



Achieving Higher Performance Through Successful Interviewing and Selection

Interview Template
with Sample Completed
Interviews and Questions

Yale University

June 2023

Yale

Sample Interview Questions

Press “CTRL + Click” to be taken to suggested interview questions by competency / job expectations.

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Interview Template

Prior to conducting an interview, complete this template with the 7-10 questions you have developed. Wherever feasible, ask questions pertaining to a) Yale’s Mission, Vision and Values, b) the organization and/or department strategic objectives, and c) competencies required by the role, and 4) job expectations. Add rows for each additional question asked and/or if you need to take more notes. Duplicate the page for each interview you conduct so that you are asking the same type of questions every time. Take comprehensive notes that you can refer to when you (and/or others) are evaluating candidates. **Refer to the next four pages for sample completed interview templates.**

Rating Scale

Consistently use the following rating scale and criteria when assessing all candidates against interview questions you developed.

Rating	Rating Value	Definition
1	Below Requirements	Demonstrates competency inconsistently, even with repeated instruction or guidance. Few good examples
2	Meets Requirements	Demonstrates competency accurately and consistently in most situations with minimal guidance. Many good examples.
3	Exceeds Requirements	Demonstrates desired behavior and/or competency accurately and consistently in almost all situations often with no guidance. Many good examples.

Position Title:	Interviewer:
Candidate Name:	Interview Date:

Interview Questions	Category	Response / Notes	Rating
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

Other Notes
Response / Notes

Sample Completed Interview Template (1)

Operations Manager 1, Administration Business Office

Job Description

Position Focus

Reporting to the Director, Finance & Administration for Administrative Operations, manage annual expense budget of approximately \$50 million and ensure high quality administrative support in a manner compliant with university policies and procedures. Marshal and leverage available resources (financial or otherwise) to help advance the unit's and University's mission. Provide hands on support and oversight of business affairs and controls, unit facilities, personnel, training, financial review checklist activities, USP requirements, and participate in interdepartmental and community relations. Oversee expense and facilities management, business process improvement, operational compliance, payroll oversight and all daily operational activities. Enable unit leadership to maximize their focus on program activities by: managing and implementing assigned financial and/or administrative support services for the unit; assessing the Unit's operational challenges and opportunities, working to develop and implement solutions with the Lead Administrator (LA) and/or others as appropriate; and serving as a critical conduit for strengthening the interface between unit needs/requirements and service provider activities. Departments include AVP Administration, Travel, Parking, Transit, Fleet Management, Transportation, Receiving & Storage, Graduate Housing, Relocation & Logistics, and Yale Printing & Publishing Services. Most of these departments are internal service providers and are located throughout the central campus, medical school campus, and West Campus. Also, some departments have several lines of business (e.g., YPPS, Printing, print procurement, copier rental, postage, sustainability printing, scanning, web design and development, etc.).

Education and Experience Requirements

Bachelor's degree and minimum three years of related experience including demonstrated leadership, project management and/or supervisory experience; or equivalent combination of education and related experience. Thorough working knowledge of accounting, financial reporting and analysis, preferred: fund accounting. Experience preparing budgets, forecasts and financial plans; experience integrating multiple pieces of financial information to identify themes, trends, and issues. Demonstrated experience in managing relationships and influencing outcomes. Demonstrated creativity and effectiveness in a complex organization.

Skill/Ability Requirements

Required Skill/Ability 1:

Well-developed managerial, decision-making, planning, organizational, problem-resolution and leadership skills.

Required Skill/Ability 2:

Demonstrated ability to manage people on a day-to-day basis and inspire a high level of commitment and performance. Demonstrated ability to manage time and resources effectively, measure and monitor progress and redirect efforts as needed.

Required Skill/Ability 3:

Demonstrated proficiency in Excel and experience with database management.

Required Skill/Ability 4:

Excellent written and oral communication skills. Ability to adapt communication style to address the needs of individuals at all levels throughout the University. Ability to negotiate skillfully with both internal and external constituents. Ability to anticipate changes in the business environment and proactively manage change.

