

Staffing & Career Development



Interviewing Guide

For Hiring Managers

Table of Contents

Table of Contents.....2

Introduction & Best Practices.....3

Legal Considerations.....5

Candidate Selection.....7

Candidate Evaluation.....8

Appendix: Sample Behavioral Interview Questions.....9

Introduction & Best Practices

Introduction

This guide provides a framework for interviewing candidates at Yale University. It offers a high-level overview of the process, sample questions, and best practices. We do not recommend that you read this guide cover-to-cover. We recommend that you read the material in the first few sections, and then when you arrive at the Appendix, use that section as a reference guide. Consult the competencies that are important for the job you are hiring for to get ideas of questions that you could ask when interviewing candidates. Please note that the questions in this guide are built around a behavior-based approach to interviewing. Behavioral interviewing is predicated on the idea that past behavior/performance is a good predictor of future behavior/performance.

Process for effective interviewing

As you prepare to interview candidates review the job description and understand the requirements of the position. Identifying these key competencies up front will help you choose the best interview questions.



*NOTE: Select more interview questions than you think you have time to ask just in case you find yourself moving at a faster pace than originally anticipated. However, be sure to rank order your questions in case you run out of time.

Interview flow

1. Open the interview by thanking candidate for their time and building some rapport. Introduce yourself, describe the interview process, and give a high-level overview of the position and department.
2. Ask “Interest” questions to gauge a candidate’s interest in the role, passion for the opportunity, and interest in the department. Some examples are:
 - a. Tell me about yourself.
 - b. Walk me through your resume.
 - c. Why are you interested in this organization?
 - d. What excites you about this role?
3. Ask open-ended “behavioral” questions (see Appendix) to learn more about how the candidate has handled specific situations in the past. If the candidate does not answer your questions completely and candidly, be prepared to probe for the answer in a follow up question.

NOTE: If you are interviewing students or individuals who do not have a lot of professional/work experience, feel free to ask about their skills, capabilities and involvement in academic teams, extracurricular activities (e.g., clubs or sports), or volunteer work.
4. Allow the candidate to ask any questions they have about the job, department, or organization.
5. Close the interview. Set expectations for next steps and time frames.
6. Thank the candidate for their time.

Legal Considerations for Conducting Interviews

The best way to steer away from potential legal pitfalls is to ensure that all questions are job related. To determine if a question is truly job-related, ask yourself these questions:

- What type of information is the candidate likely to provide in response to the question or the comment? Is that information related to the job?
- Is the question that I am about to ask, or the comment that I am about to make, necessary in order to make a legitimate assessment of the candidate's qualifications?
- Could it appear to the candidate that I was trying to encourage them to reveal information related to a candidate's inclusion in a legally protected class (based on age, race, disability, national origin, marital status, etc.)?
- Do I really need to know the information that I am about to (or likely to) gather?

The following contains a list of topics and improper questions, as well as examples of some alternatives that may be asked and that are likely to provide helpful information.

If the candidate says...	You might say...
<p>The candidate segues from the original question, to a different topic – even if that topic is job-related and seems interesting.</p>	<p>If the topic that the candidate raises is relevant, you probably will already have written another primary question that addresses it. Let the candidate know that he or she will have an opportunity to speak about that particular subject later in the interview.</p> <p>If the topic that the candidate raises is not relevant:</p> <ul style="list-style-type: none">-Wait until there is a momentary pause in the candidate's response.-Briefly reflect back what you hear, in an affirming manner.-Immediately redirect the candidate back to the original question.
<p>The candidate does not respond to your question right away.</p>	<p>Wait patiently (for up to about a minute) to let the candidate formulate a response. When appropriate, let the candidate know you're going to move on with the interview – and give the</p>

If the candidate says...	You might say...
<p>The candidate responds in a general rather than specific way, leaving you not knowing one way or the other about the candidate's ability.</p>	<p>candidate an opportunity to follow-up at the end of the interview.</p> <p>Probe in a specific area to get additional clarity and detail. For example, "you mentioned you are a people person, what does that mean exactly – can you give me an example?"</p>

Pay Equity Compliance:

In May 2018, the Connecticut General Assembly signed into law [Public Act No. 18-8, An Act Concerning Pay Equity](#) to take effect January 1, 2019. This new law prohibits employers from asking, or directing a third-party to ask, about a prospective employee's salary and wage history. Employers and/or hiring managers and others involved in the hiring process should not ask questions that can be perceived as inquiring about salary or wage history.

