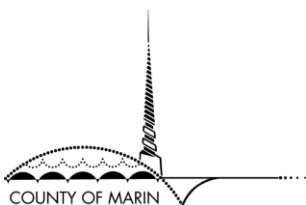## INTERVIEW QUESTION LIBRARY

INTRODUCTION

When evaluating candidates for positions, there are a number of aspects to consider. One is whether the candidate has the degree of knowledge (qualifications and experience in a certain field) to get the job done – also called "content knowledge"; a second has to do with how the candidate gets the job done – their people-oriented skills (such as communication, organization, managing) and personal characteristics (such as self-learner, multi-tasker, continuous learner). This second aspect is often referred to as "functional knowledge". Why are both important? A candidate may have the technical expertise to get the job done but if their interpersonal skills are lacking, it will very likely have a negative impact on your team or on a client relationship.

Successful organizations have a workforce comprised of individuals that have strong content AND strong functional knowledge. In fact, because technical skill can be developed, some organizations place as much, if not more, emphasis in their hiring decisions on the functional knowledge. The task, then, of the hiring manager is to ensure that the questions asked during interviews elicit this information.

Research shows that looking at an individual's past behavior is an excellent way to predict their future behavior. Behavioral interview questions will enable you understand how a candidate has acted in past specific situations and is likely to act in a specific situation in the future.

In preparing to interview your candidate pool, first identify the core behaviors/competencies you'd like your candidates to demonstrate. Then you can select your specific questions. What follows is a list of a number of functional knowledge competencies, as well as sample behavioral interview questions. Once you select your questions, be sure to identify your ideal response so that all interviewers are assessing all candidates consistently and against the same behavioral criteria.

Remember, you must have at least one question on collaboration/teamwork and at least one question about diversity.

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COMPETENCIES & RELATED QUESTIONS

Ambiguity (Tolerance of)

Definition: Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; can comfortably handle risk and uncertainty.

Key Behaviors: Embraces change; anticipates and prepares for change; develops new procedures in response to change; proactively adapts to new opportunities or risks; flourishes in high-change environments.

Questions:

- Describe a time when there was conflicting, delayed, or ambiguous information in your work environment? What did you do to make the most of the situation?
- Sometimes it is necessary to work in unsettled or rapidly changing circumstances. Tell us about a time when you found yourself in this position? How did you handled this situation.
- People differ in the preference for jobs which have well laid out tasks and responsibilities or ones in which work changes frequently. Tell us about a time when you were successful in dealing with an unstructured work environment.
- Sooner or later we all find ourselves in the position of having to live with an unresolved situation at work. Tell us about a time when this happened to you and what coping mechanism did you employ to ensure you were productive and successful in your job.
- Describe a time when it was important to maintain your productivity and quality of work in spite of significant changes on the job. 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?

Attention to Detail

Definition: Achieves thoroughness and accuracy when accomplishing a task through concern for all the areas involved.

Key Behaviors: Provides accurate, consistent numbers on all paperwork; provides information in a useable form and on a timely basis to others who need to act on it; maintains a checklist, schedule, calendar, etc. to ensure small details are not overlooked; follows policies, procedures, safety and security measures in using various equipment; work requires little or no checking; writes down important details in messages or communications so the details are not lost or forgotten.

Questions:

- Tell us about a time when you discovered you did not have all the correct information from a client or customer. What was the situation and how did you handle it? What did you learn from the experience?
- What kind of process do you use to check to ensure you have all the details you need?
- Give us an example of a time you discovered an error that been overlooked by a colleague. What did you do? What was the outcome?
- Tell us about a time that you were confused by a customer's/supervisor's/co-worker's request. What steps did you take to clarify things?
- Tell us about a time when you had to complete a project that had multiple steps and a great number of details. How did you ensure that items did not "slip through the cracks"? In retrospect, was there something that you could have done to be more efficient?

Collaboration/Teamwork

Definition: Works cooperatively with others, inside and outside the organization, to accomplish objectives to build and maintain mutually-beneficial partnerships, leverage information, and achieve results.

Key Behaviors: Identifies, organizes, facilitates and /or sustains mutually beneficial partnerships and alliances with internal and external stakeholders; maintains positive and productive relationships; works with others to share information and achieve goals; works towards goals that benefit the team, which includes contributing ideas and participating in team activities appropriately; fosters an environment that emphasizes knowledge sharing and group participation; facilitates agreement by resolving differences of opinions; resolves conflicts, confrontations and disagreements positively and constructively; identifies when to seek additional outside counsel; serves on committees (e.g., task forces, working groups) to analyze and improve administrative processes and procedures; coordinates efforts with applicable stakeholders to ensure awareness, share information, and provide updates until completion.

Questions:

- Describe a time when you needed to work cooperatively with someone that did not share the same ideas as you.
- Describe a situation in which you had to arrive at a compromise or help others compromise. What was your role? What steps did you take? What was the end result?
- Describe a team experience you found disappointing. What could you have done to prevent this?
- Describe a team experience you found rewarding. What were the key elements that made it a rewarding experience?
- Leadership happens at all levels of an organization. Describe your leadership style and give an example of a situation when you successfully led a group.
- Provide an example of how you have been successful at empowering a group of people in accomplishing a task.
- Tell us about one of your experiences as a project leader? What problems did you incur and how did you react?
- Please give us your best example of working cooperatively as a team member to accomplish an important goal. What was the goal or objective? To what extent did you interact with others on this project?
- Some people work best as part of a group - others prefer the role of individual contributor. How would you describe yourself? Give us an example of a situation where you felt you were most effective.
- Tell us about a time that you had to work on a team that did not get along. What happened? What role did you take? What was the result?
- Tell us about the most difficult challenge you faced in trying to work cooperatively with someone who did not share the same ideas? What was your role in achieving the work objective?
- Tell us about the most difficult situation you have had when leading a team. What happened and what did you do? Was it successful? Emphasize the "single" most important thing you did?
- Think about the times you have been a team leader. What could you have done to be more effective?
- What is the difficult part of being a member, not leader, of a team? How did you handle this?
- When is the last time you had a disagreement with a peer? How did you resolve the situation?

