

Competency Based Interview Questions

When preparing to interview candidates, first identify the competencies that someone needs in order to be successful in the position. With those identified, you can then create or select interview questions to focus on how the person has demonstrated this competency in the past. The best way to determine how someone will perform in the future is to find out how they have performed in the past.

Accountability

- Give a specific example of how you have demonstrated your ability to handle multiple priorities and deliver results. Describe the situation and the manner in which you addressed it.
- Think of a time when you had many demands placed on your time. How did you ensure that you were available to meet the needs of your customers, as well as your coworkers, supervisors, and subordinates?
- Describe one service, activity, or process for which you have been held accountable. How did you make sure you achieved results for this process or activity?
- Describe a time when you were unable to follow through on a commitment you made. What happened? How did you explain this to the other party?
- Some jobs may be very hectic at times. Provide an example of how you managed to "get everything done" in a very busy time. What strategies did you use to ensure timely, quality results?
- Provide an example of a time when you had many demands placed on your time. How did you ensure that you were available to meet the needs of your customers, as well as your coworkers, supervisors, and subordinates?

Action Oriented

- Tell me about a time when you had to work on a project or task that you were dreading.
- Give an example of something you've done in previous jobs that demonstrates your willingness to work hard.
- Tell me about a challenging project you worked on.
- Describe a time when you had to act with very little planning.
- Sometimes people delay taking action on something. Describe a time when you saw other people in the organization who were not acting and you took it upon yourself to lead the effort.

Adaptability

- Discuss a time when you had to deal with major change in your work process or job duties. How did you prepare for the change? How did you respond in this situation?
- Provide an example of a time when you had to take action and didn't have enough time to prepare as much as you would like. How did you adapt to this situation?
- Describe a time when you had to complete a project in which there was very little direction. What are some of the issues you faced? How did you go about completing the project?
- Tell me about a time when you had more work than you could handle. What steps did you take to ensure quality outcomes?
- Everybody endures some stress in the workplace. Give a specific example of a stressful time at work. What caused the stress? What did you do to handle the stress?
- Give a specific example of when you have had to handle multiple priorities. How did you meet all of your responsibilities?
- Discuss a time when you had to deal with major change in your work process or job duties. How did you prepare for the change? How did you respond in this situation?
- Give a specific example of a time when a recommendation you made was rejected or criticized by others. How did you respond? What did you do next?

- Problems and difficulties often arise unexpectedly in the workplace. Give a specific example of a problem situation and how you handled it?
- Give an example of a time when you implemented a company initiative that you did not support. How did you handle this situation?
- Tell about a time when you changed or altered a decision as a result of a different point of view. What occurred that made you re-evaluate the decision?
- Describe a situation where you were faced with adversity. How did you handle the situation?
- Tell me about a time when you changed your priorities to meet others' expectations.
- Describe a time when you altered your behavior to fit the situation.
- Tell me about a time when you had to change your point of view or your plans to take into account new information or changing priorities.
- Can you describe a time when you had to adjust quickly to changes over which you had little control. How did the changes impact you?
- In what ways has your current job changed since you started? How have you dealt with these changes? How did you feel about these changes?
- Sometimes policies exist that we don't agree with. Tell me about the last time you disagreed with a new policy or procedure.
- Tell me about two previous supervisors with different management styles. In what ways did you modify your behavior to respond to their style?

Analytical Skills

- Tell me about the most complex or difficult information you have had to analyze.
- Describe a task or project that you were responsible for that best demonstrates your ability to analyze information.
- Tell me about a time where you caught a discrepancy or inconsistency in the available information that might have caused significant problems if you had missed it.
- There are times where there is an incredible amount of data and information to be analyzed. Tell me about a time you faced this situation and exactly what you did to boil everything down to what was most important.
- Describe a time where your "logical analysis" was seen as illogical or flawed by someone else.

Approachability

- Tell me about a time when someone came to you with a problem. What did you do?
- Give me an example of time an employee came to you who was nervous about something. How did you handle the situation? What was the result?
- Describe a time when you were able to establish a rapport with a person that others referred to as "difficult".
- Give me an example of a time that you were provided with information that enabled you to stop a potential problem from occurring.
- Give me some examples of when someone remembered you after only a brief introduction. Why do you think they remembered you?

