Competencies Listing

With Sample Behavior-Based Questions
NOTE that it is also fine to pose “what-if” questions

1. INITIATIVE

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

   **Give me an example of a time when you took independent action to resolve a matter.**
   **Tell me about times when you seized opportunities and grabbed something and ran with it yourself.**

2. FLEXIBILITY

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

   **Tell me about a time when you had to stop working on a project/idea/assignment and start working on a completely different one. What did you do? How did that work out?**
   **Give me an example of a time your tightly scheduled day was interrupted and thrown way off schedule.**

3. APPROACHABILITY

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

   **Tell me about a time when someone came to you with a problem. What did you do?**
Tell me about a time when you had to form a relationship with someone you really disliked to get your job done.

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

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

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

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

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

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

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

Tell me about a time when you helped a colleague with a conflict they were having with someone else.
Tell me about a time when you tried to improve the morale in your department.

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

Tell me about a presentation you made to upper management. What was it about? How did you feel about making the presentation? How did it go?
Who is a higher management role model for you? Why? Are there others?

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

Tell me about a time when you took charge of a group in which you didn’t like how things were going and you convinced the people to do something different.
Describe a time you led a team of people who didn’t always see eye to eye. What did you do? Why did you choose to do that? How did it work out?

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

Tell me about a time when you demonstrated to a direct report that you
were concerned about a work or non-work problem he was experiencing.
Give me an example of a time you were particularly perceptive regarding a person’s or group’s feelings and needs.

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

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

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

Tell me about a time when you served as a mediator or a neutral third party.
Tell me about a conflict you handled well and one you didn’t handle well.

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

Tell me about a time when there was a problem with one of your Employees. What was the problem? How did you deal with it? How long after you became aware of the problem did you deal with it? Give me an example of a time when attempts to resolve an issue with a problem employee had to be resolved by making a decision that had negative consequences.
14. CREATIVITY
- Comes up with a lot of new and unique ideas
- Easily makes connections among previously unrelated notions
- Tends to be seen as original and value-added in brainstorming settings

Tell me about a new idea that you developed that produced positive results.
Tell me about a suggestion you made to improve a work process that was adopted and benefited your department.

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

Tell me about a time when you exceeded the expectations of a customer.
Give me an example of a time when a customer’s trust in you was diminished. What did you do to restore the trust? Did you retain the customer?

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

Tell me about the process you use when you have to make a decision in a short amount of time.
Tell me about a decision you made and later regretted.

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

Give me an example of a good decision you made, as well as a bad decision. What did you learn from the bad decision?
Tell me about the analytical process you engage in when you make a decision.
18. DELEGATION
Clearly and comfortably delegates both routine and important tasks and decisions
Broadly shares both responsibility and accountability
Tends to trust people to perform
Lets direct reports finish their own work

Tell me about a project in which you delegated routine and important tasks to others. How did you assure the tasks got completed?
Tell me about a time when the person you delegated a task to did not complete it as needed. What did you do to save the project? How did you deal with the person that let you down?

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

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

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

Tell me about how you plan and communicate a long-range project to staff or team members.
Give an example of the methods you use to distribute the workload appropriately.
21. VALUING DIVERSITY
Manages all kinds and classes of people equitably
Deals effectively with all races, nationalities, cultures, disabilities, ages, and both sexes
Hires variety and diversity without regard to class
Supports equal and fair treatment and opportunity for all

Tell me about a time when you hired someone who was different from the other people on your staff. What did you do to incorporate the new employee into your department?
Give me an example of a time when you had difficulty in unifying a diverse group of people.

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

Tell me about a time when you had to represent a position you didn’t totally agree with.
Tell me about a time when you stood alone to stand up for what was right.

23. FAIRNESS TO WORKFORCE
Treats direct reports equitably
Acts fairly
Has candid discussions
Doesn’t have hidden agenda
Doesn’t give preferential treatment

Tell me about a time when you settled a conflict between two direct reports.
Tell me about a time when you had a direct report who was unfair to his/her staff. How did you intervene?

24. FUNCTIONAL COMPUTER SKILLS
Has the functional and technical knowledge and skills to do the job at a high level of accomplishment using appropriate computer software
Is familiar with mainstream computer software
Has ability to utilize mainstream computer software to meet specific job needs
Is able to learn advanced skills with mainstream computer software
Give me examples of your core technical competencies. Tell me about how you keep up-to-date with technology.