- When working on a team project have you ever had an experience where there was strong disagreement among team members? What did you do?
- Give us an example of one of the most significant contributions you made as a member of a high performing team. What, in your opinion, made it a high performing team?
- Describe a situation where the team was having trouble agreeing on a decision and what you did to facilitate consensus.
- Tell us about a time when you were on a team that failed to meet its objectives. What could the team have done differently?
- What did you do in your last job to contribute toward a team environment? Be specific.
- It has been said that one of the best ways to manage people is to teach them how to manage themselves. Tell us about a time when you contributed to a working group's ability to direct itself by building group standards for performance.
- Building a team spirit to get results is often a very difficult thing to do. Tell us about a time when you had your greatest success in building a team spirit. What specific results were accomplished by the team?
- One way to build a teamwork attitude is to explain to individuals how their personal goals overlap with team goals. Give us an example of a time in which you were able to build an overlap of individual and team goals.
- Tell us about a time when you were part of a team that drove an important business change? What was your role on this team?
- Tell us about a time when you worked with a colleague who was not doing their share of the work. How did you handle it?
- Describe how you handled a problem relationship with someone from another work unit, division or agency.

Commitment to Task/Quality

Definition: Takes responsibility for actions and outcomes and persist despite obstacles.

Key Behaviors: Is available in case of emergency;   gives the amount of time necessary to the job; demonstrates dependability in difficult circumstances and shows a sense of urgency about getting results.

Questions:

- Give us an example of a time in which you found it necessary to give long hours to the job. For example, tell us about a time when it was necessary to take work home, work on weekends, or maintain unusually long hours. Be specific. What were the circumstances and how did you deal with it?
- Tell us about a time when you were able to provide your own motivation to produce even though you were working alone. What were the circumstances of the situation and how did you manage to motivate yourself?
- Tell us about a time when you were a driving, highly motivated worker. Don't be too modest-give yourself due credit for getting the job done.
- Some people have a strong sense of urgency about getting short term results - others are more 'laid back' and less driven in their approach to work. Tell us about a time when you were either more 'laid back' or more 'urgent'.
- Getting the job done may necessitate unusual persistence or dedication to results especially when faced with obstacles or distractions. Tell us about a time in which you were able to be very persistent in order to reach goals. Be specific.
- Tell us about a time at work when someone commented on your high or 'superior' level of task orientation.
- Being successful takes more than luck. Hard work is necessary in order to achieve success. Tell us about a time when you had to work very hard to reach your goals and be specific about what you achieved.
- We all have to make decisions on the job about the delicate balance between personal and work objectives. When do you feel you have had to make personal sacrifices in order to get the job done?

Communication

<u>Definition</u>: Clearly conveys information and ideas through a variety of media to individuals or groups in a manner that engages the audience and helps them understand and retain the message.

<u>Key Behaviors</u>:   Organizes the communication -- clarifies purpose and importance, stresses major points, follows a logical sequence; maintains audience attention -- keeps the audience engaged through use of techniques such as analogies, illustrations, humor, an appealing style, body language, and voice inflection; adjusts to the audience -- frames message in line with audience experience, background, and expectations; uses terms, examples, and analogies that are meaningful to the audience; ensures understanding -- seeks input from audience, checks understanding, presents messages in different ways to enhance understanding; adheres to accepted conventions -- uses syntax, pace, volume, diction, and mechanics appropriate to the media being used; comprehends communication from others -- attends to messages from others, correctly interprets messages and responds appropriately.

<u>Questions</u>:

- Have you ever had to "sell" an idea to your co-workers? How did you do it?
- When have you had to present to a group of people with little or no preparation? What obstacles did you face? How did you handle them?
- Tell us about a recent successful experience in making a presentation. What was the presentation about and what did you do to prepare?
- Give us an example of a time when you were able to successfully communicate with another person even when that individual may not have personally liked you (or vice versa).
- What obstacles or difficulties have you faced in communicating your ideas to a manager?
- Tell us about a time in which you had to use your written communication skills in order to get an important point across.
- Tell us about a time when you chose to communicate a particular message in person as opposed to via email even though the email channel would have been a lot faster?
- What is your method of communication with others who are different from you? How do you convey thoughts, ideas, or adverse conclusions?
- When interacting with a person from a culture different than your own, how do you ensure that communication is effective?
- In this position, it is necessary to document your work thoroughly, and in writing. Give us an example of your experiences in this area.
- This position will require you to spend a large amount of time writing. Tell us about your writing experiences that you think will contribute to your ability to do this job well.
- Tell us about a time when your active listening skills really paid off for you - maybe a time when other people missed the key idea being expressed.
- Describe a situation in which you were able to read another person effectively and guide your actions by your understanding of his/her individual needs or values.
- In communicating, people's gestures or verbal cues can give us better understanding of what is meant. Give us an example of how your interpretations of verbal and non-verbal behavior have helped you in communications.

Conflict Management

Definition: Brings substantial conflicts and disagreements into the open and attempts to manage them collaboratively, building consensus, keeping the best interests of the organization in mind, not only one's own interest.

Key Behaviors: Recognizes conflict and identifies ways to help involved parties work through conflict; identifies areas of agreement when working with conflicting individuals or groups; maintains awareness of broad, longer-term objectives and works to ensure that all parties share this awareness while seeking solutions; states own point-of-view without criticizing the other person's; responds to opposing views in a non-defensive manner.

Questions:

- Tell us about a time when you had to deal with conflict at work. What was the situation, how did you approach it, and what was the outcome?
- Tell us about a time when you were on a team and you or someone on that team didn't see eye-to-eye. How did you move forward as a team despite the conflict?
- Give us an example of a time when you had to work with someone who was difficult to get along with. Why was this person difficult? How did you handle that situation?
- The correct understanding of differences in personality can have an impact on work decisions such as work assignment, employee motivation and conflict management. Tell us how your knowledge of personality differences benefited your effectiveness.
- Tell us about a time when you handled a conflict you were having with a customer/ boss/ peer/ direct report.
- Tell us about a time when you had a conflict with your supervisor. How did you approach her/him? What was the outcome?
- Please describe you conflict style. Do you feel it is effective? What would you change, if anything?
- Tell us about a time when you were in conflict with a client/customer/consumer? What conflict management skills did you employ? What was the outcome?

Continuous Learning

Definition: Demonstrates eagerness to acquire necessary technical knowledge, skills, and judgment to accomplish a result or to serve a customer's needs effectively.

Key Behaviors: Keeps up-to-date on current research and technology in one's work focus and identifies and pursues areas for development and training that will enhance job performance; takes responsibility for one's own development; maintains fluency in appropriate work applications, software, or tools; reviews, selects, and disseminates information regarding key technologies, best practices, and tools to others in the group; continually looks for ways to expand job capabilities.