Business Acumen /Understanding the Organization

- Give me an example of a project or initiative you had to manage where you had to demonstrate your awareness of the economic and business environment. Were you successful?
- Can you describe a time when you used financial data to identify key business planning issues or concerns?
- Describe a time when you identified and capitalized on a market trend that enhanced your competitive advantage. How did you recognize the trend? What actions did you take? What was the outcome?

- Describe a time when you effectively integrated financial, enterprise, and industry data and indicators into a strategic plan or initiative.
- Give me some examples of how people in other parts of the organization use your department or group as a resource.
- Give me an example of a decision that was made in your area that had an adverse impact on another area or department.
- Tell me about a decision you made that had an unexpected positive impact on another area or department.
- Give me an example of a time where your understanding of your organization enabled you to get something you needed that, had you lacked the understanding, you probably would not have gotten.
- Describe a time when politics at work affected your job. How did you deal with it?
- Tell me what steps you took to go about learning how your current organization works.
- Describe the culture of your organization and give an example of how work within this culture to achieve a goal.
- Describe the things you consider and the steps you take in assessing the viability of a new idea or initiative.
- Tell me about a time when you used your knowledge of the organization to get what you needed.

Career Ambition

- Tell me about your career path and what you have done so far to accomplish it.
- Give me an example of how you have taken control of your career.
- Give me an example of a tie you knew you had outgrown a position and it was time to move on.
- Tell me about your greatest career achievements. Why did you pick those examples?
- Tell me about a time you felt "off track" in your career progress.
- Tell me about a time when you turned down a good job.

Caring About Direct Reports

- Give me an example of how you have celebrated an individual's or your team's success in the past. What was the occasion?
- Tell me about a time you missed an opportunity to provide a direct report with recognition for a significant accomplishment. Why did you miss it? What did you do when you realized you missed it?
- Tell me what you have done on a consistent basis to ensure that your direct reports feel valued for their contributions?
- Describe a time when one of your direct reports was under a great deal of pressure or stress. What did you do in the situation? What was the outcome?
- Tell me about a time that you sensed that something was wrong with one of your direct reports and talked to him/her about it. What was the result?
- Give me an example of a time that you realized that one of your direct reports was overburdened with work. What did you do? How did your action affect the situation?

Coaching

- Describe how you coached two different people to accomplish the same tasks. What similarities and differences were there in your approach?
- Describe a time when you used feedback to enhance the performance of a direct report or other employee. What was your approach?
- Tell me about a time when you coached a direct report to take on a "stretch" task or to develop some necessary capabilities.
- Most leaders have had the experience of coaching someone who failed to improve. Tell me about a time you worked with someone who failed to improve. What might have caused the failure? What might you have done differently in your coaching strategy?

Change Management

- Tell me about the most difficult change you have had to make in your professional career. How did you manage the change?
- Describe a time when you felt that a planned change was inappropriate. What did you do? What were the results?
- Tell me about a time when you had to adapt to an uncomfortable situation.
- Tell me about a time you led a change effort.
- Describe a change effort you were involved in that was not as successful as you or the organization would have liked?
- Give me an example of a time when you had to adjust quickly to changes over which you had no control. What was the impact of the change on you?
- Give me an example of a time when you helped a direct report or other person in the organization accept change and make the necessary adjustments to move forward. What were the change/transition skills that you used?
- Describe a situation where you, a first, resisted a change at work and later accepted it. What, specifically, changed your mind?

Comfort Around Higher Management

- 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?
- Give me an example of a time where, by speaking management's language, you were able to convince them to do something that they might not have done otherwise.
- Tell me about a time where, had you taken time to think about how a higher level management person or group liked to receive information, you might have been more successful. If you had it to do over again, what would you do differently?

Communication

****Note to Interviewer:** Communication (verbal and written) is largely an observable behavior. However, if the available position requires a substantial amount of written communication, we recommend that candidates be asked to provide examples of their work.

