

EMU Competency Based Interview Questions

Competency: 1 Action Oriented

Enjoys working hard; is action oriented and full of energy for the things he/she sees as challenging; not fearful of acting with a minimum of planning; seizes more opportunities than others.

Questions:

1. Please provide an example of a work project that you were assigned that didn't really motivate you? Why didn't the project motivate you and how did you handle this experience and what was the outcome?

2. Please provide an example of a work project that really motivated you. Why were you excited for this project and what was the outcome?

3. Describe a situation where you had to take a decisive action on the basis of minimal information. Evaluate the outcome of your actions.

Competency: 2 Dealing with Ambiguity

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

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.

Questions:

1. Describe a situation where you had to make a tough decision even though you did not have all of the important information. How did you overcome your lack of information?

2. Tell me about a situation where you had to face multiple demands or where priorities kept changing. How did you deal with that?

3. Tell me about a situation where you had to respond quickly with little or no direction.

Competency: 3 Approachability

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
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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 incomplete information in time to do something about it.

Questions:

1. Describe specific actions you have taken to promote open dialogue with co-workers and/or subordinates?
2. What strategies or tactics have you used to make others feel comfortable approaching you with questions or concerns about personal or work related issues?
3. Describe your leadership style. Given your leadership style how do you make sure that employees and coworkers feel comfortable approaching you for help to solve problems?

Competency: 4 Boss Relationships

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
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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; easy to challenge and develop; is comfortably coachable.

Questions:

1. Please provide an example of a time that you disagreed with your boss. How did you approach your boss about this disagreement and what was the outcome?

2. Please tell me about one of the greatest skills you have learned from a prior boss. What was the skill and how did you learn it?

3. Please describe some constructive criticism you have received from your boss and how did you respond?

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EMU Competency Based Interview Questions

Competency: 5 Business Acumen

Knows how businesses work; knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his/her business and organization; knows the competition, is aware of how strategies and tactics work in the marketplace.

Questions:

1. Describe a situation when you observed a problem impacting an operation within the organization but outside of your immediate department. What actions did you take to correct the problem and what was the impact to the organization?

2. What tools or resources have you utilized to keep track of what strategies other organizations have implemented?

3. Please describe a situation where you successfully implemented a new strategy or policy within your department or organization in response to external competition?

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
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EMU Competency Based Interview Questions

Competency: 6 Career Ambition

Knows what he/she wants form 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.

Questions:

1. What is your primary career goal and how have you developed your skills to progress towards this goal?

2. Please describe a challenging work assignment you volunteered for to enhance your career? How did you utilize the experience gained from this opportunity?

3. What professional development opportunities have you volunteered for to enhance your career. How did you utilize the knowledge gained from these opportunities?

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EMU Competency Based Interview Questions

Competency: 7 Caring About Direct Reports

Is interested in the work and non-work lives 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.

Questions:

1. We all have different approaches to letting our staff know we care about them. What is your approach? Please provide some examples?

2. Can you explain the working culture of your current team? How do you manage to let your direct reports know that you care about them?

3. Describe a time when one of your employee's personal lives began impacting his/her work performance. How did you handle this situation?

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EMU Competency Based Interview Questions

Competency: 8 Comfort Around Higher Management

Can deal comfortably with more senior managers; can present to more 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.

Questions:

1. Please provide an example of how you have worked effectively with senior management to accomplish a desired objective. What was your approach to obtaining management buy-in?

2. Please tell me about a time when you presented difficult information to senior management. What was your approach in delivering this information? How did senior management respond?

3. Describe a time you received a request from senior management that was unexpected and/or unreasonable. How did you handle their request?

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Competency: 9 Command Skills

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; energized by tough challenges.

Questions:

1. Describe a situation where your leadership skills were challenged. How did you respond to this challenge and what was the outcome?

2. Tell me about a specific time you were charged with leading a project that was highly sensitive or unpopular. What was the outcome?