Questions:

- How do you keep current on what's going on in your field? What books and magazines have you read? What classes you have taken to keep abreast of what's new in your field?
- Give us an example of when you were able to apply a concept, theory or knowledge to a work problem or situation.
- Tell us how something you learned made a significant difference in your career.
- Give us an example of a time when you did not know enough about something to be effective. What did you do about it?
- In what ways have you invested in yourself to improve your performance?
- What have you done to further your knowledge about diversity?   How have you demonstrated what you have learned?
- Do you have a mentor or a coach? How has this helped you grow and develop?

Customer Focus

<u>Definition</u>: Demonstrates strong commitment to meeting the needs of internal and external customers (coworkers, managers, community members, etc.) striving to ensure their full satisfaction.

<u>Key Behaviors</u>: Asks questions to identify the needs or expectations of others; considers the impact on the external or internal customer when taking action, or carrying out one's own job responsibilities; looks for creative approaches to providing or improving services that may increase efficiency and decrease cost; finds opportunities to pass on knowledge and transfer skills to others; takes personal responsibility for resolving service problems brought to one's attention.

<u>Questions</u>:

- What are some of the challenges you have encountered in working with clients/colleagues from diverse populations and how you have managed these challenges?
- Give us an example of when you went out of your way for a customer. What was the outcome?
- Describe a situation when you were acknowledged for having given outstanding customer service. What made your exemplary customer service stand out?
- Describe a situation when you felt a particularly demanding customer may have been trying to take advantage of you or your organization. What did you do? What was the outcome?
- Give us an example of a situation where you improved the level of customer service in your organization. What did you do to improve it? What was the outcome?
- Tell us about a time when you were given special recognition or acknowledgement for going the extra mile to satisfy a customer.
- Give us an example of a time you went well out of your way to ensure a customer received the best possible service from you and organization. What was their reaction?
- Tell us how you typically go about establishing rapport with a new customer?   What do you do to gain their trust?

Decisiveness

Definition: Makes timely and sound decisions based on analysis of the information presented in the face of ambiguous or conflicting situations or when there is an associated risk.

Key Behaviors: Knows when to stop collecting data and when sufficient information is obtained; makes decisions that consider available evidence; weighs information based on relevancy; accurately identifies the consequences of decisions or actions against desired outcomes (based on available information at the time.)

Questions:

- Describe a situation in which you had to draw a conclusion quickly and take speedy action.
- Tell us about a situation in which you found it important to 'take a stand' and be decisive.
- Describe a time when you had to commit to a plan of action in an emergency. Give us the details of the situation. How long did it take you to take action?
- Describe a time when you were under pressure to make an immediate decision (perhaps without the aid of a supervisor or a manager).
- Tell us about a situation when you had to 'stand up' for a decision you made even though it made you unpopular.
- Many situations at work will require fast thinking and speed in making decisions. Give us an example of a situation in which you were especially skillful in making a decision quickly.
- At times, it may be important to be 'hard headed' about a decision you are making, particularly when others don't like it. Give us an example of a time when you stuck by a decision even though it was under attack by others.

Diversity

Definition: Supports and promotes an environment that holds opportunities for all, regardless of race, gender, culture, age, color, religion, socio-economic status, sexual orientation, family structure, national origin, veteran status and disability.

Key Behaviors: Effectively works with all employees at all levels, capitalizing on their strengths; actively seeks opinions and ideas from people of varied background and experiences to improve decisions; values and incorporates contributions of people from diverse backgrounds; seeks information from many different sources before deciding on an approach; demonstrates respect for opinions and ideas of others.

Questions:

Question lead in for interviews: A key strategy in the County of Marin's 5-Year Business Plan is to increase the diversity of our workforce. Countless studies have shown that teams of mixed gender, ethnicity, physical ability, age and sexual orientation offer a variety of viewpoints and a wider range of experience, which in turn improves decision-making and problem-solving. In addition, diverse work teams are more representative of our customers and in order to adapt and meet the needs of the communities we serve, we need to ensure we are looking at our services through an equity lens to make sure no one is being left behind.

- How has your experience and background prepared you to be effective in an environment that emphasizes diversity?
- What kinds of experiences have you had working with others with backgrounds that are different than your own?
- Describe a project, interaction, or experience that would demonstrate your commitment to diversity and equity?
- Please share an experience you have in working with individuals from backgrounds different from yours. How would this experience translate to working within our environment and with our clients/customers?
- What opportunities have you had working and collaborating in diverse, multicultural and inclusive settings?
- What have you learned from working with diverse populations?
- What does it mean to have a commitment to diversity and how would you develop and apply your commitment at the County?
- What do you see as the most challenging aspect of a diverse work environment? Follow-up question: What actions have you taken to meet such challenges?
- Give a specific example of how you have helped create an environment where differences are valued, encouraged and supported.
- Tell us about a time that you successfully adapted to a culturally different environment.
- Tell us about a time when you had to adapt to a wide variety of people by accepting/ understanding their perspective.
- What have you done to further your knowledge/understanding about diversity? How have you demonstrated your learning?
- What have you done to support diversity in your organization?

- What measures have you taken to ensure someone feels comfortable in an environment that may be new or different to them?
- How have you handled a situation when a colleague was not accepting of others' diversity?
- Describe a time you heard someone make a prejudiced or inaccurate comment about a cultural group. How did you handle it?
- Describe a situation in which you encountered a conflict with a person from a different cultural background from yours. How did you handle the situation? (Please be specific)
- What do you see as the most challenging aspect of a diverse work environment? What steps have you taken to meet this challenge?
- What have you personally done to foster diversity competence and understanding?
- What strategies have you used to address diversity challenges? What were the positives and negatives?
- What is your definition of diversity? How do you encourage people to honor the uniqueness of each individual? How do you challenge stereotypes and promote sensitivity and inclusion?
- What issues have you faced when working with non-traditional and first generation clients or colleagues? What has gone smoothly and what has been challenging in this work?
- Give an example of a time when it was difficult to be tolerant of another person's point of view. How did you handle that situation?
- Describe your experience in serving underrepresented communities.
- What ideas do you have for educating employees about diversity?
- Please describe how you would work to create an environment that is welcoming, inclusive, and increasingly diverse.
- Suppose that in working with a team you discover a pervasive belief that diversity and excellence are somehow in conflict. How would you handle that situation?
- Give me an example of a situation when you demonstrated sensitivity to diversity issues.
- Give me an example of your ability to communicate effectively and build relationships with people regardless of cultural differences.
- In previous work experiences, what has been the greatest obstacle in developing a multicultural-competent staff?
- Tell us about a time when your team members were uncomfortable with another team member who they perceived as different. How did you address this and what was the outcome?

