

Behavioral Based Interview Guide

Interview Guide

Behavior: Planning, Organization and Execution

Definition: The ability to plan and organize work and to execute individual and group activities in a logical way to ensure achievement of end results.

Targeted Questions:

- Think about the last time you were responsible for managing a work related project. How did you approach and progress through this project and what was the end result?
- Describe the last situation you were involved in where you were responsible for managing your activities and those of other people. How did you handle the situation and what was the end result?
- Tell me about a complex program you have been responsible for coordinating. What was involved in putting together and ensuring that is ran effectively? How was it received by your audience?
- Think about the last time you implemented a change effort within your organization or helped others to do something in a new and different way? What was your approach to the situation?

Notes:

Behavioral Rating

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|-----|--|
| MMA | Much More Than Acceptable – Significantly exceeds criteria for successful job performance. |
| MA | More Than Acceptable – Exceeds criteria for successful job performance. |
| A | Acceptable – Meets criteria for successful job performance. |
| LA | Less Than Acceptable – Generally does not meet criteria for successful job performance. |
| MLA | Much Less Than Acceptable – Significantly below criteria for successful job performance. |
| N | No opportunity to observe |

Rating for Planning, Organization and Execution: _____

Interview Guide

Behavior: Champion for Change

Definition: The ability to communicate a vision of the future, build commitment to change, and direct individual effort toward a common goal. Change can be either internal or external.

Targeted Questions:

- Think of a time when your department was confronted with change. How did that help the group respond to the change efforts?
 - Give me an example of your ability to facilitate progressive change within your organization?
 - Tell me about a time when you encouraged innovation from your team/department. How did you do this and what was the end result?
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Notes:

Behavioral Rating

MMA	Much More Than Acceptable – Significantly exceeds criteria for successful job performance.
MA	More Than Acceptable – Exceeds criteria for successful job performance.
A	Acceptable – Meets criteria for successful job performance.
LA	Less Than Acceptable – Generally does not meet criteria for successful job performance.
MLA	Much Less Than Acceptable – Significantly below criteria for successful job performance.
N	No opportunity to observe

Rating for Champion for Change: _____

Interview Guide

Behavior: Analytical Thinking

Definition: The ability to understand a situation of data by breaking it apart into smaller pieces, or tracing the implications of a situation in a step-by-step way.

Targeted Questions:

- Tell me about a complicated problem that you recently addressed at work. How did you go about solving it, step by step?
- Tell me about a time when you had to choose among several courses of action. How did you make your decision?
- Describe a complex business analysis you conducted. What factors made it complex? How did you tackle this task?
- Discuss a work situation in which you needed to uncover the cause of something. Explain how you went about this process.

Notes:

Behavioral Rating

MMA	Much More Than Acceptable – Significantly exceeds criteria for successful job performance.
MA	More Than Acceptable – Exceeds criteria for successful job performance.
A	Acceptable – Meets criteria for successful job performance.
LA	Less Than Acceptable – Generally does not meet criteria for successful job performance.
MLA	Much Less Than Acceptable – Significantly below criteria for successful job performance.
N	No opportunity to observe

Rating for Analytical Thinking: _____

Interview Guide

Behavior: Initiative and Opportunism

Definition: A bias for taking action; expressed through spontaneous recognition of upcoming problems or opportunities, followed by taking appropriate initiative and action.

Targeted Questions:

- How have you had to reinvent or redefine your job to meet the customers' changing needs? What proactive steps did you have to take to increase the output of your position?
- Tell me about the last time you were frustrated on the job because you or others lacked a certain skill or knowledge. What did you do?
- Describe how you have proactively addressed a problem.
- Discuss a situation in which you seized a unique opportunity. Discuss how the opportunity arose and how you acted upon it.

Notes:

Behavioral Rating

MMA	Much More Than Acceptable – Significantly exceeds criteria for successful job performance.
MA	More Than Acceptable – Exceeds criteria for successful job performance.
A	Acceptable – Meets criteria for successful job performance.
LA	Less Than Acceptable – Generally does not meet criteria for successful job performance.
MLA	Much Less Than Acceptable – Significantly below criteria for successful job performance.
N	No opportunity to observe

Rating for Initiative and Opportunism: _____

Interview Guide

Behavior: Teamwork and Team Leadership

Definition: The intention to work cooperatively with co-workers, with a focus on integrating best practices. It includes the ability to effectively bring individual contributors together from highly diverse functional areas, and to orchestrate their efforts.