3. Tell me about the most challenging project you ever managed. Why was it challenging and how did you overcome adversity to ensure the project would be successful?

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Competency: 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 others not as fortunate; demonstrates real empathy with the joys and pains of others.

Questions:

1. Talk about one of the most emotionally difficult situations you had to deal with related to a colleague or subordinate's misfortune. How did you support your colleague or subordinate through their difficult time?

2. Discuss a time you had to give a colleague or subordinate some difficult news. How did you handle this situation and what was their reaction?

3. Describe a time when your reaction to a difficult situation was perceived as compassionate?

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Competency: 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.

Questions:

1. Interacting with others can be challenging at times. Have you ever had difficulty maintaining your composure during a disagreement with a coworker or business partner in a meeting? Please explain how you handled the situation.

2. Tell me about a time when you had to work with someone who had a work style that was very different from yours. What did you do? How were your styles different?

3. Tell me about an experience you've had where a peer/co-worker wouldn't listen to your opinions or suggestions. How did you handle the situation?

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EMU Competency Based Interview Questions

Competency: 12 Conflict Management

Steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minimum noise.

Questions:

1. Tell me about a time that you had to resolve or mediate a conflict between two co-workers. What approach did you take and what was the outcome?

2. Tell me about a conflict that you were involved in that you feel that you didn't handle very well. What did you learn from this situation and what would you do differently if faced with a similar situation?

3. What are some of the key steps in successful conflict management? Please describe a situation where you utilized these steps effectively in handling a work conflict.

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EMU Competency Based Interview Questions

Competency: 13 Confronting Direct Reports

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.

Questions:

1. Please describe a time you provided constructive criticism to a direct report about their behavior or performance. What was the outcome? Would you do anything differently?

2. Have you had to discipline and/or discharge an employee? How did you handle this situation and were you satisfied with the outcome?

3. Please describe your approach to providing feedback to your employees about their performance. How effective do you feel your approach is? What could you do to improve upon it?

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EMU Competency Based Interview Questions

Competency: 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.

Questions:

1. Tell me about a new idea that you developed which produced positive results.

2. Tell me about a suggestion you made to improve a work process that was adopted and benefited your department.

3. Describe how you have fostered a creative working environment.

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Competency: 15 Customer Focus

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.

Questions:

1. Sometimes customers make requests that are outside the scope of our own job responsibilities. Please give me an example of how you have dealt with such a request.

2. We have all encountered situations where we just couldn't satisfy all of the needs of a customer. Tell me about a time this has happened to you.

3. Tell me about a time when you were particularly successful at solving a customer's problem. What challenges did you face? How did you assure that the customer's needs were met?

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Competency: 16 Timely Decision Making

Makes decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure; able to make a quick decision.

Questions:

1. Describe the process you used recently to make a difficult decision under pressure. What was the result of the decision?

2. Describe a situation that required an immediate decision. How did you make this decision? What was the impact?

3. Tell me about a decision that took you a long time to make. Why did you need this extended time period to make your decision? What was the outcome?

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Competency: 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; sought out by others for advice and solutions.

Questions:

1. Everyone has made a poor decision or had something that did not turn out right. Give an example of when this happened to you. What did you learn? What would you do differently?

2. Describe a decision you made that had significant impact on your department/institution. What was the impact?

3. Tell me (us) about one of the most difficult decisions you have made in the last year. What process did you use to arrive at your decision? Do you feel that it was a good decision?

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EMU Competency Based Interview Questions

Competency: 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 and others finish their own work.

Questions:

1. Tell me about a time that you delegated an assignment to a direct report and they failed to complete the task. How did you respond to the situation? What was the outcome?

2. Tell me about a situation in which a direct report/colleague was reluctant to or refused to accept a delegated assignment or task. How did you handle this situation?

3. Tell me about a time that you served as a project manager and delegated an assignment to a co-worker and they failed to complete the task. How did you respond to the situation? What was the outcome?

