

## Competencies Listing

### *With Sample Behavior-Based Questions*

#### 1. INITIATIVE

- Enjoys working hard
- Is action oriented and full of energy for the things that he/she sees as challenging
- Isn't fearful of acting with a minimum of planning
- Seizes opportunities when they arise

*Give me an example of a time when you took independent action to resolve a matter.*

*Tell me about times when you seized opportunities and grabbed something and ran with it yourself.*

#### 2. FLEXIBILITY

- Can effectively cope with change
- Can shift gears comfortably
- Can decide and act without having the total picture
- Isn't upset when things are up in the air
- Doesn't have to finish things before moving on
- Can comfortably handle risk and uncertainty

*Tell me about a time when you had to stop working on a project/idea/assignment and start working on a completely different one. What did you do? How did that work out?*

*Give me an example of a time your tightly scheduled day was interrupted and thrown way off schedule.*

#### 3. APPROACHABILITY

- Is easy to approach and talk to
- Spends the extra effort to put others at ease
- Can be warm, pleasant, and gracious
- Is sensitive to and patient with the interpersonal anxieties of others
- Builds rapport well
- Is a good listener
- Is an early knower, getting informal and recognizing incomplete information in time to do something about it

*Tell me about a time when someone came to you with a problem. What did you do?*

*Tell me about a time when you had to form a relationship with someone you really disliked to get your job done.*

#### **4. BOSS RELATIONSHIP**

- Responds and relates well to bosses
- Would work harder for a good boss
- Is open to learning from bosses who are good coaches and who provide latitude
- Likes to learn from those who have been there before
- Is easy to challenge and develop
- Is comfortable with being coach

*Tell me about your best and worst boss. How were they the same and different? How were you able to work with these individuals? Give me an example of something that you learned from a boss that has helped you in your career.*

#### **5. BUSINESS SAVVY**

- Knows how business works
- Is knowledgeable in current and possible future policies, practices, trends, and information
- Knows the competition
- Is aware of how strategies and tactics work in the marketplace

*Tell me about a time you recognized a problem before your boss or others in the organization did. What was the problem? What was the result? Explain what you perceive as the core competencies of your discipline.*

#### **6. CAREER GOALS**

- Knows what he/she wants from a career and actively works on it
- Is career knowledgeable
- Makes things happen for self
- Markets self for opportunities
- Doesn't wait for others to open doors

*Tell me about a time when you went from one job/career/major to another. What were the toughest transitions? What did you realize about what you want or don't want to do? What have you done to improve your marketability for promotion?*

#### **7. RAPPORT WITH STAFF**

- Is interested in the work and non-work needs of direct reports
- Asks about their plans, problems, and desires, knows about their concerns and questions
- Is available for listening to personal problems
- Monitors workloads and appreciates extra effort

*Tell me about a time when you helped a colleague with a conflict they were having with someone else.*

*Tell me about a time when you tried to improve the morale in your department.*

#### **8. RAPPORT WITH SENIOR MANAGEMENT**

- Can deal comfortably with senior managers
- Can present to a group of senior managers without undue tension and nervousness
- Understands how senior managers think and work
- Can determine the best way to get things done with them by talking their language and responding to their needs
- Can craft approaches likely to be seen as appropriate and positive

*Tell me about a presentation you made to upper management. What was it about? How did you feel about making the presentation? How did it go?*

*Who is a higher management role model for you? Why? Are there others?*

#### **9. LEADERSHIP**

- Relishes leading
- Takes unpopular stands if necessary
- Encourages direct and tough debate but isn't afraid to end it and move on
- Is looked to for direction in a crisis
- Faces adversity head on
- Is energized by tough challenges

*Tell me about a time when you took charge of a group in which you didn't like how things were going and you convinced the people to do something different.*

*Describe a time you led a team of people who didn't always see eye to eye. What did you do? Why did you choose to do that? How did it work out?*

#### **10. COMPASSION**

- Genuinely cares about people
- Is concerned about their work and non-work problems
- Is available and ready to help
- Is sympathetic to the plight of those not as fortunate as others
- Demonstrates real empathy with the joys and pains of others