Targeted Questions:

- Give me an example of a situation where you were an active member of a team. What was your role? What was your contribution? What was the end result?
- Describe a situation where you actively took steps to build team spirit and encourage others to complete a goal or objective.
- Describe the most difficult or challenging team of which you have been a part. What made the team difficult? How did you handle the situation?
- Describe your approach to motivating and developing teams. Give concrete examples of situations in which you have used this approach.

Notes:

Behavioral Rating

MMA	Much More Than Acceptable – Significantly exceeds criteria for successful job performance.
MA	More Than Acceptable – Exceeds criteria for successful job performance.
A	Acceptable – Meets criteria for successful job performance.
LA	Less Than Acceptable – Generally does not meet criteria for successful job performance.
MLA	Much Less Than Acceptable – Significantly below criteria for successful job performance.
N	No opportunity to observe

Rating for Teamwork and Team Leadership: _____

Interview Guide

Behavior: Integrity

Definition: Actions consistently with what one says is important, that is, “walking the talk.” Communicates intentions, ideas and feelings openly and directly, and welcomes openness and honesty, even in difficult situations.

Targeted Questions:

- Describe a time when you had a sensitive, work-related message to communicate to a colleague or customer. How did you handle the situation?
- Describe a situation where you felt it necessary to explain to others your reasoning behind a particular decision. What were the circumstances and what did you say?
- Tell me about a time when you chose to act in accordance with your beliefs despite others’ disagreement.
- Describe for me at time when you took the action you felt was right although the result may not have benefited you or may have even caused you conflict.

Notes:

Behavioral Rating

MMA	Much More Than Acceptable – Significantly exceeds criteria for successful job performance.
MA	More Than Acceptable – Exceeds criteria for successful job performance.
A	Acceptable – Meets criteria for successful job performance.
LA	Less Than Acceptable – Generally does not meet criteria for successful job performance.
MLA	Much Less Than Acceptable – Significantly below criteria for successful job performance.
N	No opportunity to observe

Rating for Integrity: _____

Interview Guide

Behavior: Flexibility

Definition: The ability to positively adapt to and work effectively within a changing environment and with new systems, protocols, methodologies and processes.

Targeted Questions:

- What was a difficult adjustment in your work that you have had to make in the last year? What was the situation? What did you do?
 - Tell me about a time you had to work under intense pressure, due to changing circumstances.
 - Talk about a time when you had to reschedule your time to accommodate an unexpected workload.
 - Tell me about a time when an emergency required you to reschedule your workload/project.
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Notes:

Behavioral Rating

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A	Acceptable – Meets criteria for successful job performance.
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MLA	Much Less Than Acceptable – Significantly below criteria for successful job performance.
N	No opportunity to observe

Rating for Flexibility: _____

Interview Questions

Behavior: Interpersonal Understanding

Definition: The ability to understand and accept others' styles, personalities and points of view, and to show sensitivity to different organizational cultures and how they influence individual approaches to people and work.

Targeted Questions:

- Describe a situation where you developed a relationship with a new colleague or customer. What was your approach to developing this relationship?
- Tell me about a time when you had to develop a relationship with a difficult customer or colleague. How did you go about “winning the person over”?
- Describe for me a situation where you were able to overcome a difference of opinion with a customer. How did you work through the situation?
- Tell me about a time when you utilized your knowledge of another person’s point of view in order to communicate with them more effectively.

Notes:

Behavioral Rating

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MLA	Much Less Than Acceptable – Significantly below criteria for successful job performance.
N	No opportunity to observe

Rating for Interpersonal Understanding: _____

Interview Guide

Behavior: Negotiation Skills

Definition: The ability to come to agreements with customers (e.g. contracts) that are favorable for both our company and the customer, through open and constructive negotiation.