The law does not prohibit a candidate from voluntarily disclosing wage and salary history. In addition, the law does not apply to any actions taken by an employer pursuant to any law that specifically authorizes the disclosure or verification of salary history for employment purposes.

Read the full text of [CT Public Act No. 18-8](#).

The law provides that an employer may ask about other components of a candidate's compensation (i.e. stock, benefits), but the employer cannot ask about their monetary value.

Candidate Selection

In consultation with your HR Recruiter, address the following steps:

- Review the responsibilities of the position.
- Evaluate each candidate against the knowledge, skills and competencies required for the position.
- Compare candidates to each other, based on the criteria above, and determine candidate(s) best suited to fill the position.

NOTE: Feel free to use the Optional Interview Worksheet on the next page as a tool to help you compare candidates.

Based on answers to interview questions, assess the degree to which each candidate possesses and/or demonstrates meeting the competency/expectation requirements:

- Exceeds the requirement.
- Meets the requirement.
- Does not meet the requirement.

When multiple interviewers have met with the candidate:

- Each interviewer should assess each candidate independently, immediately after the interview, with respect to each of the criteria.
- All interviewers should meet and discuss their individual assessments of each candidate.

Reference Checks

Once your final candidate has been selected, it is important to conduct reference checks. These provide the last chance to identify any serious issues with potential employees. **Do not shortcut or eliminate this process.**

Consult your HR Recruiter for the most effective way to conduct reference checks (note: For all M&P hires and C&T External hires, references are checked using SkillSurvey, an online electronic reference checking program. Please consult with your recruiter on this wonderful tool and visit their site at: <https://www.skillsurvey.com/reference-checking-faqs/> to learn more about this tool. Your HR Recruiter will assist with this process once you have identified a finalist(s).

Candidate Evaluation

Optional Interview Worksheet

The following worksheet provides a way for you to organize criteria for interviewing, to evaluate your candidates against the requirements, and to compare them to each other by putting your candidates “on the same page”. This is a tool that may be used to organize information and should not be used in place of discussion and thoughtful judgment to determine which candidate(s) shall receive an offer of employment.

Worksheet Instructions

Down the left column of the following chart, indicate the names of each of your candidates. Across the top, list the most critical knowledge/skills/expectations. Once you’ve posted all of your assessments of each for every candidate, you will have mapped out a framework to help you determine who may be a good candidate for the position.

OPTIONAL INTERVIEW WORKSHEET - SAMPLE

Position Title:											
Candidate Name & Date Interviewed	Competencies/Expectations										
	Collaborate effectively across Yale boundaries.	Communicate effectively and motivationally.									
	Skills Assessment										
Kim Young	2	1									

Skills Assessment:

- 1 – Exceeds Requirement
- 2 – Meets Requirement
- 3 – Does Not Meet Requirement

Appendix: Sample Behavioral Interview Questions

Interview Questions by Competency

Adaptability/Flexibility – Adapts approach and demeanor in real time to match the shifting demands of different situations.

1. Tell us about a situation in which you had to adjust to changes over which you had no control. How did you handle it?
2. By providing examples, demonstrate that you can adapt to a wide variety of people, situations and/or environments.
3. Tell me about a time you received criticism and how you responded to it.
4. Tell me about a challenging situation at work. How did you handle it?
5. Describe a time when something unexpected happened at work. What was your response? How did you adapt? If you were a manager or team leader, what direction did you give to the team?
6. Give me an example of a time you rebounded from a setback in a difficult situation.
7. What do you do when your work priorities change quickly? Give me an example of when this has happened and how you managed through this.
8. Tell me about a specific time when you were given new information that affected a decision that you had already made. What was the outcome?
9. What do you do when your time schedule or project plan is upset by unforeseen circumstances? Give an example.
10. 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.

Analytical – Collects data and information; uses critical thinking to solve problems and make sound decisions.

1. Describe the project or situation which best demonstrates your analytical abilities. What was your role?
2. Tell me about a time when you needed to develop and use a detailed procedure to successfully complete a project.
3. Give me an example of a time you used good judgment and logic to solve a problem.
4. Tell me about a time when you took a risk to achieve a goal. What was the outcome? How did you go about making the changes?
5. Relate a specific instance when you found it necessary to be precise in your thinking in order to complete the job.
6. Tell me about a job or setting where great precision to detail was required to complete a task. How did you handle that situation?
7. Tell me about a time when you had to analyze information and make a recommendation. What kind of thought process did you go through? What was your reasoning behind your decision?
8. Tell me about your experience in past jobs that required you to be especially alert to details while doing the task involved.

