
Interview Generator™



Name of Interview: ABC_Manager
Date:
Organization: Success Performance Solutions
Interviewer's Name:
Date of Print: January 15, 2007

Interview Description:

Interview questions based upon outcome of job analysis identifying Drive/motivation, leadership, dependability, communication skills, and decision-making ability as critical core competencies. In addition core values for all employees of ABC: customer focus, quality, commitment, accountability.

Competencies Selected For This Position:

1. Commitment
2. Communication Skills
3. Customer Focus
4. Decision-Making Ability
5. Dependability
6. Drive
7. Ethical Conduct
8. Leadership Ability
9. Quality Focus

Please use the following scale to help rate interviewee responses.

Rating	Rating Standard
1 - Low	The candidate's response contained few of the target behaviors. Either the behaviors he/she discussed were not at, or even close to, the level indicated in the target behaviors, or the person did not give you enough information for you to have confidence that he/she has that competency at the level needed for success.
2 Low / Moderate	
3 Moderate	The candidate's response covered some of the target behaviors, but not quite at the level that would be ideal for that competency. Still, the quality of the person's answers leads you to believe that he/she would be successful with some additional exposure and/or training.
4 High / Moderate	
5 High	The candidate's response contained many, if not all, of the target behaviors. His/her responses indicate well-developed skills and aptitude for that competency, which would most likely lead to job success. The person's responses are of superior quality for this job.

Competency Details

Commitment

Commitment looks at an individual's capacity to consistently demonstrate his/her honesty, and integrity when making promises or commitments. This competency asks the question 'To what extent do you take your promises seriously and make sure that you honestly follow through and do not unnecessarily 'cut corners' or decide to miss a deadline, target or personal commitment?'

Target Behavior :

1. Consistently inspires others to give their best effort through smart, hard work and determination.

Interview Question :

In your opinion, how do you get the best work out of your employees? Give me an example . . .

2. Understands the importance of setting a good example; 'walks the talk' of good teamwork; fosters an environment of trust and respect.

Give me an example to illustrate how you have set a good example for your team, even when it might have been easier not to go to the trouble.

1. Low	2. Low/Moderate	3. Moderate	4. high/Moderate	5. High

Competency Details

Communication Skills

Communication skills looks at the extent to which an individual communicates with economy and clarity, and remains open to feedback to improve their communication skills in the future. This competency asks the question 'How well do you design and send verbal messages and attentively listen to people's responses in order to adjust your communications?'

Target Behavior :

1. Articulates vision and promotes a climate of open communication.

Interview Question :

Give me an example of something you've done to promote an atmosphere of open communication in your business unit.

2. Shares sensitive and critical information appropriately and effectively; balances 'need to know' with open communication.

Describe a time when you had to communicate sensitive information very carefully. What was the risk, and how did it go?

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1. Low 2. Low/Moderate 3. Moderate 4. high/Moderate 5. High

Competency Details

Customer Focus

Customer focus looks at the extent to which the individual has an 'environmental radar' tuned to competitors, the market, and customers to guide day-to-day actions. This competency asks the question 'How well do you listen to external sources of information, and work across functions, departments and teams to help offer service excellence to customers?'

Target Behavior :

1. Is able to formulate long-term service management processes.

Interview Question :

Tell me about a very challenging customer service problem you faced recently, and what you did about it.

2. Makes sure that all customer inquiries are handled effectively.

Tell me about a time when you took personal responsibility for how a customer's inquiry was handled.

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1. Low 2. Low/Moderate 3. Moderate 4. high/Moderate 5. High

Competency Details

Decision-Making Ability

Decision making ability looks at how well an individual maintains focus on the results or goals that matter or are important and takes crisp and clear decisions that help themselves and others to move forward positively. This competency asks the question 'How well do you distinguish between what is important and make high quality decisions that yield the best possible results in the circumstances?'

Target Behavior :

1. Makes good decisions based on a mixture of analysis, wisdom, experience, and judgment; applies sophisticated problem-solving techniques to solve problems.

Interview Question :

Tell me about a difficult decision you had to make recently. Which way did you go, and why?

2. Is skilled at facilitating discussions, making decisions, and building quality and service among subordinate managers.

Tell me about a time when you got others involved with the decision-making process within your group.

