can defuse even high-tension situations comfortably	- Tell me about a time when it was particularly important to quickly build rapport with an individual or group. Who was the person(s) and why was it so important? Specifically, what methods did you use to build rapport? How did you know that you were successful? - Describe a period of time when you made an extra effort to build strong relationships with others inside or outside the organization. To what extent were any of the people challenging to relate to? What methods did you use, and what were the results? - Think of a time when you were part of a tense situation that needed to be diffused. What made it tense? What role did you play in diffusing it? What were the results?
Caring About Directs Reports	- Is interested in the work and non-work lives of direct reports - Asks about their plans, problems, and desires - Knows about their concerns and questions - Is available for listening to personal problems - Monitors workloads and appreciates extra effort	- Explain how you created an environment in the workplace that encouraged direct reports to share their personal problems with you. - Describe your understanding of the boss-employee relationship.
Compassion	- Genuinely cares about people - Is concerned about their work and non-work problems - Is available and ready to help - Is sympathetic to the plight of others not as fortunate - Demonstrates real empathy with the joys and pains of others	- Describe a time when you were responsible for eliminating jobs or letting something go. How did you deal with it? What was the outcome? Would you change something if you had to do it again? - Tell me about a time when you helped a close friend who was going through very tough times. How did you approach the situation? What kept you involved? - Describe a time when you gave up something important to you to help someone else. How did you decide to approach it this way? What have you learned from this situation that you might use again in the future? - Tell me about a time when you learned to get along with someone you found to be a very difficult person. What changed? What do you now know about this person that you perhaps did not know at the outset of your relationship?
Boss Relationships	- Responds and relates well to bosses - Would work harder for a good boss - Is open to learning from bosses who are good coaches and who provide latitude - Likes to learn from those who have been there before - Easy to challenge and develop - Is comfortably coachable	- Describe a time you had a coach or mentor in the workplace. What did you learn from that person? - Explain how you develop a working relationship with your manager.

Customer Focus	• Is dedicated to meeting the expectations and requirements of internal and external customers • Gets first-hand customer information and uses it for improvements in products and services • Acts with customers in mind • Establishes and maintains effective relationships with customers and gains their trust and respect	• Describe a time when you made meeting and exceeding customer requirements a driving force behind your activities and decisions. Who were the customers and how did you clarify the needs? To what extent did you involve others? What were the results? • Share a time when you actively gathered information to measure stakeholder satisfaction. How did you gather the information? How did you use it to improve customer service? • Describe specific methods you've used to build relationships and gain the trust and respect of key stakeholders.
Managing Diversity	• Manages all kinds and classes of people equitably • Deals effectively with all races, nationalities, cultures, disabilities, ages and both sexes • Hires variety and diversity without regard to class • Supports equal and fair treatment and opportunity for all	• Share a time when you found it difficult to demonstrate an honest respect and appreciation for cultural diversity. • Share several situations that showcase your ability to incorporate valuing diversity within your sphere of influence. • Share a situation that demonstrates your ability to create a climate in which valuing diversity is the norm. • Some of the best solutions are created when diversity of thought is present in the planning and solution development stages. Share a time that showcases your ability to create such an environment.
Fairness to Direct Reports	• Treats direct reports equitably • Acts fairly • Has candid discussions • Doesn't have hidden agenda • Doesn't give preferential treatment	• Describe a time you had to provide feedback to an employee for disciplinary issues. How did you handle the conversation? • Tell about a time you had to choose between two equally qualified employees for giving a task. How did you make your final decision?
Peer Relationships	• Can quickly find common ground and solve problems for the good of all • Can represent his/her own interests and yet be fair to other groups • Can solve problems with peers with a minimum of noise • Is seen as a team player and is cooperative • Easily gains trust and support of peers • Encourages collaboration • Can be candid with peers	• Describe a time when you had to relate well to a variety of people, both inside and outside your organization, at different authority levels. What approaches did you use? To what extent did you vary them based on the person? • Describe specific actions you have taken to promote a cooperative team environment, even when others around you were negative or uncooperative. What did you do and what were the results? • Sometimes, it can be difficult to come up with win-win solutions to problems. Think back to a time when you took the lead in arriving at a solution that most satisfied all parties. What approach did you use to find common ground? To what extent did you get advice from others?