Targeted Questions:

- Think of a time when you were able to overcome a difference of opinion with a customer. How did you work through the situation?
- Tell me about a time when you were able to uncover a person's feelings beyond what he/she actually said. How did you do this and what was the end result?
- Describe a situation where you were able to effectively reach an agreement with a customer that was mutually beneficial to him/her and your company. How did you ensure that your company's best interests were met?
- Think about a complicated negotiating situation you have been faced with recently. Describe the dynamics of the situation, your approach, and the end result.

Notes:

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MLA	Much Less Than Acceptable – Significantly below criteria for successful job performance.
N	No opportunity to observe

Rating for Negotiation Skills: _____

Interview Guide

Behavior: Self-Confidence

Definition: A belief in one's own capability to accomplish tasks, makes decisions, and achieve goals in increasingly challenging circumstances.

Targeted Questions:

- Think of a time when you had to react quickly to a situation or “think on your feet”. How did you react and what was the end result?
- Tell me about when you argued for an issue that others did not support. How did you attempt to convince them and what was the end result?
- Describe a situation where you had a difference of opinion with a manager or customer. How did you handle the situation?
- Think of a time when you volunteered for a project for which you had limited experience or back ground. How did you approach the situation and what was the end result?

Notes:

Behavioral Rating

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MLA	Much Less Than Acceptable – Significantly below criteria for successful job performance.
N	No opportunity to observe

Rating for Self-Confidence: _____

Interview Guide

Behavior: Information Management

Definition: The ability to “sort and filter” critical information and to recognize how certain information about people or events may impact business results.

Targeted Questions:

- Describe a situation in which you had to conduct research or dig for information in order to make a decision or take proper action.
 - Discuss how you went about getting the information that was critical to addressing a recent situation.
 - Give me an example of a time when you found it necessary to act as a messenger of information. Discuss how you obtained the information and why you decided to share it.
 - Tell me about a time when you used information you had collected over an extended period of time in order to persuade others or influence an organizational decision.
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Notes:

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MLA	Much Less Than Acceptable – Significantly below criteria for successful job performance.
N	No opportunity to observe

Rating for Information Management: _____

Interview Guide

Behavior: Conceptual Thinking

Definition: The ability to identify patterns or connections between situations that are not obviously related, and to identify key or underlying issues in complex situations.

Targeted Questions:

- How does your role relate to the overall goals of your sales department?
- Tell me about a complicated problem that you recently addressed at work. How did you go about solving it?
- Describe a situation in which you concluded the risks far outweighed the rewards.
- Discuss a recent work situation in which you saw connections that others missed. How did you make these connections? What is the resulting “bigger picture”?

Notes:

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MLA	Much Less Than Acceptable – Significantly below criteria for successful job performance.
N	No opportunity to observe

Rating for Conceptual Thinking: _____

Interview Guide

Behavior: Internal Networking

Definition: The ability to build relationships across the company in order to establish credibility or help influence decisions networking in this context refers to the importance of internal relationships.

Targeted Questions:

- Tell me about a relationship that you sought out and developed within your organization. Who did you seek out and how did you develop this relationship?
- Think of a relationship that you have maintained with a colleague or manager that has been difficult. Why and how have you maintained this relationship?
- Tell me about a time when you needed to “get others on board” in order to accomplish a work related goal. How did you go about doing this?
- Describe a situation where you needed to build internal support for an idea of initiative that you were attempting to get accepted within your company. Whose support did you target and how did you gain their assistance?

Notes:

Behavioral Rating

MMA	Much More Than Acceptable – Significantly exceeds criteria for successful job performance.
MA	More Than Acceptable – Exceeds criteria for successful job performance.
A	Acceptable – Meets criteria for successful job performance.
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MLA	Much Less Than Acceptable – Significantly below criteria for successful job performance.
N	No opportunity to observe

Rating for Internal Networking: _____

Interview Guide

Behavior: Organizational Awareness

Definition: The ability to understand and learn the power relationships in one's own organization or in other organizations. This includes the ability to identify who are the real decision-makers or decision-influencers, and to predict how new events or situations will affect the organization.

Targeted Questions:

- Tell me about a time when you used a unique approach to get something done within your organization. What was this unique approach and the end result of the situation?
- Describe a situation where you needed to build internal support for an idea or initiative that you were attempting to get accepted within your company. Whose support did you target and how did you gain their assistance?
- Think of a goal that you had that inhibited by organizational limitations or policies. What were these limitations and how did you work around them to accomplish your goal?