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

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

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

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

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

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

28. INNOVATION
Is good at bringing the creative ideas of others to market
Has good judgment about which creative ideas and suggestions will work
Has a sense about managing the creative process of others
Can facilitate brainstorming
Can project how potential ideas may play out in the marketplace
What promoted an innovative and non-innovative climate?
Tell me about a time when you took a good idea from A to Z.

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

Tell me how you have developed trust and loyalty between you and your direct report, your supervisor.
How do you handle possessing confidential information a requester knows you have but you can’t or won’t disclose?

30. INTELLECTUAL HORSEPOWER
Is bright and intelligent
Deals with concepts and complexity comfortably
Is described as intellectually sharp, capable, and agile

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

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

Tell me about a time when you had to deal with a rude, sarcastic, or negative person. How did you handle the situation?
Tell me about a time when you built strong relationships where none existed before.

32. QUICK LEARNER
Learns quickly when facing new problems
Is a relentless, versatile learner
Analyzes both successes and failures for clues to improvement
Experiments and will try anything to find solutions
Enjoys the challenge of unfamiliar tasks
Quickly grasps the essence and the underlying structure of anything

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

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

Tell me about a time where your active listening skills really paid off for you.
Describe a work situation that required you to really listen to a person who was telling you about a personal/sensitive situation.

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

Tell me about a time when you contributed to getting someone disciplined or fired.
Tell me about a time when you witnessed a project fail because nobody had the courage to tell it like it was until it was too late.

35. MANAGING AND MEASURING WORK
Clearly assigns responsibility for tasks and decisions
Sets clear objectives and measures
Monitors process, progress, and results
Designs feedback loops into work

Tell me about a major project you managed. How did you assign tasks to your direct reports? How did you monitor progress? How did you measure success along the way and in the end?
Describe your procedures for evaluating your direct reports.
36. MOTIVATING OTHERS
Creates a climate in which people want to do their best
Can motivate many kinds of direct reports and team or project members
Can assess each person’s hot button and use it to get the best out of him/her
Pushes tasks and decisions down to direct reports
Empowers others
Invites input from each person and shares ownership and visibility
Makes each individual feel his/her work is important
Is someone people like working for and with

Tell me about a time you were highly motivated and your example inspired others.
Tell me about a time when you were able to give an employee what he/she needed to maintain or regain his/her motivation.

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

Tell me about a time when you negotiated well. Contrast this with a time you did not negotiate well.
Tell me about a time you needed to get cooperation from someone in another department for you to be successful on a task or project.

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

Tell me about a time when you were under time pressure and had to get something approved.
Tell me about a time when you misread an organization’s culture.
39. ORGANIZATIONAL SKILLS
   Can marshal resources (people, funding, material, support) to get things done
   Can orchestrate multiple activities at once to accomplish a goal
   Uses resources effectively and efficiently
   Arranges information and files in a useful manner

   Tell me about a time you had to handle multiple responsibilities.
   How did you organize the work you needed to do?
   Describe how you have improved the organization of a system, process, or task in your current position.

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

   Tell me about a time when you had to adapt to an uncomfortable situation.
   Describe a situation where you, at first, resisted a change at work and later accepted it. What, specifically, changed your mind?

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

   Tell me about a time when your audience just wasn’t getting it.
   Tell me about a time when you had to work on a project with less skilled /less knowledgeable people.

42. RELATIONSHIPS WITH PEERS
   Can quickly find common ground and solve problems for the good of all
   Can represent his/her own interests and yet be fair to other groups
   Can solve problems with peers with a minimum of noise
   Is seen as a team player and is cooperative
   Easily gains trust and support of peers
   Encourages collaboration
   Can be candid with peers
Tell me about a time when you needed to gain the trust and support of one or more of your peers in order to be successful on something.
Tell me about a time when you resolved a conflict you were having with peers.

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

Tell me about a time you encountered significant resistance or a major setback on a project you were working on, but managed to work through it anyway.
Tell me about a time when you dropped a project in the middle and moved on to some other priority.

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

Tell me about a time when you were not pleased with (or were disappointed in) your performance. What did you do about it?
Tell me about your biggest error in judgment or failure in your current (or last) position. Why did you make it? How did you correct the problem?

45. PERSPECTIVE
Looks toward the broadest possible view of an issue/challenge
Has broad-ranging personal and business interests and pursuits
Can easily pose future scenarios
Can think globally
Can discuss multiple aspects and impacts of issues and project them into the future
Tell me about a time when your ability to explore “what if” scenarios enabled you to prevent a significant/major problem from occurring. Tell me about a time where your ability to (think globally/broadly/strategically, or look at the big picture) stopped you or someone else from doing something that would have been a mistake.