Required Skill/Ability 5:

Solid understanding of internal control concepts and the implementation of internal control systems in a complex business environment.

Operations Manager 1, Administration Business Office

Rating Scale

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Position Title: Operations Manager	Interviewer: Maria Interviewer
Candidate Name: John Candidate	Interview Date: 04.03.23

Interview Questions	Category	Response / Notes	Rating
1. Tell me about yourself. Walk me through your resume, your career, and why you transitioned from one role to another.	Introductory / Role Interest		
2. Why are you interested in this department? What excites you about the Operations Manager role in particular?	Introductory / Role Interest		
3. In your own words, how do you see the Operations Manager role and the work you would do contribute to Yale's success?	Vision, Mission, and Values		
4. This team is accountable for managing an annual expense budget of approximately \$50 million and ensuring high quality administrative support in a manner compliant with university policies and procedures. What skills and/or experiences would you bring to support meeting these objectives?	Organizational Strategy and Your Talent Needs		
5. The role specifically requires that you oversee a variety of depts within the Administration Business office (provide specifics/details). What skills and/or experiences do you bring working across multi-units with a variety of constituents?	Organizational Strategy and Your Talent Needs		
6. This position will require you to lead a team of 5 and inspire a high level of commitment and performance. Describe your supervisory experience and please share a specific time in which you demonstrated leadership. What did you do and what was the outcome?	Competencies and/or Job Expectations		
7. 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.	Competencies and/or Job Expectations		
8. 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?	Competencies and/or Job Expectations		
9. This position requires a solid understanding of internal control concepts and the implementation of internal control systems in a complex business environment. Please share your experience in this area and provide details of the complex environments you have previously worked in.	Competencies and/or Job Expectations		
10. This individual will work heavily in Excel and Workday pulling reports and analyzing data. Please describe a project or situation which best demonstrates your analytical abilities in reporting.	Competencies and/or Job Expectations		

Other Notes
Response / Notes

Sample Completed Interview Template (2)

Clinical Research Associate II, Internal Medicine - Geriatrics

Job Description

Position Focus

The Clinical Research Associate II will closely work with the Principal Investigator in Yale Pulmonary & Critical Care Medicine, the Project Manager, and a multi-disciplinary team in the Yale Program on Aging to support the LANTERN research study. The LANTERN study will recruit patients (age 65 and older) in Intensive Care Units (ICUs) across the Yale-New Haven Health System to understand how unmet needs after discharge affect recovery. Participants will be followed with monthly phone calls for 6-12 months after hospital discharge. The research associate will be the primary person responsible for collecting follow-up data: contacting, scheduling and performing structured telephone interviews with 600 participants during their monthly follow-up interviews as well as data entry of these interviews. The research associate will also be overseeing mailings and expenditures of participant gift cards. This position will be expected to manage all Follow-Up Center activities including interpreting data and generating reports, ensuring the completeness and quality of data, reconciling discrepancies, guaranteeing a high success rate in follow up data collection, and devising and implementing strategies for increasing successful data collection of interview and outcomes data. This person will also serve as the lead trainer on interview techniques across the multi-disciplinary study team and be responsible for building training materials. He or she will be responsible for coding data according to research specifications and using an online electronic data collection system (REDCap) and database to input, compile, and retrieve data and report them to study leadership.

Department/Section Information (URL)

<https://medicine.yale.edu/intmed/geriatrics/>

Education and Experience Requirements

Master's Degree in a related discipline and two years of experience or an equivalent combination of education and experience.

Skill/Ability Requirements

Required Skill/Ability 1:

Strong interpersonal skills with the proven ability to communicate effectively.

Required Skill/Ability 2:

Minimum of 5 years' experience administering structured interviews for research data collection, preferably telephone administration. Motivation to obtain high follow-up interview success rate with accountability to perform work independently during non-standard hours, including weekends and evenings.