Builds Effective Teams – Puts goals of the group ahead of one’s own agenda. Works to build consensus within the group and gives recognition to others who have contributed. Demonstrates concern for treating people fairly and equitably. Builds strong team identity where members can apply their diverse skills and perspectives to achieve common goals.

1. Tell me about a time when you coached someone to become more successful.
2. Tell me about a time when you worked with a direct report to identify opportunities for development. What kind of assignment did you give to help them develop specific skills. Describe how you supported this individual.
3. Tell me about a time you were involved in an effort to clarify the direction of a major organizational change or initiative. What role did you play? What was the outcome?
4. Tell me about a time when you delegated work to a direct report yet did not receive the outcome you had hoped for? How did you manage this situation?
5. What are your thoughts regarding the differences between managing and leading?
6. Tell me about an employee who became more successful because of your leadership.
7. How would you go about selecting members of a project team?
8. Tell me about a time when you were leading a team that, initially, lacked cohesiveness. What did you do and what was the outcome?

Change Management – Champions change by implementing ideas that improve the department and enhance the effectiveness of the University. Partners with other business leaders to achieve change objectives and goals.

1. Describe a time when you championed an idea or approach that was met with resistance. How did you address the resistance? What was the outcome?
2. Describe a time when you were asked to help a group of people understand a new way of thinking. What did you do? How did you facilitate the discussion?
3. Describe the strategies you have used to facilitate a major innovation within your group, team or organization. Which strategies have worked well, which have not?
4. Give me an example of an innovative idea that you supported that had an impact on your organization. What was your role? How did you show outward support for it?
5. Give me an example of a time when you missed the early signs of employee resistance to an organizational change. What were the signs? What was the impact and what steps did you take to recover from that? Were you successful?
6. Describe a time when you felt a change was inappropriate. What did you do?
7. Describe a time a change effort you were involved in was not as successful as you or the organization would have liked.
8. Give me an example of a time when you helped a colleague accept change and make the necessary adjustments to move forward. What change skills did you use?
9. Have there been changes in your organization’s vision and values that have affected your direct reports? Tell me about a specific action you took to help your direct reports incorporate the change into their day-to-day work activities.
10. Tell me about a time when you made and communicated an unpopular decision.

Collaboration & Teamwork – Builds partnerships with others to reach common goals. Able to share credit with coworkers, display enthusiasm and promote a friendly group working environment. Works closely with other departments as necessary, supports group decisions and solicits opinions from coworkers.

1. Tell me about a time when you used your interpersonal skills to build a network of contacts to reach a goal.
2. Give me an example of when you used your interpersonal communication skills to work with and build consensus among various constituents in your organization.
3. Tell me about a time when you thought you knew how to handle a situation yet chose to solicit opinions from others.
4. Describe a time when you chose to cooperate with others on a non-essential project even though it would require a sacrifice on your part.
5. Tell me about a situation when you provided full support for a group decision, even though you didn't agree with it.
6. Give me an example of an effort in which you have been involved that required working collaboratively across work units. What was your role?
7. Describe efforts you have made to build a culture that supports the sharing of best practices and other information across your Unit or the organization.
8. What did you do in your last job to contribute to a collaborative work environment?
9. Tell me about a time when you were asked to establish working relationships with people in key departments and leaders across different parts of an organization.
10. Describe a time when you were assigned to work with a person or team from a different part of your organization, one with which you had never interacted before.
11. Give me an example of a time when your timing, political awareness, and knowledge of how groups work enhanced your ability to generate a change.
12. Explain a time when you leveraged your understanding of political dynamics at work.
13. Describe the types of teams you've been involved with. What were your roles?
14. Describe a team experience you found rewarding.
15. Describe a team experience you found frustrating. What could you do differently?
16. Describe a situation where others on a project team disagreed with your ideas.
17. Tell me about a time you collaborated with your team to accomplish an important goal or objective. What was the goal? What was your role in achieving the goal?
18. Tell me about a time when you worked with a colleague who was not pulling their weight. Who, if anyone, did you talk to about it? How did the situation get resolved?
19. Describe a situation in which you had to arrive at a compromise.
20. Give me an example of your past work history that demonstrates how you acclimate to a new environment and build rapport with co-workers.
21. Tell me about a time/situation when you went out of your way to help colleagues even though you were under time pressure.
22. Describe a time when you were praised individually for something to which a whole team or group contributed. What did you do to ensure that the rest of the team members received due credit?
23. How have you recognized and rewarded a team player in the past?