Notes:

Behavioral Rating

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MLA	Much Less Than Acceptable – Significantly below criteria for successful job performance.
N	No opportunity to observe

Rating for Organizational Awareness: _____

Interview Guide

Behavior: Innovation

Definition: The ability to improve performance by doing new things, or inventing new and improved processes or approaches.

Targeted Questions:

- Tell me about a time when you improved the performance of an area/project for which you are responsible. Why did you do this and how did you accomplish it?
- Describe a time when an existing process just didn't work. What did you do?
- Tell me about a time when you came up with a new method or idea? How did you get it approved and implemented?
- Tell me about a time when there was no set of procedures or precedents to help you attack a problem. Describe how you handled the situation.

Notes:

Behavioral Rating

MMA	Much More Than Acceptable – Significantly exceeds criteria for successful job performance.
MA	More Than Acceptable – Exceeds criteria for successful job performance.
A	Acceptable – Meets criteria for successful job performance.
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MLA	Much Less Than Acceptable – Significantly below criteria for successful job performance.
N	No opportunity to observe

Rating for Innovation: _____

Interview Guide

Behavior: Facilitation Skills

Definition: The ability to facilitate groups with a sensitivity toward group dynamics, in order to create a positive learning environment.

Targeted Questions:

- Discuss one of your most successful facilitation experiences. What was your contribution? What was the end result?
- Discuss a training or group you needed to facilitate where the participants had varied agendas and/or experience levels. How did this affect your planning process? Discuss the dynamics of the actual training/meeting.
- Tell me about a time you facilitated a difficult group. Discuss your efforts to make this a more productive group experience.
- Give me an example of a time when you had to pull together a group of people to address a customer problem. How did you get the group “on the same page”?

Notes:

Behavioral Rating

MMA	Much More Than Acceptable – Significantly exceeds criteria for successful job performance.
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A	Acceptable – Meets criteria for successful job performance.
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MLA	Much Less Than Acceptable – Significantly below criteria for successful job performance.
N	No opportunity to observe

Rating for Facilitation Skills: _____

Interview Guide

Behavior: Judgement and Decision Making

Definition: The ability to make sound business decisions based upon the consideration of various alternatives. This includes consideration of both the short- and long-term impact of decisions on various individuals or groups within your company.

Targeted Questions:

- Tell me about a time when you were faced with a business problem. How did you approach that problem and work toward a solution?
- Describe for me a time you had to solve a problem that was outside your area of expertise. How did you handle the situation?
- Think about a problem you were faced with that involved others in your organization. How did you approach the situation?
- Tell me about a time when you made a hiring decision that did not turn out as well as you expected. What was your approach to handling the situation?

Notes:

Behavioral Rating

MMA	Much More Than Acceptable – Significantly exceeds criteria for successful job performance.
MA	More Than Acceptable – Exceeds criteria for successful job performance.
A	Acceptable – Meets criteria for successful job performance.
LA	Less Than Acceptable – Generally does not meet criteria for successful job performance.
MLA	Much Less Than Acceptable – Significantly below criteria for successful job performance.
N	No opportunity to observe

Rating for Judgement and Decision Making: _____

Interview Guide

Behavior: Holding People Accountable

Definition: The willingness to monitor performance and hold people accountable for stated performance objectives and standards.

Targeted Questions:

- Discuss a recent meeting in which you shared some new expectations/goals with your team/district/area. Tell me about your approach and what has happened since the meeting.
- Discuss how you have recently evaluated an employee's performance. What was the basis for your evaluation?
- Describe a time when a colleague/subordinate did not resolve a problem to your satisfaction. How did you address this situation?
- Discuss specific actions you have taken to hold individuals accountable for a critical project/goal.

Notes:

Behavioral Rating

MMA	Much More Than Acceptable – Significantly exceeds criteria for successful job performance.
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A	Acceptable – Meets criteria for successful job performance.
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MLA	Much Less Than Acceptable – Significantly below criteria for successful job performance.
N	No opportunity to observe

Rating for Holding People Accountable: _____

Interview Guide

Behavior: Leadership

Definition: The ability to coach, model and inspire employees to excel in achieving the vision and objectives of the company.