*Tell me about a time when you demonstrated to a direct report that you were concerned about a work or non-work problem he was experiencing.*

*Give me an example of a time you were particularly perceptive regarding a person's or group's feelings and needs.*

#### **11. COMPOSURE**

- Is cool under pressure
- Does not become defensive or irritated when times are tough
- Is considered mature
- Can be counted on to hold things together during tough times
- Can handle stress
- Is not knocked off balance by the unexpected
- Doesn't show frustration when resisted or blocked
- Is a settling influence in a crisis

*Tell me about a crisis you had to manage.*

*Tell me about a time when you had to deal with an arrogant, condescending person or one who made you angry.*

#### **12. CONFLICT MANAGEMENT**

- Steps up to conflicts, seeing them as opportunities
- Reads situations quickly
- Is Good at focused listening
- Can hammer out tough agreements and settle disputes equitably
- Can find common ground and get cooperation with minimum noise

*Tell me about a time when you served as a mediator or a neutral third party.*

*Tell me about a conflict you handled well and one you didn't handle well.*

#### **13. ADDRESSING PERFORMANCE ISSUES**

- Deals with problem direct reports firmly and in a timely manner
- Doesn't allow problems to fester
- Regularly reviews performance and holds timely discussions
- Can make negative decisions when all other efforts fail
- Deals effectively with troublemakers

*Tell me about a time when there was a problem with one of your Employees. What was the problem? How did you deal with it? How long after you became aware of the problem did you deal with it?*

*Give me an example of a time when attempts to resolve an issue with a problem employee had to be resolved by making a decision that had negative consequences.*

#### 14. CREATIVITY

- Comes up with a lot of new and unique ideas
- Easily makes connections among previously unrelated notions
- Tends to be seen as original and value-added in brainstorming settings

*Tell me about a new idea that you developed that produced positive results.*

*Tell me about a suggestion you made to improve a work process that was adopted and benefited your department.*

#### 15. CUSTOMER SERVICE

- Is dedicated to meeting the expectations/requirements of internal/external customers
- Gets first-hand customer information and uses it for improvements in products/services
- Acts with customers in mind
- Establishes and maintains effective relationships with customers and gains their trust/respect

*Tell me about a time when you exceeded the expectations of a customer.*

*Give me an example of a time when a customer's trust in you was diminished. What did you do to restore the trust? Did you retain the customer?*

#### 16. TIMELY DECISIONS

- Makes decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure
- Is able to make a quick decision

*Tell me about the process you use when you have to make a decision in a short amount of time.*

*Tell me about a decision you made and later regretted.*

#### 17. DECISION QUALITY

- Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment
- Most of his/her solutions and suggestions turn out to be correct and accurate when judged over time
- Is sought out by others for advice and solutions

*Give me an example of a good decision you made, as well as a bad decision. What did you learn from the bad decision?*

*Tell me about the analytical process you engage in when you make a decision.*

## 18. DELEGATION

- Clearly and comfortably delegates both routine and important tasks and decisions
- Broadly shares both responsibility and accountability
- Tends to trust people to perform
- Lets direct reports finish their own work

*Tell me about a project in which you delegated routine and important tasks to others. How did you assure the tasks got completed?*

*Tell me about a time when the person you delegated a task to did not complete it as needed. What did you do to save the project? How did you deal with the person that let you down?*

## 19. DEVELOPING WORKFORCE

- Provides challenging and stretching tasks and assignments
- Holds frequent development discussions
- Is aware of each direct report's career goals
- Constructs compelling development plans and executes them
- Pushes direct reports to accept developmental moves
- Will take direct reports who need work
- Is a people builder

*Tell me about a time when you encouraged one of your staff members to do something that he/she didn't think they could do. What was the task or skill? What was the result of you pushing the employee to stretch farther than what he/she thought he/she was capable of?*