- Describe a situation you were involved in that required a multi-dimensional communication strategy.
- Give an example of a difficult or sensitive situation that required extensive communication.
- Tell me about a time when you really had to pay attention to what someone else was saying, actively seeking to understand their message.

Oral

- Tell me about the most difficult or complex idea, situation, or process you have ever had to explain to someone. How did you explain it? Were you successful?
- Give me an example of a time you had to be excellent at multidirectional communication in order to be successful at something.
- Describe a time when you had difficulty communicating your thoughts clearly to another person or group. What message were you trying to convey? Where did the difficulty in communicating lie? How did you end up getting your point across?
- Give me an example of a time when you were able to successfully communicate with another person even when that individual personally may not have liked you.
- Give me an example when you were able to successfully communicate with a person *you* personally did not like.

- Describe a situation where you had to collect information by asking many people a lot of questions.
- Tell me about a sensitive or volatile situation that required very careful communication.
- Tell me about a job experience in which you had to speak up in order to be sure that other people knew what you thought or felt.
- Give me an example of a time when you were able to successfully communicate with another person even when you felt the individual did not value your perspective.
- Describe a time you observed or were a part of where communication was handled particularly well by someone else. What did they do? Why do you think it was effective?
- Describe a time you failed to communicate important information to your boss.
- Tell me about a time you failed to communicate effectively with your direct reports/client/customer. How did you find out you had failed to communicate effectively? What was the implication of this failure? What did you do about the situation? What did you learn from this?
- Tell me about a time when your dislike for an individual had a negative impact on your ability to communicate effectively with this person.

Written

- Give me an example of an important report you have written.
- Tell me about a time in which you had to use your written communication skills to get an important point across.
- Describe the most significant or creative written presentation you had to complete.
- Describe a time you wrote a report that was well received by others.
- Tell me about a time where you didn't document something that you wish you would have.
- Give me an example of a time you used written communication to share information that, in hindsight, you realize should have been shared verbally.

Critical Thinking

- Tell me about a time when you had a difficult and/or complex problem to solve. Why was the problem difficult? How did you organize the available information?
- Describe a situation when you were given an assignment that was difficult to complete because you were uncertain of several key elements. How did you go about completing the project?
- Please give me an example of a time when you had to solve a problem. Describe the problem, and then describe the steps you took to solve it. Was this the best way to solve the problem? Why or why not?
- Think of a time when you promised something to a customer or coworker by a certain deadline. What kinds of things did you consider when you agreed to the deadline? How did you go about meeting that deadline?

Customer Focus

Description: The desire to help or serve the customer and committed to continuous improvement of services. The ability to focus effort on discovering and meeting customers' stated or unstated needs and expectations.

- Describe a time when you had to adjust your schedule or workload to ensure that you could meet a customer's needs. How did you meet these responsibilities?
- Explain a time when you were NOT able to respond to a customer as quickly as promised. What led to this outcome? How did you handle the situation? What, if anything, would you do differently?
- Describe a time when you worked with a difficult customer. In what ways was the customer difficult? How did you respond to the customer? How did the customer respond to you?
- Describe a situation in which you anticipated, identified, and met a customer's needs. How did you know about the customer's need?
- Tell me about a situation when you received either positive or negative feedback from a customer. Why does this particular example stick out in your mind? What did you do with that feedback?

- Tell me about a time when you had to go out of your way to assist a customer. Describe the circumstances. What was the outcome?
- Give a specific example of a request made by a customer that could not be accommodated. What was your response? What was the customer's response?
- Give a specific example of excellent customer service you provided. Why do you think this was an example of excellent customer service?
- Customers can be very demanding. Tell me about a time when you had to manage a customer's expectation in order to avoid an unreasonable commitment.
- Sometimes customers have a limited or incorrect understanding of their needs. Tell me about a time when you had this kind of experience with a customer. What steps/approach did you take to educate them? What was the result?
- Describe a time when you had to ask questions and carefully gather information in order to understand the exact nature of a customer's issue or problem. What steps did you take to resolve the issue?

Decision Making & Judgment

Description: Selects effective approaches to solving issues based on available information and business objectives, and perceives the impact and implications of decisions.