Communication – Presents information through verbal and written communication; reads and interprets complex information; listens well. Develops and delivers multi-mode communications that convey clear understanding of unique audiences.

1. Can you give me an example of when you had to use your communication skills to get an unpopular but critical point across?
2. Describe a time when you had difficulty communicating your thoughts clearly to another person or group. What did you learn from this experience?
3. Tell me about a sensitive or volatile work situation that required very careful and effective communication.
4. Describe a situation in which you had to provide constructive feedback to a direct report or colleague. How did you handle the situation and what was the outcome?
5. 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.
6. Describe a situation where you felt you had not communicated well. How did you correct the situation?
7. Tell me about a time when someone at work misunderstood something you said. What did you learn from this situation to improve your communication skills?
8. Describe a time when you were able to effectively communicate a difficult idea to a supervisor/manager/superior.
9. Describe a situation when you were able to strengthen a relationship through effective communication. What worked?
10. Have you ever had to "sell" an idea to your colleagues? How did you do it?
11. Tell me about a time you failed to communicate effectively with a colleague. What was the implication of this failure? What did you learn from this?
12. Tell me about a situation when you had to speak up to get a point across.
13. Give me a specific example of a time when a colleague criticized your work in front of others. How did you respond?
14. Tell me about a time when you had to present complex information.
15. Tell me about a time when you had to resolve a difference of opinion with a colleague. How do you feel you showed respect to the other person?
16. Describe the way you handled a specific problem involving others with differing values, ideas and beliefs in your current or previous position.
17. Tell me about a time when your active listening skills really paid off for you.
18. Tell me about a time in which you had to use your written communication skills to get across an important point.
19. What has been your experience in giving presentations to small or large groups? What has been your most successful/impactful experience?
20. Tell me about the most difficult or complex idea, situation, or process you have ever had to explain to someone. How did you explain it? Were you successful?
21. Describe the most significant written document, report or presentation which you have had to complete.
22. Tell me about a time when you were able to "turn a situation around" from potential failure to a successful outcome, because of the way in which you communicated.

Composure/Coping – Acts cool under pressure, is not defensive, acts mature, handles stress well and does not show frustration easily. Maintains a solution-oriented approach while dealing with interpersonal conflict, personal rejection, or time demands.

1. Tell me about a time/project at work when you had to cope with strict deadlines or time demands. Give me an example.
2. Give me an example of a time when you disagreed with a colleague. How did you handle the situation?
3. Sooner or later we all deal with interpersonal conflict or personal rejection at work. Give me an example of a time when you had to cope with these demands.
4. When have you had to cope with the anger or hostility of a co-worker/customer? How did you handle it?
5. Please tell me about a work decision you made while under a lot of pressure.
6. Describe a time when you faced problems or stresses at work that tested your coping skills. What did you do?
7. Tell me about a time in which you felt you were uniquely qualified to work on a particular project or initiative but were not invited to do so. What did you do?
8. Tell me about a time when you were called upon to work on a project in which you felt you lacked sufficient subject matter expertise. What did you do?

Customer Service – Creates and sustains an organizational culture which encourages others to provide the quality of service essential to high performance. Influences others toward a spirit of service and meaningful contributions to mission accomplishment.

1. Describe a time when you chose to exceed, rather than meet, a customer's expectations. Why did you do so, and what were the results?
2. Describe a time when you went way beyond the call of duty to ensure reliability and make sure your customer's needs were met.
3. Describe a situation in which you took initiative to create or improve the customer experience through a work group you managed or were part of. How did you ensure the success of this effort?
4. Describe a time when you invested time and effort in helping a customer evaluate his/her needs.
5. What was a challenging situation you encountered relating to customer service that worked out well? How did you handle that situation?
6. Tell me about a customer service situation that you have addressed that, given the opportunity, you would have handled differently. What was the situation, what was the outcome, and what would you change?
7. Tell me about the most successful customer or client service program you ever developed and implemented.
8. Describe for me a time when you were unable to meet a customer or client's request. What did you do?
9. How do you ensure that your group delivers superior customer service?