*Describe the methods you've used to develop the potential of your staff.*

## 20. DIRECTING OTHERS

- Is good at establishing clear directions
- Sets stretching objectives
- Distributes the workload appropriately
- Lays out work in a well-planned and organized manner
- Maintains two-way dialogue with others on work and results
- Brings out the best in people
- Is a clear communicator

*Tell me about how you plan and communicate a long-range project to staff or team members.*

*Give an example of the methods you use to distribute the workload appropriately.*

## 21. VALUING DIVERSITY

- Manages all kinds and classes of people equitably
- Deals effectively with all races, nationalities, cultures, disabilities, ages, and both sexes
- Hires variety and diversity without regard to class
- Supports equal and fair treatment and opportunity for all

*Tell me about a time when you hired someone who was different from the other people on your staff. What did you do to incorporate the new employee into your department?*

*Give me an example of a time when you had difficulty in unifying a diverse group of people.*

## 22. ETHICS AND VALUES

- Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times
- Acts in line with those values
- Rewards the right values and disapproves of others
- Practices what he/she preaches

*Tell me about a time when you had to represent a position you didn't totally agree with.*

*Tell me about a time when you stood alone to stand up for what was right.*

## 23. FAIRNESS TO WORKFORCE

- Treats direct reports equitably
- Acts fairly
- Has candid discussions
- Doesn't have hidden agenda
- Doesn't give preferential treatment

*Tell me about a time when you settled a conflict between two direct reports.*

*Tell me about a time when you had a direct report who was unfair to his/her staff. How did you intervene?*

## 24. FUNCTIONAL COMPUTER SKILLS

- Has the functional and technical knowledge and skills to do the job at a high level of accomplishment using appropriate computer software
- Is familiar with mainstream computer software
- Has ability to utilize mainstream computer software to meet specific job needs
- Is able to learn advanced skills with mainstream computer software

*Give me examples of your core technical competencies.  
Tell me about how you keep up-to-date with technology.*

## **25. HIRING AND STAFFING**

- Adheres to interviewing and hiring process
- Is able to identify talented staff who best fit the job requirements
- Hires the best people available from inside or outside
- Is able to evaluate potential skills needed to accomplish work unit goals and find successful candidates

*Tell me about your best hire. What made him/her your best hire?  
Tell me about your worst hire. What made him/her your worst hire?  
Tell me about a group you ran where you selected the membership.  
Who did you select and why?*

## **26. HUMOR**

- Actively chooses a positive and constructive attitude
- Can “make your day” through laughter and sense of humor
- Has a playful approach to keep things light but still accomplish key goals and priorities
- Is appropriately funny and can use humor to ease tension

*Tell me about a time when you used humor to defuse a tense situation.  
Describe a situation you were in where someone used humor well/poorly.*

## **27. INFORMATION SHARING**

- Provides the information people need to know to do their jobs and to feel good about being a member of the team, unit, and/or the organization
- Provides individuals information so that they can make accurate decisions
- Is timely with information

*Tell me about a time when communication was essential. How did you keep people apprised of what was going on?  
Tell me about a time when you failed to give your team or a member of your team the information needed to do the job you asked of them.*

## **28. INNOVATION**

- Is good at bringing the creative ideas of others to market
- Has good judgment about which creative ideas and suggestions will work
- Has a sense about managing the creative process of others
- Can facilitate brainstorming
- Can project how potential ideas may play out in the marketplace



*What promoted an innovative and non-innovative climate?  
Tell me about a time when you took a good idea from A to Z.*

## **29. INTEGRITY AND TRUST**

- Is widely trusted
- Is seen as a direct, truthful individual
- Can present the unvarnished truth in an appropriate and helpful manner
- Keeps confidences
- Admits mistakes
- Doesn't misrepresent him/herself for personal gain

*Tell me how you have developed trust and loyalty between you and your direct report, your supervisor.*

*How do you handle possessing confidential information a requester knows you have but you can't or won't disclose?*

## **30. INTELLECTUAL HORSEPOWER**

- Is bright and intelligent
- Deals with concepts and complexity comfortably
- Is described as intellectually sharp, capable, and agile