- Tell me about a time when you had a difficult and/or complex problem to solve. How did you organize the information you had available? How did you gather more information? Was your decision/solution effective? Why?
- Give an example of a specific problem you had to solve or a decision you had to make. Please describe *how* you made that decision. What were the steps you went through to solve the problem? Did you involve others? Why or why not?
- Provide an example of a decision you had to make. Describe the situation and the different alternatives that you generated to solve the problem. How did you choose among these alternatives?
- Give a specific example of a time when you failed to handle a problem or situation effectively. Why do you think your solution was ineffective? What, if anything, did you do after you recognized the problem was not handled appropriately?
- Describe an important, work-related decision you made recently. Describe the process you went through to make the decision. How did you ultimately make the decision?
- Describe a situation when you firmly believed your point of view was correct, but you agreed to a different alternative to accommodate others within your department or unit. Why did you agree to this? What was the outcome?

Inclusiveness

Description: Respects and values the unique dimension each employee adds to the organization; values and encourages diversity of thought and experience.

- Tell me about a time when you helped a new member acclimate to your department. How did you go about making him/her feel welcome and a part of your unit? How was the new member received by your coworkers?
- Give an example of a time when a direct report was not offering any ideas regarding a problem or issue and you found a way to encourage him or her to contribute.
- Tell me about a time when members of your work team had difficulty adapting to the differences (e.g., personal, cultural, etc.) of others on the team. How did you handle the situation?
- In your department/business unit/organization, how do you harness individual differences (e.g., personal, cultural, etc.) for competitive advantage?
- Describe a situation when you needed the cooperation of many diverse people in order to succeed. How did your approach vary from one person to the next?

Industry Knowledge

Description: Develops knowledge base and understanding of current issues related to department, enterprise and higher education.

- What have you done to learn more about higher education?
- What, specifically, have you done to remain up-to-date on higher education issues? Describe any courses, reading, seminars, etc.
- Please give an example of something you have done to learn more about higher education. What did you learn?

*Note to Interviewer: These questions may not be relevant for external candidates.

Influence

Description: Persuades, encourages, or gains the support of others and causes them to take action.

- Describe a time when you needed to make several attempts and try different approaches in order to receive buy-in to an idea.
- Tell me about one of your most successful attempts to persuade others to your point of view.
- Sometimes we believe we have the best solution to a problem, but we can't convince others of the value. Give me an example of a time when you were unable to convince others of the merits of your idea.
- Describe a new procedure or idea you recently implemented that was considerably different from the standard approach. How did you establish credibility for your idea? Was your approach successful? Why?

Initiative

Description: Recognizes what needs to be done and accomplishes it proactively and with minimal supervision.

- Tell me about a time when you initiated a procedural change on your own. How did you present these changes to your supervisor?
- Give a specific example of a time when you put forth extra effort to attain a goal. Why was the extra effort necessary?
- Tell me about a time when none of your supervisors were available to guide or direct you on a particular project or problem. How did you approach the situation so that you could continue with your work?
- Give a specific example in which you were asked to complete an assignment where there would be very little supervision. How did you feel? Describe the outcome of the assignment/project. How was it received by your supervisor?
- Tell me about a time when you wanted to initiate a project on your own. How did you gain support for this project?
- Tell me about a time when you had to take charge and start the ball rolling to get a job done. What were the ramifications if the job didn't get done? How did it turn out?
- Describe a situation in which you identified a problem and took action to correct it rather than wait for someone else to do so.
- Describe a time when your quick response to a problem or situation made a difference. What happened?
- Describe how you have changed the way your business unit/department/group operates. What prompted you to make these changes?
- In your current position, what do you believe are the primary barriers to full empowerment and continuous improvement? What have you done to address these barriers?

Integrity

Description: Acts ethically and honestly in all business practices and builds professional relationships by promoting mutual trust.

- Describe a time when you became particularly frustrated with a supervisor or coworker. What did you say to the other party to communicate your frustration? What happened?