Understanding Others	• Understands why groups do what they do • Picks up the sense of the group in terms of positions, intentions, and needs; what they value and how to motivate them • Can predict what groups will do across different situations	• Tell about a time you had to read the intentions of a group in order to successfully reach a goal. • Describe a time you had to motivate a team in order to bring a project to a successful end.
Motivating Others	• Creates a climate in which people want to do their best • Can motivate many kinds of direct reports and team or project members • Can assess each person's hot button and use it to get the best out of him/her • Pushes tasks and decisions down • Empowers others • Invites input from each person and shares ownership and visibility • Makes each individual feel his/her work is important • Is someone people like working for and with	• Tell me about a time when you created a work environment in which people wanted to do their best. How did you create that climate? What was the result? • Describe a situation in which you identified a person's strengths, development needs, or goals and then used them to get the best out of that person. • Give examples of how you have varied your use of praise, reward, involvement, etc. to motivate different people. How did you determine the best approach for motivating them? How did you know you were effective?

Negotiating	• Can negotiate skillfully in tough situations with both internal and external groups • Can settle differences with minimum noise • Can win concessions without damaging relationships • Can be both direct and forceful as well as diplomatic • Gains trust quickly of other parties to the negotiations • Has a good sense of timing	• Describe the most challenging negotiation you have conducted. What was so challenging about it? Which of your negotiating techniques was most effective? What were the results? • Some negotiations require us to strike a balance between being forceful while at the same time using diplomacy and tact to maintain relationships. Describe a time you found yourself in that situation. • Explain how you have worked to understand the motivations of counterparts during negotiations and used that information to craft a creative solution. • Trust is an important factor in negotiating. Share a situation in which your ability to gain the trust of the other person(s) was key to your success in negotiating.
Building Effective Teams	• Blends people into teams when needed • Creates strong morale and spirit in his/her team • Shares wins and successes • Fosters open dialogue • Lets people finish and be responsible for their work • Defines success in terms of the whole team • Creates a feeling of belonging in the team	• Assembling and maintaining productive teams is important. Describe the situation that demonstrates your ability to build a cohesive, productive team(s). • Part of effective team building is sharing wins and successes, as well as valuing each member of the group. Describe a situation that highlights your skill in this area. • Effective team building involves establishing and achieving the goals important to the team while ensuring successful cooperation amongst and within the team. Share a situation that describes your ability to achieve this.
Managing Vision and Purpose	• Communicates a compelling and inspired vision or sense of core purpose • Talks beyond today • Talks about possibilities • Is optimistic • Creates mileposts and symbols to rally support behind the vision • Makes the vision sharable by everyone • Can inspire and motivate entire units or organizations	• Managing vision and purpose involves anticipating future trends, creating a compelling vision, and communicating that vision. Describe a situation that conveys your capability in this area. • People who manage vision and purpose impassion others, generating expectancy and optimism. Describe a situation that demonstrates your skill in this area. • Managing vision and purpose involves discerning what inspires and motivates people. Tell me about the most complex situation in which you demonstrated this competency.
Ethics and Values	• Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times • Acts in line with those values • Rewards the right values and disapproves of others • Practices what he/she preaches	• Describe a time when you acted with integrity. • Describe a situation in which your values were questioned. How did you handle that situation? • Tell about a time when you had to handle a tough problem which challenged fairness or ethical issues.
Integrity and Trust	• Is widely trusted • Is seen as a direct, truthful individual • Can present the unvarnished truth in an appropriate and helpful manner • Keeps confidences • Admits mistakes • Doesn't misrepresent him/herself for personal gain	• People with high integrity and trust adhere to high ethical and moral principles and consistently apply those principles to their circumstances. Describe several very challenging situations that demonstrate your capability in this area. • Keeping confidences can be difficult at times, especially when it can be to our own personal detriment to do so. Describe a similar situation in which you were involved. • Sometimes, we are pressured to compromise our personal value systems. Describe the most difficult situation when that happened to you. • Integrity and trust sometimes involves admitting our shortcomings and mistakes or doing something that is unpopular with others. Share a similar situation in which you found yourself.

Composure	- Is cool under pressure - Does not become defensive or irritated when times are tough - Is considered mature - Can be counted on to hold things together during tough times - Can handle stress - Is not knocked off balance by the unexpected - Doesn't show frustration when resisted or blocked - Is a settling influence in a crisis	- Describe a time when the situation became very heated. How did you respond? - Explain how you deal with stress. - Describe a time when you had to help resolve a tense situation in the workplace.