*Tell me about your last three successful projects or accomplishments in your area. How were they the same, different, what's repeatable? Describe for me a situation where you may have missed an obvious solution to a problem.*

## **31. INTERPERSONAL SAVVY**

- Relates well to all kinds of people - up, down, and sideways - inside and outside the organization
- Builds appropriate rapport
- Builds constructive and effective relationships
- Uses diplomacy and tact
- Can diffuse even high-tension situations comfortably

*Tell me about a time when you had to deal with a rude, sarcastic, or negative person. How did you handle the situation?*

*Tell me about a time when you built strong relationships where none existed before.*

## **32. QUICK LEARNER**

- Learns quickly when facing new problems
- Is a relentless, versatile learner
- Analyzes both successes and failures for clues to improvement
- Experiments and will try anything to find solutions

- Enjoys the challenge of unfamiliar tasks
- Quickly grasps the essence and the underlying structure of anything

***Tell me about a time when you had to learn something new in a short amount of time. What created the situation? What did you have to learn? How did you learn it?***

***Tell me about a job you had that required you to learn new things.***

### **33. LISTENING**

- Practices attentive and active listening
- Has the patience to hear people out
- Can accurately restate the opinions of others even when he/she disagrees

***Tell me about a time where your active listening skills really paid off for you.***

***Describe a work situation that required you to really listen to a person who was telling you about a personal/sensitive situation.***

### **34. MANAGERIAL COURAGE**

- Doesn't hold back anything that needs to be said
- Provides current, direct, complete, and "actionable" positive and corrective feedback to others
- Lets people know where they stand
- Faces up to people problems on any person or situation (not including direct reports) quickly and directly
- Is not afraid to take negative action when necessary

***Tell me about a time when you contributed to getting someone disciplined or fired.***

***Tell me about a time when you witnessed a project fail because nobody had the courage to tell it like it was until it was too late.***

### **35. MANAGING AND MEASURING WORK**

- Clearly assigns responsibility for tasks and decisions
- Sets clear objectives and measures
- Monitors process, progress, and results
- Designs feedback loops into work

***Tell me about a major project you managed. How did you assign tasks to your direct reports? How did you monitor progress? How did you measure success along the way and in the end?***

***Describe your procedures for evaluating your direct reports.***

### **36. MOTIVATING OTHERS**

- Creates a climate in which people want to do their best
- Can motivate many kinds of direct reports and team or project members
- Can assess each person's hot button and use it to get the best out of him/her
- Pushes tasks and decisions down to direct reports
- Empowers others
- Invites input from each person and shares ownership and visibility
- Makes each individual feel his/her work is important
- Is someone people like working for and with

*Tell me about a time you were highly motivated and your example inspired others.*

*Tell me about a time when you were able to give an employee what he/she needed to maintain or regain his/her motivation.*

### **37. NEGOTIATING**

- Can negotiate skillfully in tough situations with both internal and external groups
- Can settle differences with minimum noise
- Can win concessions without damaging relationships
- Can be both direct and forceful as well as diplomatic
- Gains trust of other parties to the negotiations quickly
- Has a good sense of timing

*Tell me about a time when you negotiated well. Contrast this with a time you did not negotiate well.*

*Tell me about a time you needed to get cooperation from someone in another department for you to be successful on a task or project.*

### **38. ORGANIZATIONAL AGILITY**

- Is knowledgeable about how organizations work
- Knows how to get things done both through formal channels and the informal network
- Understands the origin and reasoning behind key policies, practices, and procedures
- Understands the cultures of organizations

*Tell me about a time when you were under time pressure and had to get something approved.*

*Tell me about a time when you misread an organization's culture.*

### 39. ORGANIZATIONAL SKILLS

- Can marshal resources (people, funding, material, support) to get things done
- Can orchestrate multiple activities at once to accomplish a goal
- Uses resources effectively and efficiently
- Arranges information and files in a useful manner

*Tell me about a time you had to handle multiple responsibilities.  
How did you organize the work you needed to do?*

*Describe how you have improved the organization of a system, process,  
or task in your current position.*