Decision-Making – Acts quickly to solve problems and exercises good judgment by making sound and well-informed decisions. Perceives the impact and implications of decisions; makes effective and timely decisions, even when data is limited.

1. Give me an example of a time when you were prevented from making a decision, because you did not have enough information.
2. Give me an example of a time when you used fact-finding skills to gain information needed to solve a problem. How did you analyze the information and come to a decision?
3. What steps do you follow to study/investigate a problem before making a decision?
4. Give an example of a time when you had to be relatively quick in coming to a work-related decision.
5. What was your most difficult work-centered decision in the last 6 months? What made it difficult?
6. Describe a specific problem you solved for your employer. How did you approach the problem? What role did you play? What was the outcome?
7. Tell me about a time when you missed an obvious solution to a problem. Why do you think you overlooked the solution? What was the eventual outcome and how could it have been different?
8. Tell me about a time when you resisted the temptation to jump conclusions and obtained all facts associated with the problem before coming to a decision.
9. Please describe a time when you faced a significant organizational or political barrier to succeeding with an important work project or activity. Describe the barrier and the process you used to arrive at your solution.
10. Describe a time when you used good judgment in solving a problem.
11. Tell me about a situation when you had to stand up for a decision you made even though it was unpopular.
12. Tell me about a time when you were proud of your ability to be objective even though you had strong feelings about a problem situation.
13. Describe a time when you anticipated potential problems and developed preventive measures.
14. Give me an example of a time when there was a decision to be made and procedures/protocols were not in place. What was your process/the outcome?
15. Tell me about a time when you made a decision that – in hindsight – you would have handled differently. What did you learn from it?
16. Tell me about a time when you were asked to make a decision in the absence of enough time and enough information. What did you do? What was the outcome?

Dependability/Self-Management – Possesses the personal discipline and diligence necessary to keep commitments and to complete tasks. Is accountable for actions and outcomes. Makes effort to improve situations without explicit instructions; a self-starter who consciously manages his/her own time and resources.

1. Tell me about a project you worked on in which you encountered obstacles. What happened? How did you manage through the obstacle? What was the outcome?
2. In the past, how have you handled competing priorities/deadlines?
3. Tell me about a problem you recognized and solved without being prompted.
4. Give me an example of an interaction with a team or employee that demonstrates your leadership abilities.
5. Give an example of when you've shown initiative or taken the lead on a project.

Developing Self & Others – Acquires new knowledge and skills that contribute to individual and organizational growth. Actively seeks feedback and makes a real effort to improve based on feedback from others. Creates an atmosphere of continual improvement in which self and others push to exceed the expected results. Gives honest feedback in a helpful way and provides coaching and acts as a mentor to others.

1. As technology has become a greater part of university life, it is a common tool in daily tasks, teaching and learning. Tell me a time when you had to use new technology. Were you challenged in this regard?
2. Think of a professional development goal you set. How did you make and monitor your progress?
3. Describe an effort you undertook to proactively identify your own weaknesses and areas of opportunity.
4. Describe a situation when you chose to set development goals for yourself. What goals did you set and how did you set them?
5. Give me an example of a development opportunity you created for one of your staff. How did you identify the need? What was the outcome?
6. Describe for me a time when you developed a succession plan for your department.
7. Describe your involvement – as a manager – in the performance and appraisal process and/or the individual development process.
8. How do you pursue continuous learning and development for yourself? What have you done that has contributed most to your own growth and development?
9. Tell me about a time when your coworkers gave you feedback about your actions. How did you respond? What changes did you make?
10. Tell me about a time when you had to give critical feedback to a colleague. What process did you go through before the meeting, during the meeting and after?

Diversity, Equity, & Inclusion – Values and considers the perspective and backgrounds of all parties and stakeholders to promote diversity and inclusion within the organization. Builds and leverages a diverse workforce by cultivating a trusting, open, and inclusive environment.

11. Please tell me what diversity, equity, and inclusion mean to you and why they are important.
12. What is your approach to understanding the perspectives of colleagues from different backgrounds?
13. How would you advocate for diversity equity, and inclusion with colleagues who don't understand its importance?
14. Tell me about a time when you advocated for diversity and inclusion in the workplace.
15. Can you give me an example of how you make your direct reports feel a sense of inclusion, belonging, and equity on a daily basis?
16. What steps will you take to eliminate bias from your hiring process?