Required Skill/Ability 3:

Experience working with older adult patient population (\geq 65 years).

Required Skill/Ability 4:

Familiarity with medical terminology for a hospitalized patient population (e.g. medical conditions, procedures, and medications).

Required Skill/Ability 5:

Excellent computer skills with experience using REDCap. Strong attention to detail when dealing with large amounts of data and cross referencing.

Preferred Education, Experience and Skills:

Excellent computer skills with experience using REDCap. Strong attention to detail when dealing with large amounts of data and cross referencing.

Clinical Research Associate II, Internal Medicine - Geriatrics

Interview Template

Rating Scale

Consistently use the following rating scale and criteria when assessing all candidates against interview questions you developed.

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Position Title: Clinical Research Associate	Interviewer: Nushi Interviewer
Candidate Name: Sasha Candidate	Interview Date: 04.03.23

Interview Questions	Category	Response / Notes	Rating
1. Tell me about yourself. Walk me through your resume and your research experience specifically.	Introductory / Role Interest		
2. Why are you interested in this Clinical Research Associate II role? What is it about the Yale Program on Aging that caught your attention?	Introductory / Role Interest		
3. Yale Geriatrics is devoted to the health care of older adults and are committed to training leaders in education, health care improvement, and clinical investigation. Please describe how you would contribute to the values of this unit.	Vision, Mission, and Values		
4. It is essential to ensure that our patients receive the highest-quality care through our studies. Please describe how the work you would do would support and reinforce this mission.	Vision, Mission, and Values		
5. This research role will work with an adult patient population of 65 years+. Can you please describe your experience working with, and desire to continue to develop research for, this specific group of individuals?	Organizational Strategy and Your Talent Needs		
6. The LANTERN study will recruit patients in Intensive Care Units (ICUs) across the Yale-New Haven Health System to understand how unmet needs after discharge affect recovery. Please explain what type of skills and experiences you have working with patients in a recovery/discharge capacity.	Organizational Strategy and Your Talent Needs		
7. Strong communication skills are imperative to the success of this position. Please tell me about a time when someone at work misunderstood something you said. What did you learn from the situation to improve your communication style?	Competencies and/or Job Expectations		
8. This individual will serve as the lead trainer on interview techniques across the study team and will be responsible for building training materials. Please describe a scenario in which you were proactive in creating or updating new materials.	Competencies and/or Job Expectations		
9. This role will require you to administer structured interviews for research data collection, generally over the phone. Please detail your experience with data collection over the phone, working in a highly independent and motivated manner, and requiring high follow up to ensure success.	Competencies and/or Job Expectations		
10. It is important that this individual has analyzed large amounts of data in REDCap to cross reference information. And strong attention to detail is critical. Please give an example of a time when you encountered incorrect information in a data report or a project that best demonstrates your analytical abilities.	Competencies and/or Job Expectations		

Other Notes
Response / Notes

Sample Interview Questions By Job Competency/Expectation

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. Tell me about a time you received criticism and how you responded to it.
3. Tell me about a challenging situation at work. How did you handle it?
4. 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?
5. 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.
6. 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?
7. Describe a time when you felt it was necessary to modify or change your actions to respond to the needs of another person.