### 40. DEALING WITH CHANGE

- Can modify personal style to various situations
- Is very flexible and adaptable when facing tough calls
- Can use different skills depending upon the situation
- Is able to deal with ambiguity in role definition, work processes, conflicts, and decision-making

*Tell me about a time when you had to adapt to an uncomfortable  
situation.*

*Describe a situation where you, at first, resisted a change at work  
and later accepted it. What, specifically, changed your mind?*

### 41. PATIENCE

- Is tolerant with people and processes
- Listens and checks before acting
- Tries to understand the people and the data before making judgments and acting
- Waits for others to catch up before acting
- Is sensitive to due process and proper pacing
- Follows established process

*Tell me about a time when your audience just wasn't getting it.*

*Tell me about a time when you had to work on a project with less  
skilled /less knowledgeable people.*

### 42. RELATIONSHIPS WITH PEERS

- Can quickly find common ground and solve problems for the good of all
- Can represent his/her own interests and yet be fair to other groups
- Can solve problems with peers with a minimum of noise
- Is seen as a team player and is cooperative
- Easily gains trust and support of peers
- Encourages collaboration
- Can be candid with peers

***Tell me about a time when you needed to gain the trust and support of one or more of your peers in order to be successful on something. Tell me about a time when you resolved a conflict you were having with peers.***

#### **43. PERSERVERANCE**

- Pursues everything with energy, drive, and a need to finish
- Seldom gives up before finishing, especially in the face of resistance or setbacks

***Tell me about a time you encountered significant resistance or a major setback on a project you were working on, but managed to work through it anyway.***

***Tell me about a time when you dropped a project in the middle and moved on to some other priority.***

#### **44. SELF KNOWLEDGE**

- Shares his/her thoughts about personal strengths, weaknesses, and limitations
- Admits mistakes and shortcomings
- Is open about personal beliefs and feelings
- Is easy to get to know to those who interact with him/her regularly
- Knows personal strengths, weaknesses, opportunities, and limits
- Seeks feedback
- Gains insights from mistakes
- Is open to criticism
- Isn't defensive
- Is receptive to talking about shortcomings
- Looks forward to balancing (pluses and minuses) performance reviews and career discussions

***Tell me about a time when you were not pleased with (or were disappointed in) your performance. What did you do about it?***

***Tell me about your biggest error in judgment or failure in your current (or last) position. Why did you make it? How did you correct the problem?***

#### **45. PERSPECTIVE**

- Looks toward the broadest possible view of an issue/challenge
- Has broad-ranging personal and business interests and pursuits
- Can easily pose future scenarios
- Can think globally
- Can discuss multiple aspects and impacts of issues and project them into the future

*Tell me about a time when your ability to explore “what if” scenarios enabled you to prevent a significant/major problem from occurring. Tell me about a time where your ability to (think globally/broadly/strategically, or look at the big picture) stopped you or someone else from doing something that would have been a mistake.*

#### **46. PLANNING**

- Accurately scopes out length and difficulty of tasks and projects
- Sets objectives and goals
- Breaks down work into the process steps
- Develops schedules and task/people assignments
- Anticipates and adjusts for problems and roadblocks
- Measures performance against goals
- Evaluates results

*Give me an example of a change you saw coming and how you planned for that change.*

*Tell me about a time when your schedule was suddenly interrupted and your plans for the day completely changed.*

#### **47. POLITICAL SAVVY**

- Can maneuver through complex political situations effectively and quietly
- Is sensitive to how people and organizations function
- Anticipates where the land mines are and plans his/her approach accordingly
- Views organizational politics as a necessary part of university life and works to adjust to that reality

*Tell me about a time you used your political savvy to have a major policy/practice/procedure approved.*

*Describe a time when politics at work affected your job. How did you handle the situation? Were you successful?*

#### **48. PRESENTATION SKILLS**

- Is effective in a variety of formal presentation settings: can present to one-on-one, small and large groups, with peers, direct reports, and bosses
- Is effective both inside and outside the organization, on both cool data and hot and controversial topics
- Commands attention and can manage group process during the presentation
- Can change tactics midstream when something isn't working