- Tell me about a time when you couldn't meet a commitment to a business partner or coworker. How did you handle this situation? What was the outcome?
- Please describe a situation in which you received negative feedback from a supervisor, coworker, or business partner. How did you respond to this feedback? What was the outcome?
- Give a specific example of a situation in which it was imperative that you maintain confidentiality, yet someone asked you to release the confidential information. What did you do?
- Discuss a time when you had to handle a situation with a coworker that could have been (or was) sensitive or uncomfortable. How did you handle this situation?
- Tell me about a time when it was difficult to take responsibility for a decision or action. How did you handle this?
- Tell about a time when you made a difficult decision that was not well received by either your management or employees. How did you handle the feedback?
- Give an example when you had to deal with a difficult ethical issue. How did you handle the issue?
- Describe how you have promoted an environment of mutual trust in your department/division.

Leadership

Description: Links vision to goals/objectives, influences others, models the way and is a source for encouragement. Actively seeks positive change for organization by capitalizing on opportunities.

- Think of a time when you acted as a role model for others. Why did they consider you a role model? How did you influence others?
- Please describe a time when you had to provide feedback to others on their performance. How did you go about this? What kind of feedback did you provide? How do you think the feedback was received by them?
- Tell me about a time when you were the "leader" of a team where you knew little and the team had all of the expertise. How did you deal with this situation? How did you establish credibility with your team?
- Describe an example of when you had to train a new member of your work unit. Describe your approach.
- Give a specific example of a time you were recognized for dealing effectively with a difficult situation.
- Describe a situation when you were in charge of a project and had to enlist the help of others. What were the circumstances? How did you delegate work?
- Tell me about a time you completed a goal or objective despite resistance from others. What specific actions did you take to overcome the resistance?
- Leaders often take unpopular positions on organizational issues. Describe a time when you took an unpopular position. What was the result?
- We all make mistakes. Tell me about a time you made a mistake and accepted responsibility for it.
- Describe a time when you successfully demonstrated your technical knowledge. Contrast this with a time when you weren't able to do so. What did you do differently?

Learning

Description: Embraces continuous learning and renewal. Has an affinity for discovering new ideas, experimenting to learn, and acquiring knowledge.

- Describe a past success or failure. What did you learn from the experience and how have you applied what you learned?
- What have you done to ensure that you stay current on internal and external business issues?
- Tell about a time when you received feedback, either positive or negative, from management or another associate. How did you use this feedback?
- How do you keep current on global issues? Give an example of global and/or industry information that you shared with your team and why.

Passion

Description: Embraces the essence of your company. Demonstrates a commitment to the company's mission and values, a strong work ethic, and an internal drive for excellence. Is energetic, optimistic, and invigorates others.

- Tell me about a time when you were asked to represent your company in a public setting (e.g. customer interaction, community event, interview, etc.).
- Give an example of a situation when you had to defend your company from criticism by an external group or client.
- How do you develop support and pride around your company within your department/business unit/organization?
- Tell me about the ways in which you motivate others toward commitment and hard work.

Problem Solving

Description: Ability to identify, analyze, and solve a problem in support of personal, group, department, or organization objectives.

- Describe a recent problem you were asked to solve. What did you do? What alternatives did you consider?
- Can you give me an example of an innovative idea or concept you used to solve a problem that had a positive impact on the business?
- Describe the steps you take to identify the criteria and gather the information needed to solve a problem. Give specific examples.
- Tell me about a decision you made in which you had to consider serious risks. How did you go about determining the impact of those risks?

Quality

Description: Consistently takes actions to improve work processes, maintains attention to detail, and is committed to high standards of work product.

- Think of a time you delivered a quality product even though you were extremely busy. How did you ensure a quality outcome?
- Describe a situation when the quality of work you completed wasn't the highest quality it could have been. What were the circumstances and what did you learn?
- There is sometimes a trade-off between quality and quantity of our work product. Please describe a time when you had to meet a quick deadline, yet delivered high quality output. How did you manage this? What did you do?
- We all need to make sure that our work products are of high quality. Describe a situation when you made an extra effort to produce high quality output. How did you go about this? How did you know your work was high quality?