46. PLANNING

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

Give me an example of a change you saw coming and how you planned for that change.
Tell me about a time when your schedule was suddenly interrupted and your plans for the day completely changed.

47. POLITICAL SAVVY

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

Tell me about a time you used your political savvy to have a major policy/practice/procedure approved.
Describe a time when politics at work affected your job. How did you handle the situation? Were you successful?

48. PRESENTATION SKILLS

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

Tell me about a presentation you made to a large audience. What was the purpose? How did you prepare for it?
Give me an example of a time when a presentation you were making wasn’t working and you were able to switch tactics to make it work. How did you know the presentation wasn’t working?

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

Tell me about a time when you had to set overall direction for a group.
Tell me about a time when others sought you out for your opinion on priorities.

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

Tell me about a time when someone taught you a lot about how to solve problems.
Give me an example of a time you identified a potential problem and resolved the situation before it became serious.

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

Tell me about your most effective way(s) to keep a task on track.
Tell me about a time when you organized and implemented a system/work process.

52. RESULTS-ORIENTED
Can be counted on to exceed goals successfully
Is constantly and consistently one of the top performers
Is very bottom-line oriented
Steadfastly pushes self and others for results

_Describe a time when, against all odds, you were able to get a project or task completed within the defined parameters._
_Tell me about when you watched someone get results at all costs and paid a big price for it._

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

_Tell me about a time when you came back from a course excited about what you learned and then had trouble implementing the change back in the workplace._
_Tell me about a time when you took a new job that required a much different set of skills._

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

_Tell me about a time when you had a tough decision to make in hiring a candidate and what method did you used to make a selection._
_Tell me about a time when you had to choose a leader for a project and what the outcome of the project was._

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

_Tell me about a time when you had to stand up for what you believe in and what the outcome was._
_Describe a time you had to make a decision that you knew would be unpopular._
56. STRATEGIC AGILITY
   Sees ahead clearly
   Can anticipate future consequences and trends accurately
   Has broad knowledge and perspective
   Is future oriented
   Can articulately paint credible pictures and visions of possibilities and likelihoods
   Can create competitive and breakthrough strategies and plans
   Tell me about a time when you created and delivered a successful or not-so-successful strategic plan and what the outcome was.
   Tell me about a time when you had to anticipate a problem. What was the issue? How did you handle it? What was the outcome?

57. MANAGING OPERATIONS
   Can design practices, processes, and procedures which allow managing from a distance
   Is comfortable letting things manage themselves without intervening
   Can make things work through others without being there
   Can impact people and results remotely
   Tell me about a time when you had to delegate an assignment. Were you happy with your choice and, if not, why?
   Tell me about a time when you had to develop policy for your current or a previous employer. Explain the process and the policy.

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

   Give me an example of when you had limited time to complete a project and had to direct a work team in fulfilling that project.
   Tell me about a time when you shared success. How did you feel about it and what was the success?

59. TECHNICAL LEARNING
   Picks up on technical things quickly
   Can learn new skills and knowledge
   Is good at learning new industry, company, product, or technical knowledge
   Does well in technical courses and seminars
Tell me about a time when you had difficulty in picking up a new skill or process related to your job. How did you address the issue?

Describe a time when you had to learn something quickly to solve a problem.

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

Tell me about a time you had to complete multiple tasks/projects in a tight timeframe.
Give me an example of a time that your priorities were changed quickly. What did you do? What was the result?

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

Tell me about a time when you made a suggestion to improve a work flow that management accepted and implemented.
Tell me about something new or different that you did in your department that improved customer service, productivity, quality, teamwork, or performance.

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

Tell me about a time when you had to deal with a difficult co-worker in a group setting and how you handled the situation.
Give me an example of a time that your leadership transformed a group of people into an effective, healthy, productive team.
63. MANAGING VISION AND PURPOSE
Communicates a compelling and inspired or sense of core purposes
Talks beyond today
Talks about possibilities
Is optimistic
Creates mileposts and symbols to rally support behind the vision
Makes the vision sharable by everyone
Can inspire and motivate entire units or organizations

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

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

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

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

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

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

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

67. QUALITY OF WORK
   Follows procedures
   Ensures high-quality output
   Takes Action

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