Ethics & Integrity – Exhibits a high standard of integrity and ethical behavior. Honors commitments and keeps promises; acts as a role model for colleagues.

1. Tell me about a time when you observed, encountered, or experienced behavior (on the part of others) that was – from an ethical perspective – questionable or concerning to you. What did you do in that situation?
2. Describe a situation in which you questioned the ethics of your own behavior? What was the situation, what were your concerns, and what conclusions did you reach?

Influence – Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates "win-win" situations. Asserts own ideas and persuades others, gaining support and commitment; Mobilizes people to act, using creative approaches to motivate others to meet goals.

1. Describe a situation in which you were able to positively influence the actions of others.
2. Can you describe a situation when you were able to use persuasion to successfully convince others to see things in the best interest of the organization? How did you present the information?
3. Tell me about a time you had to convince your boss to change their mind.
4. Tell me about a time you had to influence someone, or “sell” an idea, to an individual more senior than you that was not your boss.

Initiative – Prepares for problems or opportunities in advance, undertakes additional responsibilities and respond to situations as they arise.

1. Tell me about a time when you took it upon yourself to accomplish a task or project without being asked.
2. Tell me about a time when you had to go above and beyond the call of duty to get a job done.
3. Describe the most creative work-related project you have completed.
4. Give some instances in which you anticipated problems and were able to influence a new direction.
5. What did you do to prepare for this interview?
6. Give me an example of a situation that could not have happened successfully without you being there.
7. Tell me about a time when you anticipated an opportunity or problem and were ready for it when it happened.
8. Walk me through an example of a time where you have acted upon one of your good ideas.
9. Describe a time when you voluntarily undertook a special project above and beyond your normal responsibilities.
10. Describe a project or idea that was implemented primarily because of your efforts. What was your role? What was the outcome?
11. Describe a time when you made a suggestion to improve the work in your organization.
12. Give two examples of things you've done in your current or previous jobs that demonstrate your willingness to work hard.
13. Tell us about a time when you were particularly effective on prioritizing tasks and completing a project on schedule.
14. Give me an example of an important professional goal you set and tell me about your progress in reaching that goal.
15. Tell me about an improvement you suggested that had an impact on the effectiveness of your unit. What were the results of the improvement?
16. In your current or past positions, what types of decisions do/did you make without consulting your supervisor/manager?

Innovation – Creates new and better ways for the organization to be successful. Develops new insights into situations and applies innovative solutions to make organizational improvements. Creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes.

1. Describe the most creative work-related project you have completed.
2. Tell me about a time when you needed to generate creative input from your team members. What did you do?
3. Describe a situation in which the success of a project was ultimately contingent on your ability to draw upon, assimilate, and integrate the ideas and contributions of others from inside, as well as outside, the organization. What was the situation, and how did you handle it?
4. Describe a situation when you led a team of individuals on a project where there was no clear-cut approach, guidelines, or established protocol. How did you approach that situation?
5. Describe for me a mechanism you have put in place for soliciting ideas from employees, customers, or clients.
6. Describe a situation where you identified a creative solution to problem. What action steps did you take?

Leadership – Uses appropriate influence to maximize the efforts of colleagues and direct reports as they work towards a common goal.

1. Describe a situation in which you felt you were called upon to demonstrate leadership. What did you do and what was the outcome?
2. Tell me about a time when you led a team or project group through a particularly challenging time.
3. Given me an example in which you have created a climate in which people are motivated to do their best to help the organization achieve their objectives.
4. Give an example of a collaborative effort in which you were in a leadership role.
5. What has been the biggest challenge you have had in leading a team? What was it and how did you overcome it?
6. What is your natural inclination, to be on the team as a participating member, or to lead the team? Please explain with an example.

Managerial Courage – Communicates directly to others in an appropriate and professional manner, faces up to challenges quickly and directly; is not afraid to take appropriate action when necessary, including when communicating to leadership.

1. Describe a time when you championed an idea or approach that met with resistance from leadership. What resistance did you encounter and how did you address it? Did you consider backing down? Why or why not? What was the outcome?
2. Describe the last major challenge you or your team faced. What caused the challenge to occur? How was your team affected and what did you do to support them? In hindsight, what would you have done differently?
3. Tell me about a time that you had to communicate something challenging to a group or individual.
4. Tell me what you've done to help someone understand what knowledge/skill areas they need to strengthen. Give me a specific example.
5. Tell me about a high performer you have managed who suddenly developed a performance problem. What was the cause? What did you do?