Relationship Building

Description: Builds and maintains relationships (internally and with key external groups) that support and improve personal/team effectiveness.

- We've all had relationships start out on bad terms. Think of a time this happened to you with a supervisor or coworker. What did you do to improve the quality of the relationship? Were your efforts effective? Why or why not?
- Dealing with other people on the job is sometimes not an easy task. Describe a situation in which you had to develop a relationship with someone with whom you did not like to work. How did you develop and maintain a professional working relationship with that person?
- Give a specific example of a time when you were involved in a conflict at work. Describe your approach to conflict resolution. Was your approach effective? Why or why not?
- Briefly describe a particularly good working relationship you've had in the past. Why was this relationship so successful? What did you do to maintain the quality of the relationship?

- Conflict exists in all work places. Give me a specific example of a conflict you have had with a coworker. How did you resolve that conflict? How were you able to maintain a working relationship with that individual?
- Give a specific example of a situation when you had difficulty establishing a relationship necessary for task completion. How did you overcome this?
- Describe an occasion when you disagreed with your boss or supervisor on a job-related issue. How did you handle the situation?
- Tell me about a time when you anticipated conflict was going to occur. How did you know conflict was likely to occur? What did you do to minimize the conflict? What was the outcome?
- Give me an example of a time when you had to build an effective working relationship with an external partner in order to be successful.
- Sometimes it can be difficult to work across functional boundaries. Tell me about a situation in which you had difficulty working with people from various cross-functional areas.
- Sharing information is critical to effective collaboration. Can you think of a time when important information was not shared? What happened and how did you handle it?
- Interacting with others can be challenging at times. Have you ever had difficulty getting along with a business partner (e.g., peer, external vendor, others at work)? How did you handle the situation?

Resourcefulness

Description: Identifies information and materials both internally and externally that contribute to the completion of quality work.

- Tell me about a time when you lacked much of the knowledge or information necessary to get a task or project done. How did you remedy this situation? From whom or where did you go for assistance?
- Tell me about a time when you were asked to complete a task that required the use of information that wasn't easily accessible. Describe the process you went through to obtain that information.
- Describe a specific situation in which you had to conduct research to complete tasks/projects. Describe in detail the process you used to conduct this research.
- Tell me about a situation in which you didn't have time to conduct thorough background research for a project or task. How did you handle this situation?
- Discuss a specific example of a time when you had to develop new resources to gather information. How did you develop those?
- Tell me about a time when you realized you lacked a skill or set of knowledge that you needed to do a task. What did you do to complete the task?

Results Oriented

Description: Creates an environment that fosters achievement, encourages others to take ownership, and accepts personal accountability for results.

- Give an example of a time when you held an employee accountable for results.
- Tell about a time when your department or zone was not meeting established goals. What did you do to redirect the department or zone so that the goals could be achieved?
- Describe what resources and actions that you took to meet a recent goal or initiative.
- Give an example of a time when you took a known risk in order to achieve a business goal or objective. What were the results?

Self Awareness

Description: Analyzes own behavior and performance results to learn from mistakes and successes. Actively engages in a process of personal change to improve performance.

- Give me an example of when you have proactively sought feedback from others. What was the situation? What was the impact of that feedback?

- What do you see as your major strengths and areas for development? What evidence do you have to support this?
- How well do you think you are developing as a manager/leader? What tells you this? What areas need further development? Provide some specific examples and the steps are you taking to improve.
- If there is one aspect of your behavior at work you would like to change, what is it? What steps have you taken to address this? Provide specific examples.

Self-Improvement

Description: Takes responsibility to assess own development needs, identifies resources, and continually looks for ways to improve performance.

- Give a specific example of a situation you could have managed better. How did you know your performance could have been better? What did you learn?
- Tell me about a time when you set a goal to improve your performance. Explain the goal. Did you achieve the goal? Why or why not?
- Describe a personal or professional development course that you have taken in the past. Explain how you have been able to apply that knowledge to your job.
- Describe a time when you were not meeting performance standards (your own or someone else's). How did you handle the situation? What was the greatest challenge?
- Tell me about a time when you realized you lacked a skill that you needed to do a task. How did you know you needed to improve? How did you remedy the situation?
- Share an example of developmental feedback you have received. How have you used this information to enhance your development?
- Describe a specific example of what have you done to grow and develop in your current job.