*Tell me about a presentation you made to a large audience. What was the purpose? How did you prepare for it?*

*Give me an example of a time when a presentation you were making wasn't working and you were able to switch tactics to make it work. How did you know the presentation wasn't working?*

#### **49. PRIORITY SETTING**

- Spends his/her time and the time of others on what's important
- Quickly zeroes in on the critical few and puts the trivial many aside
- Can quickly sense what will help or hinder accomplishing a goal
- Eliminates roadblocks
- Creates focus

*Tell me about a time when you had to set overall direction for a group.*

*Tell me about a time when others sought you out for your opinion on priorities.*

#### **50. PROBLEM SOLVING**

- Uses rigorous logic and methods to solve difficult problems with effective solutions
- Probes all fruitful sources for answers
- Can see hidden problems
- Is excellent at honest analysis
- Looks beyond the obvious and doesn't stop at the first answers

*Tell me about a time when someone taught you a lot about how to solve problems.*

*Give me an example of a time you identified a potential problem and resolved the situation before it became serious.*

#### **51. PROCESS MANAGEMENT**

- Good at figuring out the processes necessary to get things done
- Knows how to organize people and activities
- Understands how to separate and combine tasks into efficient work flow
- Knows what to measure and how to measure it
- Can see opportunities for synergy and integration where others can't
- Can simplify complex processes
- Gets more out of fewer resources

*Tell me about your most effective way(s) to keep a task on track.*

*Tell me about a time when you organized and implemented a system/work process.*

#### **52. RESULTS-ORIENTED**

- Can be counted on to exceed goals successfully
- Is constantly and consistently one of the top performers

- Is very bottom-line oriented
- Steadfastly pushes self and others for results

*Describe a time when, against all odds, you were able to get a project or task completed within the defined parameters.*

*Tell me about when you watched someone get results at all costs and paid a big price for it.*

### **53. PERSONAL DEVELOPMENT**

- Is personally committed to and actively works to continuously improve him/herself
- Understands that different situations and levels may call for different skills and approaches
- Works to deploy strengths
- Works on compensating for weakness and limits

*Tell me about a time when you came back from a course excited about what you learned and then had trouble implementing the change back in the workplace.*

*Tell me about a time when you took a new job that required a much different set of skills.*

### **54. ASSESSING OTHERS**

- After reasonable exposure, can articulate the strengths and limitations of people inside or outside the organization
- Can accurately project what people are likely to do across a variety of situations

*Tell me about a time when you had a tough decision to make in hiring a candidate and what method did you used to make a selection.*

*Tell me about a time when you had to choose a leader for a project and what the outcome of the project was.*

### **55. PERSONAL COURAGE**

- Will stand up and be counted
- Doesn't shirk from personal responsibility
- Can be counted on when times are tough
- Is willing to be the only champion for an idea or position
- Is comfortable working alone on a tough assignment

*Tell me about a time when you had to stand up for what you believe in and what the outcome was.*

*Describe a time you had to make a decision that you knew would be unpopular.*



## 56. STRATEGIC AGILITY

- Sees ahead clearly
- Can anticipate future consequences and trends accurately
- Has broad knowledge and perspective
- Is future oriented
- Can articulately paint credible pictures and visions of possibilities and likelihoods
- Can create competitive and breakthrough strategies and plans

***Tell me about a time when you created and delivered a successful or not-so-successful strategic plan and what the outcome was.***

***Tell me about a time when you had to anticipate a problem. What was the issue? How did you handle it? What was the outcome?***

## 57. MANAGING OPERATIONS

- Can design practices, processes, and procedures which allow managing from a distance
- Is comfortable letting things manage themselves without intervening
- Can make things work through others without being there
- Can impact people and results remotely

***Tell me about a time when you had to delegate an assignment. Were you happy with your choice and, if not, why?***

***Tell me about a time when you had to develop policy for your current or a previous employer. Explain the process and the policy.***