Targeted Questions:

- Describe how you have created an environment that encourages the employees in your area to reach full potential.
- What steps have you taken with your direct reports to implement the mission, vision and values of your organization?
- Give me an example of a time when you had to exhibit consistency between your words and your actions.
- Tell me about a time when you had to coach one of your peers in how to achieve an important objective.
- Describe a situation when you served as a role model for a key value of the organization.

Notes:

Behavioral Rating

MMA	Much More Than Acceptable – Significantly exceeds criteria for successful job performance.
MA	More Than Acceptable – Exceeds criteria for successful job performance.
A	Acceptable – Meets criteria for successful job performance.
LA	Less Than Acceptable – Generally does not meet criteria for successful job performance.
MLA	Much Less Than Acceptable – Significantly below criteria for successful job performance.
N	No opportunity to observe

Rating for Leadership: _____

Interview Guide

Behavior: Developing Others

Definition: The degree to which a person is concerned with developing top talent for the company.

Targeted Questions:

- Tell me about a time when you “raised the bar” of expected performance for your peer group. Why did you do this? How did you help facilitate the development process? What were the results?
- Talk to me about how you motivated one of your employees.
- Describe your developmental approach with a particular employee. How did you determine the individual’s development needs?
- Think about an employee who has received at least one promotion while working for you. Describe your role in this individual’s development.

Notes:

Behavioral Rating

MMA	Much More Than Acceptable – Significantly exceeds criteria for successful job performance.
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MLA	Much Less Than Acceptable – Significantly below criteria for successful job performance.
N	No opportunity to observe

Rating for Developing Others: _____

Interview Guide

Behavior: Learning Orientation

Definition: The desire to quickly and thoroughly learn new skills or information, and to use this knowledge to enhance one's personal and organizational performance.

Targeted Questions:

- Tell me about a time when you saw a gap in one of your skill sets. What was your approach to developing those skills?
 - Thinking back to the beginning of your tenure as a [Job Title], describe for me your approach to learning the new job and becoming effective in your role.
 - Tell me about your current developmental goals. What made you select these goals and what is your plan for accomplishing your objectives?
 - Think of a time when you saw the opportunity to help another person learn or develop. What was your approach to the situation?
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Notes:

Behavioral Rating

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LA	Less Than Acceptable – Generally does not meet criteria for successful job performance.
MLA	Much Less Than Acceptable – Significantly below criteria for successful job performance.
N	No opportunity to observe

Rating for Learning Orientation: _____

Interview Guide

Behavior: Impact and Influence

Definition: The desire to have a specific impact on other (individuals, groups or organizations) in order to leave a particular impression, persuade, generate commitment, or build professional credibility.

Targeted Questions:

- Tell me about a time when you had to “sell” an idea or approach, either to someone in your organization or to a customer. How did you do this and what was the end result?
- Describe a situation where you convinced an employee to alter his/her behavior. Why and how did you do this?
- Think about a time when you disagreed with your boss’ position on an issue. Tell me about your thought process as you prepared for a meeting/interaction with him/her regarding the issue. Discuss the encounter and the end result.
- Tell me about a time when you used others to help promote your idea.

Notes:

Behavioral Rating

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MLA	Much Less Than Acceptable – Significantly below criteria for successful job performance.
N	No opportunity to observe

Rating for Impact and Influence: _____

Interview Guide

Behavior: Resource Allocation

Definition: The ability to utilize or obtain the resources needed to accomplish business objectives, even when resources are scarce. “Resources” may be time, people, money, technology, etc.

Targeted Questions:

- Describe for me a time when you had multiple priorities pulling upon your available resources. How did you determine the way to make the best use of those resources?
 - Tell me about a time when you requested additional resources based on a business need. How did you determine what resources were needed? What was your approach to requesting additional resources? What was the end result?
 - Describe for me a situation where you were in competition with others for available resources. What action did you take to secure the resources for your business priorities? What was the end result?
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Notes:

Behavioral Rating

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MLA	Much Less Than Acceptable – Significantly below criteria for successful job performance.
N	No opportunity to observe

Rating for Resource Allocation: _____