Flexibility/Agility

Definition: Adjusts behavior in response to new information or changing circumstances.

Key Behaviors: Is open to new methods, ideas, or approaches; works and collaborates effectively in unstructured or dynamic environments; adjusts the original objective or plan to allow the best possible results; demonstrates a willingness to embrace new systems, processes, technology, and ideas; stays focused and keeps team focused during times of uncertainty or change; understands that ambiguity is a normal part of doing business and communicates that; anticipates changes in the internal and external environment (e.g., organizational, services, and systems) and adapts accordingly; uses new ideas to reengineer work processes or make changes in how resources are allocated within the business.

Questions:

- Tell us about a time you successfully adapted to a culturally different environment.
- Tell us about a situation in which you had to adjust to changes over which you had no control. How did you handle it?
- Tell us about a time when you had to adjust to a co-worker's work style in order to complete a project or achieve your objectives.
- Tell us about a time when you changed your style to work more effectively with a person from a different background.
- Sooner or later we all have to deal with arrogant, dogmatic, people. Tell us about a time when you were able to be flexible with this type of person.
- By providing examples, convince us that you can adapt to a wide variety of people, situations and environments.
- Tell us about some situations in which you have had to adjust quickly to changes over which you had no control. What was the impact of the change on you?
- 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.
- What would be the best example of your ability to be flexible?
- Tell us about a situation in which things you had planned or expected fell apart. What was the situation and what did you do?
- In work situations, we must be able to compromise in order to make things happen. Tell us about a time when you felt it was necessary to compromise your own immediate interests in order to be flexible and tolerant of another person's needs.
- At times, we are all required to deal with difficult people. An even more demanding factor is to be of service to a difficult person. Describe a time when you were successful with this type of situation at work?
- Describe a situation in which you had to arrive at a compromise or guide others to a compromise. What was the situation and how did you accomplish your goal? Knowing what you know now, would you do it differently if you had to do it again?

Influence and Persuasion

Definition: Asserts own ideas and persuades others, gaining support and commitment from others; mobilizes people to take action, using creative approaches to motivate others to meet goals.

Key Behaviors: Able to make a good/persuasive argument to persuade/influence audience; develops and uses subtle strategies to influence others; works to make others feel ownership in one's own solutions; identifies key decision-makers on issues of concern; develops and effectively uses networks, inside and outside the work unit.

Questions:

- Give us a specific example of a time when you sold your supervisor or co-worker on an idea or concept. How did you accomplish this? What was the result?
- Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.
- Tell us about a time when you had to "sell" your ideas to others. What did you do that was particularly effective/ineffective? How did others react to you?
- Tell us about a time when it was difficult to get cooperation from a team member. How did you handle the situation?
- What is one of the best ideas you ever presented? Was it accepted by your team or manager? Why or why not? If you had it to do all over again, would you have approached it differently?
- What steps do you take in preparing for a meeting where you are attempting to persuade someone on a specific course of action?

Initiative

Definition: Does more than is required or expected in the job; does things that no one has requested that will improve or enhance services, avoid problems, or develop entrepreneurial opportunities.

Key Behaviors: Plans ahead for upcoming problems or opportunities and takes appropriate action; goes beyond expectations in the assignment, task, or job description without being asked; demonstrates a sincere positive attitude towards getting things done; digs beneath the obvious to get at the facts, even when not asked to do so; creates opportunities or minimizes potential problems by anticipating and preparing for these in advance; seeks out and/or accepts additional responsibilities in the context of the job.

Questions:

- Describe a project or idea (not necessarily your own) that was implemented primarily because of your efforts. What was your role? What was the outcome?
- Describe a situation in which you recognized a potential problem as an opportunity. What did you do? What was the result? What, if anything, do you wish you had done differently?
- Tell us about a project you initiated. What did you do? Why? What was the outcome? Were you happy with the result and if not, what would you do differently if you had the opportunity to do it over?
- Tell us about a time when your initiative caused a change to occur.
- Give us an example of a time when you had to go above and beyond the call of duty in order to get a job done.
- Can you think of a job experience in which you had to speak up and tell other people what you thought or felt?
- Tell us about a time when you showed high enthusiasm and energy in order to create positive motivation in others. What was the situation, what specifically did you to create that positive motivation, and what was the outcome?
- Describe a situation when you demonstrated initiative and took action without waiting for direction. What was the outcome?

Innovation

Definition: Applies original thinking in approach to job responsibilities and to improve processes, methods, systems, or services.

Key Behaviors: Keeps up-to-date on current research and technology in the industry; identifies novel approaches for completing work assignments more effectively or efficiently and works within the "established" system to push for "a better way"; reviews, selects and disseminates information regarding key technologies, best practices, and tools to others in the group; understands technical aspects of one's job and uses appropriate technology for the situation at hand; tries new approaches when problem solving, seeking ideas, or suggestions from others as appropriate.

Questions:

- Think about a time when you thought "outside the box". How and why did you do it? What was the outcome?
- Tell us about a problem that you solved in a unique or unusual way. What was the outcome? Were you satisfied with that outcome – why or why not?
- Tell us about a time when someone brought you a new idea that was odd or unusual. What did you do?
- Just about anybody can give a routine, standard answer to common problems; however, the payoff is often in the development of unique solutions to common problems. Give us an example of one of your unique and novel problem solutions.
- Innovative people seem to offer fresh insights frequently and regularly. Give us an example of a time when one of your insights or innovations was particularly well received by others.
- Tell us about a time when you were in charge of or pushed for an unpopular or uncomfortable change.
- Tell me about a time you took an idea and moved it all the way to practice.
- Talk about a time when you think you were particularly creative in presenting information by use of graphics, models, or displays. In giving your example, focus on how your methods produced results.
- Creativity often means stepping back from regimented ways of thinking. When have you been able to break out of a structured mind set and intuitively play with concepts and ideas?
- Giving birth to new ideas may come from intuition; however, many high quality ideas come from hard work and dedication. Tell us about an idea you produced through combined hard work and intuition.
- Tell us about a situation in which you worked with your direct reports/team members to develop new and creative ideas to solve a business problem. What problem were you trying to solve? How did it work out?
- Sometimes it is necessary to abandon tried and true methods of solving a problem. Tell us about a problem you were responsible for solving that you knew required a unique solution. How did you know established methods wouldn't work? What did you try instead? And what was the outcome?
- Talk about a time when you came up with an innovative solution to a challenge your organization was facing. What was the challenge? What role did you and others play? What was the outcome?
- Describe the most creative work-related project you have completed.
- Can you give us an example of when your curiosity made a real difference in a service or project?