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EMU Competency Based Interview Questions

Competency: 19 Developing Direct Reports & Others

Provides challenging and stretching tasks and assignments; holds frequent development discussions; is aware of each person's career goals; constructs compelling development plans and executes them; pushes people to accept developmental moves; will take on those who need help and further development; cooperates with the developmental system in the organization; is a people builder.

Questions:

1. Please provide an example of a time that you served as a mentor to another employee and describe how you assisted them with their career development.

2. Tell me about a situation in which a direct report/colleague was reluctant to develop their existing skill set. How did you handle this situation and what was the outcome?

3. Please provide a specific example of a time you gave someone an assignment outside of their standard work duties with the goal of challenging them to develop an improved skill set.

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EMU Competency Based Interview Questions

Competency: 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.

Questions:

1. Tell me about a time when you were responsible for a project and success could only be achieved by getting work done through others. What steps did you take to be sure the project was a success?

2. Tell me about a time when it was important for your team to achieve results on a project. What steps did you take to be sure the results were achieved?

3. Think of a significant project that required you to manage a large team or work group. Please describe how you managed the team to ensure the project was successful.

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
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EMU Competency Based Interview Questions

Competency: 21 Managing 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.

Questions:

1. Discuss some of the specific strategies you have found to be effective in developing and managing a diverse work team.

2. Have you ever had any experiences that increased your awareness of personal and cultural differences? How did this affect your relationships with individuals from different backgrounds than your own?

3. Describe a situation when you needed the cooperation of many diverse people in order to succeed. What strategies did you utilize to ensure success?

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EMU Competency Based Interview Questions

Competency: 22 Ethics and Values

Adheres to an appropriate (for the setting) and effective set of core values and beliefs during good and bad times; acts in line with those values; rewards the right values and disapproves of others; practices what he/she preaches.

Questions:

1. Please describe a time when you were asked to do something that challenged your core values. How did you respond and what was the outcome?

2. We don't always work with people who we consider ethical or honest. Have you ever seen another employee do something that you thought was inappropriate? What did you do?

3. Describe what you have done as a leader to set the ethical expectations and values for people who report to you.

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EMU Competency Based Interview Questions

Competency: 23 Fairness to Direct Reports

Treats direct reports equitably; acts fairly; has candid discussions; doesn't have agenda; doesn't give preferential treatment.

Questions:

1. Even for the best manager it is challenging not to favor certain employees that work for you. What have you done to ensure that you treated all of your employees fairly?

2. Discuss a time when one of your employees perceived your treatment of them to be unfair. How did you handle this? What was the outcome?

3. Think of a time that you had a direct report that you just didn't like. How did this impact your ability to treat them fairly and how did you handle it?

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EMU Competency Based Interview Questions

Competency: 24 Functional/Technical Skills

Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.

Questions:

1. Please describe how you keep your professional skills up to date and describe a situation where you successfully implemented a new strategy or policy in your department based upon this knowledge?
2. Please describe a work project you worked on that took full advantage of your particular expertise. Walk me through your work on the project and explain how you utilized your expertise to ensure the success of the project.
3. Talk about a time that you were given an assignment and quickly realized that you didn't have the knowledge or expertise needed to complete it. What did you do? What was the outcome?

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EMU Competency Based Interview Questions

Competency: 25 Hiring and Staffing

Has a nose for talent; hires the best people available from inside or outside; is not afraid of selecting strong people; assembles talented staffs.

Questions:

1. Tell me about a time that you hired someone that turned out to be a bad hire. What happened in the hiring process that led to the bad hire? What did you change in your approach to ensure that you wouldn't repeat this mistake in future hires?
2. How important is it to hire an employee who is a good fit with the organization's culture? How have you made sure that your own hires were a good fit?
3. What are two to three interview questions that have helped you to consistently identify the top candidate? What was it about those questions that helped you make your hiring decision?