Strategic Business Focus

Description: Understands and contributes to organizations short and long-term business strategy.

- Give an example of a time when you used an informal relationship to accomplish a goal. Describe your thought process.
- In your current position, how do your responsibilities play a part in your department and/or your company meeting its business goals?
- Give an example of a time when you worked with resources outside your department to accomplish an objective. How did this inter-unit collaboration help you better understand your company's business?
- Please describe a project you worked on recently. Explain how your responsibilities as part of the project team helped your department and/or your company, meet its business goals.
- Describe a recent project you were involved in. Explain how the outcome of your project work affected the operation of other departments and/or business units.

Teamwork

Description: Effectively works toward common goals by supporting, encouraging, and sharing information with colleagues.

- Tell me about a time when you felt uncomfortable sharing your point of view with team members? What about the situation made you feel uncomfortable? What would have allowed you to feel more comfortable?
- Describe an example of when you were a member of a team assigned to a project or task. What was your role in the team? Did the team accomplish its task? If so, why? If not, why not?
- Describe a situation in which several of your coworkers didn't get along. How did you handle the situation in order to get results?
- Describe a situation when a problem arose within your department/unit and you encouraged a team approach to solve the problem. Was your approach successful? Why or why not?

- Tell me about a specific situation when you assisted a coworker/supervisor with a task or project. Why and how did you assist that person?
- Tell me about a time when you had to enlist the support of your coworkers, subordinates, or supervisors to complete a task. How did you go about getting their help?
- Give an example of when you had to organize a team in order to achieve a goal. What process did you use to select the team members?
- Describe a situation in which a team you were responsible for was successful. What actions did you take to help achieve this success? What actions did you take, if any, to reinforce their performance?
- Sometimes teams lose their motivation to perform. Describe a situation when you needed to motivate a team. What was the outcome?
- Tell me about a time when you were put in charge of a group and had to develop the roles and responsibilities of the group. How did you approach this? What was the outcome?

Vision

Description: Creates a sense of vision and brings about shared enthusiasm and focus.

- Describe a time when you communicated your company's vision to your employees in an effort to help them understand the reason for goals and objectives set by the department or zone.
- Tell about a project or program you implemented that was directed at enhancing the organization's competitiveness.
- Describe a time when you implemented changes brought about by the changing external business environment.
- Give an example of how your company's vision for the future impacted one or more daily decisions you have made.

Work Ethic

Description: Displays values which contribute to a shared focus, exhibits high level of effort and commitment, is motivated to achieve, and demonstrates responsible behavior.

- We all have to work very hard at times. Describe a situation when you really had to put forth extra effort. What did you do? How did you ensure that your final product would be completed in a timely and accurate manner?
- Give a specific example of a situation in which you were faced with a difficult deadline to meet. How did you respond? What was the outcome?
- Often our work environments require that numerous tasks be completed simultaneously, which can put demands on us. Give an example of when you were in this type of situation and how you resolved it.

Professional Credits:

This document is a compilation of questions that have come from a variety of individuals and sources. Many of them were recorded based on personal knowledge and experience shared from human resources colleagues who have gathered this information throughout their years working in a variety of organizations. Some of the additional resources that we can reference are:

Bank of Competency Based Interview Questions. Retrieved April 16, 2009, from the University of Queensland Australia, Faculty of Business, Economics & Law Official Site. Web site: http://www.bel.uq.edu.au/new/downloads/hr/HR_Question_Bank.pdf.

Competency Based Interview Questions: How Many Can You Answer (Well)? Retrieved April 16, 2009, from Government of Alberta: Corporate Human Resources Official Site. Web site: www.pao.gov.ab.ca/toolkit/assessing/competency-based-interview.htm.

Hoevermeyer, Victoria A. (2006). *High Impact Interview Questions: 701 Behavior-Based Questions to Find the Right Person for Every Job*. New York, NY. AMACOM.