Analytical

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

1. Tell me about a 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. Relate a specific instance when you found it necessary to be precise in your thinking to complete the job.
5. Tell me about a job or setting where great precision to detail was required to complete a task. How did you handle that situation?
6. 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?
7. 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 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. How would you go about selecting members of a project team?
7. 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. 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?
4. 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?
5. Describe a time when you felt a change was inappropriate. What did you do?
6. Describe a time a change effort you were involved in was not as successful as you or the organization would have liked.
7. 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?
8. 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. Give me an example of when you used your interpersonal communication skills to work with and build consensus among various constituents in your organization.
2. Tell me about a time when you thought you knew how to handle a situation yet chose to solicit opinions from others.
3. Tell me about a situation when you provided full support for a group decision, even though you didn't agree with it.
4. Give me an example of an effort in which you have been involved that required working collaboratively across work units. What was your role?
5. 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.
6. What did you do in your last job to contribute to a collaborative work environment?
7. 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.
8. 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.
9. Explain a time when you leveraged your understanding of political dynamics at work.
10. Describe the types of teams you've been involved with. What were your roles?
11. Describe a team experience you found rewarding.
12. Describe a team experience you found frustrating. What could you do differently?
13. Describe a situation where others on a project team disagreed with your ideas.
14. 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?
15. 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?
16. Describe a situation in which you had to arrive at a compromise.
17. Give me an example of your past work history that demonstrates how you acclimate to a new environment and build rapport with co-workers.
18. Tell me about a time/situation when you went out of your way to help colleagues even though you were under time pressure.
19. 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?
20. 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. Describe a time when you had difficulty communicating your thoughts clearly to another person or group. What did you learn from this experience?
2. Tell me about a sensitive or volatile work situation that required very careful and effective communication.
3. 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?
4. 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?
5. Describe a time when you were able to effectively communicate a difficult idea to a supervisor/manager/superior.
6. Describe a situation when you were able to strengthen a relationship through effective communication. What worked?
7. Have you ever had to "sell" an idea to your colleagues? How did you do it?
8. 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?
9. Tell me about a situation when you had to speak up to get a point across.
10. Give me a specific example of a time when a colleague criticized your work in front of others. How did you respond?
11. 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?
12. Tell me about a time when your active listening skills really paid off for you.
13. Tell me about a time in which you had to use your written communication skills to get across an important point.
14. What has been your experience in giving presentations to small or large groups? What has been your most successful/impactful experience?
15. 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?
16. Describe the most significant written document, report or presentation which you have had to complete.
17. 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. When have you had to cope with the anger or hostility of a co-worker/customer? How did you handle it?
4. Please tell me about a work decision you made while under a lot of pressure.
5. Describe a time when you faced problems or stresses at work that tested your coping skills. What did you do?
6. 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?
7. 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 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?
3. Describe a time when you invested time and effort in helping a customer evaluate his/her needs.
4. What was a challenging situation you encountered relating to customer service that worked out well? How did you handle that situation?
5. 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?
6. Tell me about the most successful customer or client service program you ever developed and implemented.
7. Describe for me a time when you were unable to meet a customer or client's request. What did you do?

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.

1. Please tell me what diversity, equity, and inclusion mean to you and why they are important.
2. What is your approach to understanding the perspectives of colleagues from different backgrounds?
3. How would you advocate for diversity equity, and inclusion with colleagues who don't understand its importance?
4. Tell me about a time when you advocated for diversity and inclusion in the workplace.
5. 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?

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. Tell me about a time when you anticipated an opportunity or problem and were ready for it when it happened.
5. Describe a time when you voluntarily undertook a special project above and beyond your normal responsibilities.
6. Describe a project or idea that was implemented primarily because of your efforts. What was your role? What was the outcome?
7. Describe a time when you made a suggestion to improve the work in your organization.
8. Tell us about a time when you were particularly effective on prioritizing tasks and completing a project on schedule.
9. Give me an example of an important professional goal you set and tell me about your progress in reaching that goal.
10. Tell me about an improvement you suggested that had an impact on the effectiveness of your unit. What were the results of the improvement?

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.

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 a customer, colleague, or direct report. 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?

Performance & Results-Oriented

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. 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?
8. Describe for me a situation in which you achieved outstanding results despite challenging, unexpected 'hurdles' in your way.
9. 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?
10. 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. Tell me about a time when you carefully set a long-term organizational goal. How did you do it?
5. 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?
6. Describe a time when you helped a group of employees understand why the organization was going a particular direction. What did you do?
7. Tell me about a time when you were given responsibility for revamping an existing program, or initiative. How did you approach the project?
8. 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?