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EMU Competency Based Interview Questions

Competency: 26 Humor

Has a positive and constructive sense of humor; can laugh at him/herself and with others; is appropriately funny and can use humor to ease tension.

Questions:

1. What is the role of humor in a work setting? Describe a couple of work situations that demonstrate your positive sense of humor.

2. Describe a time when you used your sense of humor to help diffuse a tense situation.

3. What have you done to make your work place more fun for your employees? Why did you do so?

4. Would your peers say that you have the ability to laugh at yourself? If so, please provide us with an example of a time this occurred.

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EMU Competency Based Interview Questions

Competency: 27 Informing

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.

Questions:

1. Information hoarding is a common problem in the work place. What have you done to increase communication and information sharing within your organization?

2. Describe how you have created an environment of information sharing and effective communication with (your superior, colleague or staff)

3. Discuss a time that you either communicated something you shouldn't have or failed to communicate something you should have. What did you learn from this?

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EMU Competency Based Interview Questions

Competency: 28 Innovation Management

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 effective brainstorming; can project how potential ideas may play out in the marketplace.

Questions:

1. Discuss what you have done in the workplace to foster an environment that supports and encourages innovation and creativity.
2. Please provide a specific example of an innovation your team developed that you are proud of. Describe how you helped to facilitate the creative process.
3. Please describe an environment you worked in where your manager didn't value innovation and creativity. What impact did that have on your department? How has that impacted how you have managed your own staff?
4. Describe the last time you encouraged inventive methods to draw out company resources beyond a level that is usually met?

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EMU Competency Based Interview Questions

Competency: 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.

Questions:

1. Tell us about a situation that exemplified your integrity.
2. Describe a situation where someone challenged your integrity. How did you respond to this situation?
3. As a new employee you will have to build trust with colleagues, staff and superiors. How have you done this in past positions?

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EMU Competency Based Interview Questions

Competency: 30 Intellectual Horsepower

Is bright and intelligent; deals with concepts and complexity comfortably; described as intellectually sharp, capable, and agile.

Questions:

1. Give an example of a time when you had to make a decision when policies/procedures were not in place. What analytical process did you engage in before determining your course of action? What was the outcome? What follow-up measures did you implement to avoid any confusion/conflict in the future?

2. Describe a situation when you may have missed an obvious solution to a problem. What was the outcome? If you had an opportunity to do it over, what change(s) would you make?

3. Tell me (us) about an event you were responsible for that really challenged your intellectual ability. How did you meet the challenge? What did you learn about yourself?

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EMU Competency Based Interview Questions

Competency: 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.

Questions:

1. Building rapport with some people can be challenging. Give an example of a time when you were able to build rapport quickly with someone in your organization even though the situation was a difficult one.
2. Describe for me a time when you had to tactfully but forcefully say things that another person or group did not want to hear.
3. Tell me about a time that you had to deal with a difficult person. How did you handle the situation? Were you able to get along? How or why not?
4. Some people are more difficult than others to get along with. Tell me about your least successful working relationship. Why do you think it was unsuccessful?
5. Describe a time when you were part of a tense situation that needed to be diffused. What made it tense? What role did you play in diffusing it? What was the outcome?

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EMU Competency Based Interview Questions

Competency: 32 Learning on the Fly

Learns quickly when facing new problems; a relentless and versatile learner; open to change; 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.

Questions:

1. Give an example of a time when you had to make an important decision without having all of the information you needed. Explain in detail the process involved in making the decision.

2. Describe a situation where you were new to a project and others knew more than you did. How did you close the gap? What did you learn about yourself and how have you applied what you learned to other situations?

3. Tell me (us) about a work problem that came as a surprise to you. How did you handle it? What was the outcome?

4. We all have disappointing work experiences. Tell me about one you had and what you learned from it.

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EMU Competency Based Interview Questions

Competency: 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.