Integrity

Definition: Gains the trust of others by taking responsibility for own actions and telling the truth.

Key Behaviors: Follows through on commitments and agreements; respects confidentiality; maintains confidentiality regardless of pressure from others; admits mistakes in spite of the potential for negative consequences; admits mistakes when in low risk situations; consistently tells the truth; challenges others who are not acting with integrity or telling the truth; takes stands based on principles and values despite personal or professional risk.

Questions:

- What are your 3 ideal job qualities?
- Give an example of how you honor commitments and describe a time when you were asked to compromise your ethics. What did you do? What would you do in the future?
- Tell us about a time you took responsibility/accountability for an action that may have been offensive to the recipient and how you did that.
- Talk about how you responded to a co-worker who made an insensitive remark.
- Discuss a time when your integrity was challenged. How did you handle it?
- Tell us about a time when you experienced a loss for doing what is right. How did you react?
- Tell us about a professional situation in which you felt honesty was inappropriate. Why? What did you do?
- Give a specific example of a policy you conformed to with but with which you did not agree. Why?
- Have you ever been in a situation where, although it was difficult for you, you were honest and told the truth, and suffered negative consequences?   What did you learn from that experience and what, if anything, would you do differently?
- Have you ever had to work with, or for, someone who lied to you in the past? How have you handled this?
- What is the hardest thing you can remember having to admit to in a work setting? What did you say? What did you do?
- Has your manager/supervisor/team leader ever asked you to do something that you didn't think was appropriate? How did you respond?
- Have you ever had to present an unpopular proposal/point of view that you believed in?
- Have you ever had to present a position that you did not totally agree with?
- Tell us about a time where you stood alone to stand up for what was right.

Leadership

Definition: Able to assume a role of authority as necessary; advocate new ideas, even when risk is involved; set an example for team; delegate responsibility and empower team members to make decisions; provide constructive feedback to others.

Key Behaviors: Manages change; solves problems and makes decisions; manages politics and influences others; takes risks and is innovative; sets vision and strategy; manages the work; enhances skills and knowledge; understands and navigates the organization; demonstrates ethics and integrity; displays drive and purpose; communicates effectively; develops others; values diversity and difference; builds and maintains relationships; manages effective teams and work groups

Questions:

- What do you find is the most effective way to delegate a task?
- What kind of leadership efforts would you make to ensure a commitment to the diversity initiative or value?
- How would you work with people under your supervision to foster a climate receptive to diversity?
- Describe your leadership style and give an example of a situation when you successfully led a group.
- Provide an example of how you have been successful at empowering a group of people in accomplishing a task.
- Tell us about a team project when you had to take charge of the project? What did you do? What was the result?
- What is the toughest group that you have ever had to lead? What were the obstacles? How did you handle the situation?
- What has been your greatest leadership achievement in a professional environment? Talk through the steps you took to reach it.
- What have been the greatest obstacles you have faced in building/growing a team?
- Describe a time when you have not only been responsible for leading a team of people but for also doing the same job as your team members? How did you juggle/balance your time?
- Even though the use of authority in a leadership role is not popular, it is necessary in some situations. Give us an example of a situation when you used your authority to influence another individual. Be specific. What was the outcome? What, if anything did you learn? What, if anything, would you do differently if you had it to do all over again?
- Organizations are built on the principle of delegation. Give us an example of the greatest success you ever had in the use of delegation. Take time to think of the best example you can and be specific in describing it.
- Instead of simply using authority to influence another individual, it is sometimes desirable to lead other persons by setting a positive example for them to follow. Describe a work situation when your example served as a model for others.
- Being able to change another person's behavior is both a skill and a responsibility. Tell us about a time when you were successful in this area - what kind of payoffs accrued to yourself, the other individual, and the organization?

- Individuals vary in their abilities to use power or persuasion to influence others. Give us an example of a time when you used either power or persuasion to guide another person to a worthwhile objective. Be specific.
- Currently the 'buzz word' to describe a certain quality that people in a leadership position have is 'charisma'. Give us an example of how YOU have used personal charisma or charm to lead others.
- Communications and leadership go hand in hand. Please describe a time when your communication skills were powerful enough to enable you to influence the way others thought or acted, even in a very difficult situation.
- Determining the appropriate person to whom to delegate a task can sometimes be difficult. Tell us about a time when you delegated an important project/task/assignment to the wrong person. What happened? Why?
- What kind of a project/task/assignment wouldn't you delegate? Can you give us an example of a time you decided not to delegate this kind of work? Why?
- When delegating an important project/task/assignment, it is important to convey your trust and confidence in that person's ability to do the job. Give me an example of how you did this on a recent assignment you delegated.
- In a leadership position/leading a task force or project, tell me how you organize the workload, set objectives, follow-up, and monitor results.
- How do you determine what is right or fair in delegating tasks/roles/ responsibilities within your organization?
- Have you ever had to manage a team that was not up to the task? Give us an example of what you did to strengthen them. How did it work out?
- Give us an example of when you felt you were able to build motivation in your coworkers or direct reports.
- Can you tell me about a job experience in which you had to speak up and tell other people what you thought or felt? How did you approach that situation and what was the outcome? Anything you would do differently if you could do it over again?
- Describe a situation in which you were able to positively influence the actions of others in a desired direction.
- Describe the last time you were unsuccessful in getting someone to follow your lead.
- Tell us about a time when you motivated someone to do a particularly good job.
- In a supervisory role, have you ever had to discipline or counsel an employee or group member? What was the nature of the discipline? What steps did you take? How did that make you feel? How did you prepare yourself?

Motivating/Energizing Others

Definition: Creates a sense of direction and purpose for others and excitement and momentum for change.

