

# Competencies Listing

(Competency Descriptions 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 moving forward with a minimal 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 a time when you seized an opportunity 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 when your tightly scheduled day was interrupted and thrown way off.*

## 3. APPROACHABILITY

- is easy to approach and talk to
  - makes an 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 coached
- *Tell me about your best and worst bosses. How were they the same/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 potential 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 when 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 his/herself
  - markets his/herself 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 is willing 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 group 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 and views 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 long after you became aware of the problem did you deal with it? How did you deal with it?*
  - *Give me an example of a time when dealing with a problem employee involved making a decision that had negative consequences.*

#### 14. CREATIVITY

- comes up with new and unique ideas
- easily makes connections among previously unrelated notions
- is seen as original and value-added in brainstorming settings
  - *Tell me about a new idea you developed that produced positive results.*
  - *Tell me about a suggestion you made to improve a work process that was adopted and that benefited your department.*

#### 15. CUSTOMER SERVICE

- is dedicated to meeting the expectations and requirements of internal and external customers
- gets first-hand customer information and uses it for improvements in products and services
- acts with customers in mind
- establishes and maintains effective relationships with customers and gains their trust and 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 based upon a mixture of analysis, wisdom, experience, and judgment
- has a good records of making solutions and suggestions that are to be correct and accurate when viewed over time
- is sought out by others for advice and solutions
  - *Give me an examples of good and bad decisions you've made. 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

- trusts people to perform
- allows direct reports finish their own work
- *Tell me about a project in which you delegated routine and important tasks to others. How did you ensure that 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 tasks and assignments
- holds frequent development discussions
- is aware of each direct report's career goals
- constructs and executes compelling development plans
- 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 long-range project and communicate it 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 genders
- hires 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 experienced difficulty unifying a diverse group of people.*

#### 22. ETHICS AND VALUES

- adheres to an appropriate and effective set of core values and beliefs during both good and bad times
- acts in line with those values
- 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 in which you witnessed someone using humor well or 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 organization
- provides individuals with the information they need to 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 promotes 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 and you and 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. How were they the same? Different? What's repeatable?*
  - *Describe for me a situation in which 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 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 when 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 or 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
  - quickly and directly faces up to people problems on any person or situation (beyond direct reports)
  - 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 at 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 when 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 when you needed to get cooperation from someone in another department in order 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 when 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 utilize 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 but 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 or less-knowledgeable colleagues.*

#### 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. PERSISTENCE

- 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 when 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 by 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 the pluses and minuses of 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 or 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 problem from occurring.*
  - *Tell me about a time when your ability to think globally/broadly/strategically or to look at the big picture stopped you or someone else from making a mistake.*

#### 46. PLANNING

- accurately scopes out length and difficulty of tasks and projects
  - sets objectives and goals
  - breaks down work into process steps
  - develops schedules, tasks, and 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: 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 processes during a 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 workflows
  - 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 ways to keep a task on track.*
  - *Tell me about a time when you organized and implemented a system or work process.*

#### 52. RESULTS-ORIENTED

- can be counted on to exceed goals successfully
  - is constantly and consistently one of the top performers
  - is 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 the price they paid for it).*

#### 53. PERSONAL DEVELOPMENT

- is personally committed to and actively works toward continuously improving himself/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. What method did you use to make a selection?*
  - *Tell me about a time when you had to choose a leader for a project. What was the outcome of the project?*

#### 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 when you made 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 that enable managing from a distance
  - is comfortable letting things manage themselves without intervening
  - can make things work through others without being present
  - can impact people and results remotely
- *Tell me about a time when you had to delegate an assignment. Were you happy with your choice? If*

*not, why?*

- *Tell me about a time when you had to develop a 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
  - allows people to 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. What was the success, and how did you feel about it?*

#### 59. TECHNICAL LEARNING

- picks up on technical things quickly
  - can learn new skills
  - 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 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 when you had to complete multiple tasks/projects in a tight timeframe.*
  - *Give me an example of a time when your priorities were changed quickly. What did you do? What was the result?*

#### 61. CONTINUOUS QUALITY IMPROVEMENT

- is dedicated to providing high-quality products and services that 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 that leads to the most efficient and effective work processes
- *Tell me about a time when you suggested a workflow improvement 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.*

#### 61. UNDERSTANDING OTHERS IN GROUPS

- understands why groups do what they do
  - picks up the feel 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 coworker 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, and productive team.*

#### 62. 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.*

#### 63. 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, and 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 that he/she was experiencing.*

#### 64. WRITTEN COMMUNICATIONS

- is able to write clearly and succinctly in a variety of communication settings and styles
  - can deliver messages that have the desired effect on their audience/recipient
- *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.*

#### 65. 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 than 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.*

#### 66. 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 produce a high-quality product.*