Questions:

1. One of the most difficult aspects of effective listening is to accurately restate the opinions of others even when you disagree with their perspective. Describe a time when you effectively did this.

2. Describe a time that you heard someone out, even though you disagreed with the person, only to change your mind in the end.

3. Tell me about a situation where you had to listen to someone who you believed did not know what he or she was talking about. How did you maintain your patience?

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Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 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.

Questions:

1. Tell me about a time you had to confront and handle the negative behavior of someone who reports to you. What was the situation? What did you do? What was the outcome?

2. Tell me about a time when you witnessed a project fail because nobody had the courage to speak up about the problem until it was too late.

3. Give me an example of a time you needed to give constructive feedback to one of your peers or someone higher in the organization about his or her behavior.

4. Tell me about a time you refrained from saying something you felt needed to be said. Why didn't you speak up? Do you regret your decision? Why or why not?

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 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.

Questions:

1. Tell me about the methods you use to stay informed about your employees activities, achievements, work load and progress toward meeting their objectives.

2. Describe your approach to providing your direct reports with ongoing feedback about their work performance.

3. 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?

4. Describe how you set the goals for your direct reports last year and how you measured their work.

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 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; empowers other; 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.

Questions:

1. Give us an example of a time you were responsible for motivating co-workers or direct reports, in order to get the job done. What steps did you take? What was the outcome?

2. Tell me (us) about a time you were highly motivated and your example inspired others. What do you think were the factors that inspired them to act in a more productive/positive manner?

3. We all get assignments that we really don't want to do. Give an example of a time this happened to one of your project teams and tell me (us) how you motivated them to get the job done.

4. Tell me about a time when you were able to give an employee what he/she needed to maintain or regain his/her motivation.

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 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 quickly of other parties to the negotiations; has a good sense of timing.

Questions:

1. Describe the most challenging negotiation in which you were involved. What did you find to be the most difficult part of the process and why?

2. Describe for me (us) a situation where two individuals or parties were at odds and you helped negotiated a win/win solution.

3. Tell me about a time when you needed to get cooperation from someone in another department to be successful on a task or project.

4. Tell me (us) about the last time you had to negotiate with someone. How did you prepare for it and what was the outcome?

5. Tell me about a time that you were successful negotiating a concession from another party but damaged the relationship. Did you see that your approach was having a negative effect on the relationship? If so, why did you proceed?

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 38 Organizational Agility

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.

Questions:

1. Please tell me about a key organizational policy or procedure that you worked on. What role did you take in the development of the policy/procedure and what groups/departments did you work with to insure buy in on the policy/procedure?

2. Please provide a specific example of a time you worked with people outside of your department behind the scenes (outside of a formal team or committee) to benefit your organization.

3. Please provide an example of a time that you worked on a multi-departmental team. What were some of the challenges you faced working with people outside of your department and how did you overcome those challenges?

4. Tell me about the organizational climate at your current or most recent employer and give me an example of how that climate made it difficult for you to successfully accomplish a goal or project.

Competency: 39 Organizing

Response Summary: Summarize the candidate’s answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

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.

Questions:

1. How do you go about analyzing your team's workload and determining if you can make a commitment to a goal or task?

2. Tell me about a period of time when you had to juggle multiple, complex activities or projects simultaneously. How did you stay organized and continually move the projects forward?

3. Describe a situation or project where you had to acquire resources such as people and funding to accomplish a goal. What resources did you need, and how did you get them?

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 40 Dealing with Paradox

Can act in ways that seem contradictory; is very flexible and adaptable when facing tough calls; can combine seeming opposites like being compassionately tough, stand up for self without trampling others, set strong but flexible standards; can act differently depending upon the situation; is seen as balanced despite the conflicting demands of the situation.

Questions:

1. Tell me about a situation in which you have had to adjust to changes over which you had no control. How did you handle it?

2. Tell me about a time when it was important to maintain productivity and quality in spite of significant changes at work. What were the changes? How did you handle the situation? What were the results?