## 58. BUILDING EFFECTIVE TEAMS

- Blends people into teams when needed
- Creates strong morale and spirit in his/her team
- Shares wins and successes
- Fosters open dialogue
- Lets people finish and be responsible for their work
- Defines success in terms of the whole team
- Creates a feeling of belonging in the team

***Give me an example of when you had limited time to complete a project and had to direct a work team in fulfilling that project.***

***Tell me about a time when you shared success. How did you feel about it and what was the success?***

## 59. TECHNICAL LEARNING

- Picks up on technical things quickly
- Can learn new skills and knowledge
- Is good at learning new industry, company, product, or technical knowledge
- Does well in technical courses and seminars

*Tell me about a time when you had difficulty in picking up a new skill or process related to your job. How did you address the issue? Describe a time when you had to learn something quickly to solve a problem.*

#### **60. TIME MANAGEMENT**

- Uses his/her time effectively and efficiently
- Values time
- Concentrates his/her efforts on the more important priorities
- Gets more done in less time than others
- Can attend to a broader range of activities

*Tell me about a time you had to complete multiple tasks/projects in a tight timeframe.*

*Give me an example of a time that your priorities were changed quickly. What did you do? What was the result?*

#### **61. CONTINUOUS QUALITY IMPROVEMENT**

- Is dedicated to providing the highest quality products and services which meet the needs and requirements of internal and external customers
- Is committed to continuous improvement through empowerment and management by data
- Is willing to re-engineer processes from scratch
- Is open to suggestions and experimentation
- Creates a learning environment leading to the most efficient and effective work processes

*Tell me about a time when you made a suggestion to improve a work flow that management accepted and implemented.*

*Tell me about something new or different that you did in your department that improved customer service, productivity, quality, teamwork, or performance.*

#### **62. UNDERSTANDING OTHERS IN GROUPS**

- Understands why groups do what they do
- Picks up the sense of the group in terms of positions, intentions, and needs
- Knows what they value and how to motivate them
- Can predict what groups will do across different situations

*Tell me about a time when you had to deal with a difficult co-worker in a group setting and how you handled the situation.*

*Give me an example of a time that your leadership transformed a group of people into an effective, healthy, productive team.*

### **63. MANAGING VISION AND PURPOSE**

- Communicates a compelling and inspired or sense of core purposes
- Talks beyond today
- Talks about possibilities
- Is optimistic
- Creates mileposts and symbols to rally support behind the vision
- Makes the vision sharable by everyone
- Can inspire and motivate entire units or organizations

*Describe a time you established a vision for your unit. What process was used? Were others involved in setting the vision and, if so, how? How did the vision contribute to the functioning of the unit? Tell me about a time when you had to convince and/or persuade others to believe in an idea or vision you had.*

### **64. WORK/LIFE BALANCE**

- Maintains a conscious balance between work and personal life so that one doesn't dominate the other
- Is not one-dimensional
- Knows how to attend to both
- Gets what he/she wants from both

*Tell me about a time when you felt the need to rebalance family/personal/work priorities. Tell me about a time when you demonstrated to a direct report that you were concerned about a work or non-work problem he/she was experiencing.*

### **65. WRITTEN COMMUNICATIONS**

- Is able to write clearly and succinctly in a variety of communication settings and styles
- Can get messages across that have the desired effect

*Tell me about a time when you used your written communication skills to convey an important message. Give me an example of an important report that you have written.*

### **66. SUPPORT OF DIVERSITY**

- Initiated diversity program or activities this year
- Discourages inappropriate language in the workplace
- Contributes to a welcoming environment for individuals regardless of their background or culture
- Proactively manages diversity through hiring, retention and promotion activities
- Leads and positively impacts diversity in the workplace and community

*Tell me about a time when you adapted your style in order to work*

*effectively with those who were different from you.  
Tell me about a time when you took action to make someone feel comfortable in an environment that was obviously uncomfortable with his or her presence.*

**67. QUALITY OF WORK**

- Follows procedures
- Ensures high-quality output
- Takes Action

*Tell me about your system for controlling errors in your work.  
Tell me about a time you had to pay close attention to procedures and small details in order to product a high-quality product.*