Humor	- Has a positive and constructive sense of humor - Can laugh at him/herself and with others - Is appropriately funny and can use humor to ease tension	- Tell me about a time you used humor in a presentation. Did it work? If you had to give the same presentation again, how would you change it? - Tell me about a time when something really funny happened at work. What benefit did it serve? - Tell me about a time when an attempt at humor didn't work out the way you expected. What do you now know about the people or the situation that you didn't know at the time? How would you approach the same situation today?
Listening	- Practices attentive and active listening - Has the patience to hear people out - Can accurately restate the opinions of others even when he/she disagrees	- Listening involves hearing the speaker and understanding the speaker's point of view. Describe how you do this. - Effective listening includes patiently hearing people out and absorbing the speaker's message before responding. Describe a time when you were able to do this despite it being difficult to do so. - One of the most difficult aspects of effective listening is to accurately restate the opinions of others even when you disagree with the speaker. Share a time when you effectively did this.
Patience	- Is tolerant with people and processes - Listens and checks before acting - Tries to understand the people and the data before making judgments and acting - Waits for others to catch up before acting - Sensitive to due process and proper pacing - Follows established process	- Describe a time when you had to really listen to another's views before making a critical decision. - Explain how you handle situations in which others who are involved lack the information you have but a decision must be made. - Describe a time you had to follow a particular procedure or process, even though you disagreed with it.
Personal Disclosure	- Shares his/her thoughts about personal strengths, weaknesses, and limitations - Admits mistakes and shortcomings - Is open about personal beliefs and feelings - Is easy to get to know to those who interact with him/her regularly	- Tell about a time you made a mistake at work. How did you handle it, and what did you learn from it? - Describe a time when you had to make a decision based upon your personal beliefs or feelings.
Dealing with Paradox	- Can act in ways that seem contradictory - Is very flexible and adaptable when facing tough calls - Can combine seeming opposites like being compassionately tough, stand up for self without trampling others, set strong but flexible standards - Can act differently depending upon the situation - Is seen as balanced despite the conflicting demands of the situation	- Tell about a time you had to adapt to changes over which you had no control. How did you handle it? - Through examples, convince us that you can adapt to a variety of people, situations and environments.
Personal Learning	- Picks up on the need to change personal, interpersonal, and managerial behavior quickly - Watches others for their reactions to his/her attempts to influence and perform, and adjusts - Seeks feedback - Is sensitive to changing personal demands and requirements and changes	- Describe a period of time in the past two years that demonstrates your dedication to continuous learning and self-improvement. - Describe a situation that demonstrates your willingness to challenge and stretch your current skills and abilities. - Feedback is an effective step in personal learning and development. Describe several instances in which you proactively sought feedback and then acted upon the feedback to improve. - Describe a situation that showcases your ability to learn from

		successes and failures and help others do the same.
	accordingly	• An aspect of learning and development involves demonstrating agility during changing conditions. Share a time when you found this most challenging.
Self-Development	• Is personally committed to and actively works to continuously improve him/herself • Understands that different situations and levels may call for different skills and approaches • Works to deploy strengths • Works on compensating for weakness and limits	• What is one area in which are seeking to improve yourself? • What do you consider to be your professional strengths? Give an example of when you had to use this attribute in the workplace. • What is one goal that you set for yourself that you successfully achieved?
Self-Knowledge	• Knows personal strengths, weaknesses, opportunities, and limits • Seeks feedback • Gains insights from mistakes • Is open to criticism • Isn't defensive • Is receptive to talking about shortcomings • Looks forward to balanced (+/s and –'s) performance reviews and career discussions	• Tell about a time you made a mistake at work. How did you handle it, and what did you learn from it? • Tell about a time you were less than pleased about your work performance. • Tell about a time you received criticism for a task you performed. How did you handle it?
Work/Life Balance	• Maintains a conscious balance between work and personal life so that one doesn't dominate the other • Is not one-dimensional • Knows how to attend to both • Gets what he/she wants from both	• Explain how you balance the demands of work with the needs of your personal life. • Tell about a time when a work project took up a lot of your personal time. How did you handle it?