3. Tell me about a time when you experienced a major change to your normal work practices. How did you handle it?

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 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; sensitive to due process and proper pacing; follows established process.

Questions:

1. Most people find it difficult to be patient? Would you describe yourself as patient?
Please provide a specific example that exemplifies your ability to be patient?

2. Tell me about a challenging project or task that tested your ability to be patient. Was the project successful?

3. Describe a time that tested your patience when an initiative you managed was delayed because of the resistance of an individual or group. How did you handle it?

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 42 Peer Relationships

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.

Questions:

1. Tell me about a time that you had a disagreement with one of your co-workers. What was the disagreement and how did you resolve it?
2. Please provide an example of a time when you utilized collaboration to resolve an issue with a co-worker.
3. Tell me about a time that you needed to gain the trust and support of one of your peers in order to be successful on a project.
4. Give me an example of when you wished you would have spent more time looking for common ground with your coworkers before taking a particular action.

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 43 Perseverance

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

Questions:

1. Describe a recent situation where it took you a number of attempts and different approaches to accomplish a task. How did you make yourself stick with it until you accomplished it?

2. Describe the most difficult obstacle you have faced in your career. What did you do to overcome it?

3. Tell me about a time when you had to finish a job that you had to finish when everyone else had given up.

4. Tell me about a time when you were unable initially to sell an idea to your boss, an employee, or a peer. Did you try again? If so, what did you do differently?

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 44 Personal Disclosure

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 for those who interact with him/her regularly.

Questions:

1. Please describe a time that you felt it was necessary to admit a mistake you made to a boss, co-worker or subordinate. Why did you feel it was necessary to admit your mistake?
2. What has been the most difficult work conversation you've had involving your feelings or personal beliefs about an issue? Why did you decide to share that information?
3. Discuss any feedback you have been given about how easy or difficult it is for co-workers and subordinates to get to know you. What have you done with that information?

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 45 Personal Learning

Picks up on the need to change personal, interpersonal, and managerial behavior quickly; watches others for their reactions to his/her attempts to influence and perform, and adjusts; seeks feedback; is sensitive to changing personal demands and requirements and changes accordingly.

Questions:

1. What was the hardest advice you've ever had to listen to about yourself? What did you do with the information?
2. Discuss an area of self-improvement that you needed to work on that hampered your success. How did you address this area of self improvement?
3. Talk about a time that you were leading a project and realized you needed to change your managerial style quickly to obtain the desired results.
4. Tell me about a time you were working with a team and needed to alter your personal or interpersonal behavior to improve your working relationship with the team.

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 46 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.

Questions:

1. Tell me about a time when your ability to explore possible future scenarios enabled you to prevent a significant/major problem from occurring.

2. Tell me about a time where your ability to think strategically and look at the big picture stopped you or someone else from doing something that would have been a mistake.

3. Describe a time when you were able to solve a business problem or challenge by applying something you learned through a personal or business interest of yours.

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 47 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.

Questions:

1. Tell me about a time when you had to evaluate institutional/business plans to determine alternative strategies. What steps did you take and what information did you consider?

2. Tell me about the last time you set specific work-related goals or objectives. Please share several of these goals with us.

3. Can you describe a situation that demonstrates your ability to effectively plan work by breaking it into intermediate process steps and then communicating the plan to the appropriate leadership.

4. Think about the assignments you completed over the past few months. Tell me about the one that required the greatest amount of effort with regard to planning and organizing.

<p>Response Summary: Summarize the candidate’s answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.</p>	
<p>Situation and/or Task:</p>	
<p>Action Item:</p>	
<p>Result:</p>	
<p>Comments:</p>	<p>Rating:</p>

EMU Competency Based Interview Questions

Competency: 48 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 corporate politics as a necessary part of organizational life and works to adjust to that reality; is a maze-bright person.