1. Low	2. Low/Moderate	3. Moderate	4. high/Moderate	5. High

Competency Details

Dependability

Dependability looks at an individual's abilities to be seen as reliable, steady, responsible and committed in relation to everything they do for themselves and others. This competency asks the question 'To what extent do people see you as someone upon whom they can rely and trust to meet your commitments, as well as follow through successfully?'

Target Behavior :

1. Is skilled in managing the culture and climate of the work unit by setting standards, communicating effectively, and leading by example.

Interview Question :

Tell me about a time when you knew that others were looking to you to set the tone or attitude for how to react or behave. What did you do?

2. Understands and appreciates the need to 'walk the talk' (i.e. set a good example) to gain others' trust and respect.

Tell me about a time when you set a good example for your team, even when it might have been easier not to go to the trouble.

1. Low	2. Low/Moderate	3. Moderate	4. high/Moderate	5. High

Competency Details

Drive

Drive looks at the extent to which an individual encourages people to give of their best and inspire themselves and the team to maintain the momentum of necessary effort and commitment despite any obstacles along the way. This competency asks the question 'How well do you find creative ways to challenge yourself and others to work hard towards a target, and help them to overcome any hurdles when 'the going gets tough'?'

Target Behavior :

1. Encourages and contributes to a work environment in which achievement of challenging objectives and continuous learning is recognized and rewarded.

Interview Question :

Most people are highly motivated by job challenge. How have you used this to best advantage in your operation?

2. Mobilizes people to accept tough challenges willingly.

Describe a tough challenge you encouraged your team to take on. How did it work out?

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1. Low 2. Low/Moderate 3. Moderate 4. high/Moderate 5. High

Competency Details

Leadership Ability

Leadership ability looks at the extent to which an individual trusts, coaches and guides people to influence and control of their own destiny, through their own efforts. This competency asks the question 'How well do you lead individuals and teams to feel that the consequences of their actions are their own?'

Target Behavior :

1. Blends people into teams when needed; creates strong morale and spirit within his or her team; lets people finish and be responsible for their own work.

Interview Question :

Tell me about a team you built yourself, or helped build. What did you consider in picking people for the team?

2. Creates strong morale and spirit within the team; shares in wins and successes; creates a strong feeling of belonging and cohesion.

How would you describe the morale, or spirit, within the team you manage? How have you built that up over time?

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1. Low 2. Low/Moderate 3. Moderate 4. high/Moderate 5. High

Competency Details

Quality Focus

Quality focus looks at the extent to which an individual understands the steps or 'flow' of processes or planned sequences of work, and makes sure that they deliver their intended outcomes to the customer on a consistent basis. This competency asks the question 'How effectively do you measure or track key team or organizational quality processes to ensure that they conform to expectations as much as possible?'

Target Behavior :

1. Structures work flow and staff roles to optimize service.

Interview Question :

Tell me about a time when you re-structured the work to optimize service.

2. Has comprehensive knowledge of business unit's products and operations; uses this knowledge to ensure that processes are in place to measure and evaluate organizational effectiveness and to maximize business unit's performance.

Tell me about a process you put in place that was designed to measure or evaluate organizational effectiveness. What was the impact?

1. Low	2. Low/Moderate	3. Moderate	4. high/Moderate	5. High

Competency Details

Ethical Conduct

Ethical conduct looks at the individual's degree of understanding of, and appreciation for, potential organizational wrong-doing, ranging from behavior leading to serious legal risk to unethical and/or unprofessional behavior. This competency asks the question: "To what extent are you willing and able to initiate action when and if you become aware of violations of law and/or business ethics that jeopardize customer, employee and investor

Target Behavior :

1. Has exhibited ethical leadership by ensuring, or insisting upon, "safe haven" for others who speak up on issues of organizational impropriety.

Interview Question :

Describe a time when you provided a safe environment for an employee who reported some kind of wrong-doing within the organization.

2. Proactively rewards positive behaviors and deters questionable behavior that is not in the firm's best long-term interests.

Let's talk about business ethics -- tell me about a time when you went out of your way to discourage practices that were not in the firm's best interests for the long haul.

1. Low	2. Low/Moderate	3. Moderate	4. high/Moderate	5. High