Manages Conflict – Uses a win-win approach to resolve controversy; stays objective and fair when dealing with sensitive situations; maintains constructive working relationships despite disagreement. Handles conflict effectively, with a minimum amount of noise.

1. Describe a time when you took personal accountability for a conflict [with a colleague/customer/vendor, etc.] and initiated contact with the individual(s) involved to explain your actions.
2. Give a specific example of a time when you had to address an angry client/customer. What was the problem and what was the outcome? How would you assess your role in diffusing the situation?
3. Tell me about a time when you had the opportunity to settle a difficult dispute. How did you ensure a fair solution?
4. Tell me about a situation in which you pursued a win-win approach to conflict resolution, even though other alternatives were easier.
5. Tell me about a time when you were required to deal with a difficult person. How did you handle this?
6. Can you provide me an instance where you had to deal with a problem or conflict, or react under pressure? How was this resolved?
7. Tell me about a time when you had to resolve a difference of opinion with a colleague. How did you show your respect for the other person as you navigated this?
8. Tell me about a situation in the past year when you had to deal with a very upset customer, colleague, or direct report.
9. Describe a time when you had to deal with a dissatisfied customer. What difficulties did you encounter? How did you overcome them? What was the result?

Performance & Results-Orientation – Maintains high standards despite pressing deadlines and reinforces excellence. Understands and commits to the core mission of the organization.

1. Describe a situation in which a crucial deadline was nearing, but you didn't want to compromise quality. How did you deal with it?
2. Tell me about a time when you chose to enhance quality by setting quality standards or by measuring quality. How did you go about it?
3. Tell me about a new project you've managed or new process you implemented. What impact did it have on your job/department/organization?
4. Tell me about a time you went above and beyond to complete a job/assignment.
5. How have your professional strengths improved the operation of your employer?
6. Describe something unique (skill or quality) you brought to your last position that made the organization a better place to work
7. Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.
8. Tell me about a time when you were unable to produce results in accordance with a project plan, or agreement. What were the circumstances, and what did you do?
9. Describe for me a situation in which you achieved outstanding results despite challenging, unexpected 'hurdles' in your way.
10. Tell me about a situation in which you had many important tasks to accomplish within a short – and inflexible– timeframe. How did you handle that situation?
11. Describe a situation in which you found that your results were not up to your supervisor's expectations. What happened? What action did you take?

Planning & Organization – Manages multiple projects, determines project urgency in a meaningful and practical way, uses goals to guide actions, creates detailed action plans, and organizes tasks.

1. Describe a situation that illustrates how well you manage multiple projects.
2. Describe how you've defined and used goals to guide your action.
3. Describe a time when it was challenging for you to prioritize your workload.
4. Think of a project in which you skillfully coordinated people, tasks, and schedules. How did you do it?
5. Tell me about your work experience managing multiple job priorities with varied deadlines.
6. How do you organize your work to ensure that you are the most effective and productive?
7. What do you do when your priorities change quickly? Give me an example of when this happened.

Strategic Agility – Anticipates further trends accurately. Has broad perspective to translate into vision and actionable plans.

1. Tell me about a time you set aggressive goals for your area of responsibility.
2. How do you align your department goals to your organization's mission/goals? How did you communicate these goals to your team?
3. Please give me an example of a situation where your assessment of internal or external trends or issues impacted a strategy you developed for your unit? How did you identify these trends and issues and what were they? What were the challenges or opportunities facing the Unit?
4. Great yet radically new opportunities are sometimes realized only because somebody championed their cause. Describe a time when you did this successfully.
5. Tell me about a time when you carefully set a long-term organizational goal. How did you do it?
6. Often one's communication of a vision is essential to its organizational support. Describe how you have communicated your vision for the future.
7. Describe a time when you were responsible for helping a group envision the future (new process, new partnership, reorganization). What did you do and what was the result?
8. Have there been changes in your organization's vision and values that have affected your direct reports. Tell me about a specific action you took to help your direct reports incorporate the change into their day-to-day work activities.
9. Describe a time when you helped a group of employees understand why the organization was going a particular direction. What did you do?
10. Tell me about a time when you were given responsibility for revamping an existing program, or initiative. How did you approach the project?
11. Tell me about a time when you needed to plan and execute a project about a subject with which you initially had little familiarity or experience. What did you do?