Key Behaviors: Energizes others to strive toward a compelling vision of the future by embracing and embodying the organization's values in all aspects of their work; offers clarity around goals and objectives and ensures that others work collaboratively towards a shared purpose; provides the required resources and motivational support others need to grow and the empowerment and accountability to take responsibility for their own success.

Questions:

- Tell us about the different ways you motivate others.
- Tell us about a time when your attempt to motivate a person/group was rejected. What did you do?
- Has poor motivation on someone else's part ever damaged anything you were trying to accomplish? What was the situation and how did you handle it? Thinking back on that situation, is there anything you would have done differently?
- What have you learned about what motivates you? Can you use this to motivate others, or do you think everyone is different?
- Have you ever had to manage a team that was not up to the task? Give us an example of what you did to strengthen them. How did it work out?
- Tell us about a time when you felt you were able to build motivation in your coworkers or direct reports.
- Describe the last time you were unsuccessful in getting someone to follow your lead.
- How do you motivate others to do a particularly good job?
- Describe a situation when you were able to have a positive influence on the actions of others.
- Have you ever had a direct report whose work was always marginal? How did you deal with that person? What happened?
- How do you deal with people whose work exceeds your expectations?
- How do you get direct reports to produce at a high level? Give us an example.

Negotiating/Influencing

Definition: Explores positions and alternatives to reach outcomes that gain acceptance of all parties.

Key Behaviors: Determines minimal or ideal conditions of the other party during negotiations; develops a strategy for giving on some points and standing firm on others to achieve desired outcomes; responds to opposing views in a non-defensive manner; keeps arguments issue-oriented; offers compromises and trade-offs to others, as necessary, in exchange for cooperation.

Questions:

- Describe a time when you convinced a resistant customer/client to do something.
- Describe a situation in which you were able to positively influence the actions of others in a desired direction.
- What was the most stressful professional negotiation you have been involved in? How did you handle it?
- Think of a specific situation that required you to use your negotiation/influence skills and describe the situation, how you approached it and what result you achieved.
- When was the last occasion that you had to use your negotiating/influence skills to bring about a resolution that was in everyone's best interest?
- How do you approach a situation in which you need to influence the way other people think? Be specific.
- When was the last occasion that you were given an assignment to develop your mediating skills, and what was the conclusion?
- Have you had an experience where you realized that you had to be more positive and persuasive when selling your ideas to others? What did you learn from this experience?
- When your credibility is compromised, what steps do you take to rectify the situation?
- Describe the most challenging negotiation in which you were involved. What did you do? What were the results for you? What were the results for the other party?
- Have you ever been in a situation where you had to bargain with someone? How did you feel about this? What did you do? Give an example. How did you prepare for it? How did you present your position? How did you resolve it?
- Tell us about the last time you had to negotiate with someone. What was the most difficult part?

Organizational Savvy/Reading the System

Definition: Approaches problems with a clear understanding of organizational and political realities.

Key Behaviors: Understands how the culture of the organization impacts how the work gets done and takes this into account in planning and decision making; understands the goals/objectives of other departments/work units and uses this information to establish alliances and resolve issues; understands the interdependent nature of operations and the impact of various departments/work units on workflow within the organization; understands how his or her decisions may impact others across the organization and involves them appropriately; keeps up to date on what is happening across the organization; proactively shares information with others across the organization based on an understanding of their priorities, goals, and objectives; considers organizational culture and norms of behavior in making decisions.

Questions:

- Describe how your position contributes to your organization's/unit's goals. What are the unit's mission/goals?
- Tell us about a politically complex work situation in which you worked.
- Describe a situation when you had to consider a proposed action's impact on others before implementing.
- Tell us about a time you used your organizational savvy to have a major policy, practice or procedure either approved or eliminated.
- Describe a time when politics at work affected your job. How did you handle the situation? Were you successful?
- Tell us about a time when you misread an organization's culture.
- Describe a time when you capitalized on both formal channels and informal networks at work in order to achieve your goals.
- Describe a time when you formed partnerships at work with key players in order to meet an important objective.

Planning, Prioritizing and Goal Setting

Definition: Able to prepare for emerging customer needs; manages multiple projects; determines project urgency in a meaningful and practical way; uses goals to guide actions and create detailed action plans; organizes and schedules people and tasks.

Key Behaviors: Establishes a systematic course of action for self or others to ensure accomplishment of a specific objective; sets priorities, goals, and timetables to achieve maximum productivity; develops or uses systems to organize and keep track of information (e.g., "to-do" lists, appointment calendars, follow-up file systems); sets priorities with an appropriate sense of what is most important and plans with an appropriate and realistic sense of the time demand involved; keeps track of activities completed and yet to do, to accomplish stated objectives; keeps clear, detailed records of activities related to accomplishing stated objectives; knows status of one's own work at all times.

Questions:

Planning and Organizing:

- Describe a situation that required you to do a number of things at the same time. How did you handle it? What was the result?
- Tell us about a project you planned. How did your organize and schedule the tasks? Tell us about your action plan.
- Has there ever been a project or event you organized that did not go according to plan? What happened? Why? What, if anything, would you have done differently?
- Give us a summary of the planning activities you have been responsible for in your career in which you applied planning tools such as PERT, or the Critical Path method. Describe how you APPLIED the tool.
- Planning is often more than thinking, it is also doing. Tell us what you have done with such tools as flow charts, production schedules, and filing systems (or anything else) to help you plan.
- Time management has become a necessary factor in personal productivity. Give us an example of the time management skills you have learned and applied at work. What resulted from use of the skill?
- Pick any event in the last five years of your work which gives a good example of your ability to use forecasting techniques. Did you use statistical procedures or a 'gut level' approach? What was your biggest predictive triumph? How did you do it?
- Organization and scheduling of people and tasks is a necessary function in creating a productive working environment. Tell us about your experiences in this area and detail a single case that illustrates your organization and scheduling ability.
- Take us through a complicated project you were responsible for planning. How did you define and measure success? What obstacles did you encounter? Which ones were anticipated and which were unanticipated? What did you learn that you could, or have, applied to other projects?
- Have you ever managed multiple projects simultaneously? What methods did you use to keep them all moving forward at the same time?
- What different measures and feedback mechanisms have you used to keep track of progress and how have they helped, or hindered, you in past projects?

- How do you know whether it's better to lay out very specifically what others have to do – versus allowing them to use their own initiative and creativity?
- Have you ever over-planned a project or spent too much time in planning versus execution?
- Everyone at one time or another is too busy to plan future activities. Tell us about a time when you were so busy you just reacted to situations rather than planned for them. How do you determine priorities in scheduling your time? Please give us some examples.
- What programs or projects have you been responsible for implementing? Tell us how you planned and executed the most important of these. What unanticipated difficulties arose in carrying out the plan? What changes were made in your plan as it was being implemented? Looking back, how effective do you think your preliminary planning efforts were?
- What specific systems do you use to organize your day?
- Describe the last time you organized a project? Did you finish what you set out to accomplish? Why or why not?
- In what areas do you find yourself procrastinating?
- Give us an example of a project that best describes your organizational skills.
- How do you decide what gets top priority when scheduling your time?
- Describe how you develop a project team's goals and project plan?
- Tell us about a time when your time schedule or project plan was upset by unforeseen circumstances?
- Describe a situation that required you to do a number of things at the same time. How did you handle it? What was the result?
- How do you typically plan your day to manage your time effectively?
- Of your current assignments, which do you consider to have required the greatest amount of effort with regard to planning/organization? How have you accomplished this assignment? How would you assess your effectiveness?

Goal Setting:

- Tell us about a professional goal you set for yourself and how you reached it. What obstacles did you encounter? How did you overcome the obstacles?
- How have you gone about setting short-term goals and long-term goals for yourself or your team? What steps did you take along the way to keep yourself accountable?
- Give us an example of an important goal which you had set in the past and tell us about your success in reaching it.
- Tell us what you do in order to ensure you have enough time set aside for goal setting - then talk about the specific times in which you have initiated your own goal setting over the last few years. What happened?
- In a fast-paced working environment, it is often necessary to prioritize goals to be sure that effort is allocated appropriately. Tell us about the most important time in your working history when you prioritized your goals successfully.
- Goal statements are often made to meet the expectations of others. Tell us about a time when you took the initiative to set goals and objectives, even though you were not prompted or directed by others to do so.
- What have been your experiences in defining long range goals? Tell us what specific goal was set, how it was set, and how successful you were in its achievement.

- Goal statements can be used to manage your own work activities since they enable you to guide day-to-day actions successfully. Describe an especially favorable experience you've had in using goals to guide your own actions.
- Give us an example of a time when you used a systematic process to define your objectives. What type of system did you use? What payoff did you get from using the process?
- Give us an example of the most significant professional goal you have met. How did you achieve it? What were the obstacles? How did you overcome them?
- Give us an example of when you took a risk to achieve a goal. What was the outcome?
- Tell us about a time when you overcame great obstacles to achieve something significant.
- Give us an example of when you achieved something by your persistence that others couldn't.
- How do you communicate goals to your direct reports? Give an example.
- How do you involve people in developing your unit's goals? Give us an example.
- What were your long-range plans at your most recent employer? What was your role in developing them?
- Describe a time when you were overloaded with work? How did you keep track of the work so that it got done on time?
- When given an important assignment, how do you approach it?

Policies, Process and Procedures

<u>Definition</u>: Acts in accordance with established guidelines.

<u>Key Behaviors</u>: Follows standard procedures in crisis situations; communicates and enforces organizational policies and procedures; recognizes and constructively conforms to unwritten rules or practices.

<u>Questions</u>:

- Talk about a time when you had to abide by a policy you did not personally agree with.
- It is pretty realistic to say that no job is a complete 'bed of roses'. Tell us about a time when you were able to express your opinions in spite of disagreements or objections.
- Tell us about your experiences in documenting your work activities in a written form. Be specific.
- On some jobs it is sometimes necessary to act strictly in accordance with policy. Give us an example of when you were expected to act in accordance with policy even when it was not convenient. What did you do?
- Describe a time when you had to adopt a well-defined work routine. How long did the situation last? What was involved?
- Tell us about a job you have had that required you complete a lot of paperwork. What specific things did you do to ensure your accuracy?
- Many positions have well established standard methods to help you do the job. Give us an example of a time when you found a systematic method for solving work problems to be a good routine to follow. Be specific.
- What types of experience have you had in managing situations that involve human health/human welfare or severe financial outcomes? Detail, as much as possible, the way in which you used policies and procedures to ensure your job effectiveness.

Problem Solving and Decision Making

Definition: Builds a logical approach to address problems or opportunities or manage the situation at hand by drawing on one's knowledge and experience base, and calling on other references and resources as necessary. Makes decisions authoritatively and wisely after adequately contemplating various available courses of action.

Key Behaviors of Problem Solving: Undertakes a complex task by breaking it down into manageable parts in a systematic, detailed way; thinks of several possible explanations or alternatives for a situation and anticipates potential obstacles and develops contingency plans to overcome them; identifies the information needed to solve a problem effectively; presents problem analysis and recommended solution to others rather than just identifying or describing the problem itself; acknowledges when one doesn't know something and takes steps to find out.

Key Behaviors of Decision Making: Considers alternative available actions, resources, and constraints before selecting a method for accomplishing a task or project; refrains from "jumping to conclusions" based on no, or minimal, evidence and takes time to collect facts before decision-making; considers cost and efficiency when making decisions establishing or changing work procedures; considers the long-term as well as immediate short-term outcomes and actions; appropriately balances needs and desires with available resources and constraints; recognizes when to escalate appropriate or specific situations to the next higher level of expertise.

Questions:

- Tell us about a time when you didn't know how to do something. What did you do to overcome that barrier?
- Tell us about a time when you had to make a decision without all the information you needed. How did you handle it?
- Give us an example of a time when you had to be quick in coming to a decision. What obstacles did you face? What did you do to come to a decision? Looking back, would you make that same decision again – why or why not?
- Tell us about a situation where you had a number of alternatives to choose from? How did you go about choosing one? How did you assemble the information? How did you review the information? What process did you follow to reach a conclusion? What alternatives did you develop?
- What is the most difficult decision you've ever had to make at work? How did you arrive at your decision? What was the result?
- Give us an example of a decision you made that you ultimately regretted. What happened?
- Tell us about a time when you had to defend a decision you made even though other important people were opposed to your decision.
- Describe the project or situation that best demonstrates your analytical abilities. What was your role?
- Tell us about a time when you had to analyze information and make a recommendation. What kind of thought process did you go through? Was your recommendation accepted? If not, why?
- Tell us about a situation where you had to solve a difficult problem. What did you do? What was the outcome? What do you wish you had done differently?
- What steps do you follow to study a problem before making a decision? Why?

Relationship Management

Definition: Identifies and initiates working relationships and develops and maintains them in a way that is of mutual benefit to all parties.

Key Behaviors: Earns trust in relationships with others by consistently demonstrating integrity (honesty, consistency, and reliability) and professional competence; is squarely focused on helping others achieve their agendas; consistently meets commitments; tunes into other's feelings, thoughts, and daily context; acts in socially appropriate ways; shows a genuine interest in other people; asks good questions, and listens keenly; able to adjust and adapt social style and communications (e.g., pace, flow, focus of a presentation; balances dedication to clients with objectivity and independence; acts in the client's best interest (except when to do so would cause harm) but is willing to say "no" or to disagree on important issues.

Questions:

- How would you go about building rapport with a client or colleague who was from a background different than yours?
- Describe how you communicate effectively and respectfully within the context of varying beliefs, behaviors, and backgrounds.
- Give an example of when you had to work with someone who was difficult to get along with. How/why was this person difficult? How did you handle it? How did the relationship progress?
- What, in your opinion, are the key ingredients in guiding and maintaining successful professional relationships? Give us two or three examples of how you have made these work for you.
- Tell us about a time when you had to work on a team with someone you did not get along with. What happened?
- Building rapport is sometimes a very challenging thing to do. Tell us about a time when you were able to build rapport with someone at work, even though the circumstances were not the best.
- Being skillful in dealing with other people on the job is an important factor in being productive. Describe a time when you were successful in dealing with another because you built a trusting and harmonious relationship.
- It is all too easy to ignore the feelings of others because of a preoccupation with our own needs. Tell us about a time when you made a special effort to treat another person in a way which showed your respect for the other's feelings.
- Give an example of when you had to work with someone who was difficult to get along with. Why was this person difficult? How did you handle that person?
- Describe a situation in which you were able to read another person effectively and guide your actions by your understanding of his/her individual needs or values.
- It is sometimes very difficult to perceive the needs, values, or opinions of others. Tell us about a time when you were able to 'step into another person's shoes' in order to discover their unique perspective.
- Tell us about a time when your perceptiveness helped you to make sense out of another person's behavior.
- The correct understanding of differences in personality can have an impact on work decisions such as work assignment, employee motivation and conflict management. Tell us how your knowledge of personality differences benefited your effectiveness.

- Tell us about a situation in which you were particularly skillful in detecting clues which showed how another person thought or felt. How did you 'size up' this person?
- There are many work situations in which it is important to be skillful in reading hidden interests and personality conflicts. Tell us about a time which shows your savvy in 'reading' another person.
- Describe the most difficult working relationship you've had with an individual. What specific actions did you take to improve the relationship? What was the outcome?
- Describe how your ability to communicate effectively and build relationships with many different types of people has contributed to one of your greatest accomplishments.
- Give a specific example of a time when you had to address an angry customer/client. What was the problem and what was the outcome? How would you assess your role in diffusing the situation?
- It is very important to build good relationships at work but it doesn't always work. Tell us about a time when you were not able to build a successful relationship with a difficult person.
- Tell us about a time when you built rapport quickly with someone under difficult conditions.

Resource Management

Definition: Effectively manages all resources (people, systems, space, budgets, contracts, information) to achieve organizational goals and results.

Key Behaviors: Articulates the functions and objectives of the organization and the relationship between own office and the larger organization; applies knowledge of organization to define requirements and acquire resources; develops realistic and manageable budgets based on organizational goals, objectives, and priorities; tracks and evaluates organizational budget, inventory, space, purchasing and personnel activities; prepares and administers contracts and monitors contract performance; optimizes processes by coordinating interactions across the organization; builds and leverages networks to work across the organization and achieve results

Questions:

- Describe a time when you effectively and efficiently used organizational resources and assets (financial, human, physical and information) to accomplish an important work objective.
- Give us an example of when you planned how to eliminate unnecessary activities and procedures in order to improve efficiency and make better use of resources. What was the outcome of your efforts?
- Give us an example of a time where you underestimated a resource you needed to get a task or project done, but managed to overcome the shortage and be successful.
- We have all faced situations where the resources we needed to be successful were not within our span of control. Tell us about a project or goal where this was true for you.
- Sometimes the only way people or departments can accomplish their individual goals is to form a partnership. Tell me about a time where you did this.

Stress Tolerance (Coping with Stress)

Definition: Maintains stable performance under pressure or opposition (such as time pressure or job ambiguity); handles stress in a manner that is acceptable to others and to the organization.

Key Behaviors: Stays focused on work tasks and productively uses time and energy when under stress; presents a positive disposition and maintains constructive interpersonal relationships when under stress; develops appropriate strategies as needed to alter conditions that create stress and to sustain physical and mental health.

Questions:

- Tell us about a time when you had to cope with strict deadlines or time demands. How did you handle it?
- Give us an example of a time at work when you had to deal with unreasonable expectations. How did you handle it?
- Describe a time when you had to cope with the anger or hostility of another person? What was the situation, what was your approach, and what was the outcome? Be specific.
- It is not unusual to be in a setting at work that will be physically demanding or hazardous. Tell me about a time when you were able to do a job in spite of difficult conditions.
- Sooner or later we all deal with interpersonal conflict or personal rejection at work. Give us an example of a time when you had to cope with these demands
- Tell us about a recent high stress situation when it was important that you keep a positive attitude. What was the situation and how did you deal with it?
- Describe a high pressure situation you had to handle at work. Tell us what happened, who was involved, and what you did in terms of problem solving.
- Give us an example of a time when another person really tried your patience. Specifically, talk about a time when you were angry or frustrated and felt like attacking the other person.
- Describe the worst customer or co-worker you have ever had and tell us how you dealt with him or her.
- Tell us about the last time you had to smooth over a disagreement between two other people. What was the end result?
- Describe the last time you confronted a peer about something he/she did that bothered you. What were the circumstances? After realizing there was a problem, how long did you wait to confront your peer? What did you do? How did you feel about it afterwards?
- Tell us about a time when it was tough to gain cooperation from a co-worker or customer. How did you handle the situation?
- Tell us about a time when you handled a conflict you were having with a customer/ boss/ peer/ direct report.
- What is your typical way of dealing with conflict? Give us an example.
- Tell us about a time you were able to successfully deal with another person even when that individual may not have personally liked you (or vice versa).
- Describe a time when you were faced with problems or stresses at work that tested your coping skills. What did you do?