Questions:

1. Give me an example of a time you used your political savvy to push something through for approval.

2. Give me an example of a complex political situation you were able to handle effectively and quietly, which, had you not handled it well, could have blown up.

3. Tell me about a time you stepped on a political landmine. Did you resolve the situation effectively? If so, how?

4. Tell me about a time you consciously chose not to play organizational politics. What was the impact of your decision?

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 49 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 process during the presentation; can change tactics midstream when something isn't working.

Questions:

1. Give an example of a time when a presentation you were making was not working and you had to switch tactics to make it work.

2. Tell me about a significant presentation you made to senior leadership. What steps did you go through to prepare for the presentation? What was the outcome?

3. Tell me (us) about the most effective presentation you have made. How did you prepare for it? What obstacles, if any, did you face, and how did you handle them?

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 50 Priority Setting

Spends his/her time and the time of others on what's important; quickly zeros 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.

Questions:

1. Describe a situation in which you had to establish a strategic direction which included multiple priorities within your area of responsibility. How did you approach this task and what were the results?

2. Describe a specific time when you had to coordinate the efforts of multiple people and keep them focused.

3. Tell me about a time when you were challenged to maintain focus on completing a complex project while handling your daily responsibilities.

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 51 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.

Questions:

1. Describe a problem situation where you had to define key issues, seek out relevant information, and decide on which steps to take to get the desired results. What was the outcome?

2. We can sometimes identify a small problem and fix it before it becomes a major problem. Give me an example of how you have done this?

3. Solving a problem often necessitates evaluation of alternative solutions. Give me an example of a time when you actively defined several solutions to a single problem.
(Note: make sure they talk about the tools used e.g., research, brainstorming as well as how and why they used the tools)

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 52 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.

Questions:

1. As a manager or supervisor, one of your jobs is to provide direction and leadership for a work unit. Give an example of how you have been successful at empowering either a person or a group of people to accomplish a major task or project.

2. Give me an example of a time you acted on an opportunity to integrate two or more processes or procedures to make a more efficient and effective single process or procedure.

3. Tell me about a time when you took a complicated technical process and explained it to people who were unfamiliar with the process.

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 53 Drive for Results

Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.

Questions:

1. Tell me about a time when you were not satisfied with your division's or department's level of performance. What did you do to increase the level of performance?
2. What are some obstacles or barriers you have encountered at work that make it difficult to achieve required goals. How do you usually handle these obstacles/barriers?
3. Tell me about a time when you were asked to complete a difficult assignment and the odds were against you. What approach did you take? Did you achieve the desired results?
4. Tell me about a time when you had to work very hard and make personal sacrifices to help your organization/department/team reach its goals.

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 54 Self-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.

Questions:

1. Describe your understanding of emotional intelligence. Give examples of what you believe illustrate that you have a high degree of emotional intelligence.

2. Discuss a change you made at work in response to some negative feedback you received about your work style.

3. Describe your process for learning a new skill set or competence.

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 55 Self Knowledge

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 balanced (+s and -s) performance reviews and career decisions.

Questions:

1. Describe a situation that demonstrates your willingness to challenge and stretch your current skills and abilities.

2. Tell me about a time when you were able to treat a negative experience as a learning opportunity.

3. Tell me about a time that you received constructive feedback from a boss or coworker that you took to heart and did something about.

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 56 Sizing Up People

Is a good judge of talent; 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.

Questions:

1. Describe a situation that demonstrates your ability to consider the overall organizational culture when assessing individual talent.

2. Describe a time when your ability to pick up on the intentions or needs of a group resulted in you changing your course of action.

3. Give me an example of a time when you were able to foresee that your team was moving toward an undesirable outcome. What did you do to get them back on track?

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 57 Standing Alone

Will stand up and be counted; doesn't shirk personal responsibility; can be counted on when times are tough; willing to be the only champion for an idea or position; is comfortable working alone on a tough assignment.

Questions:

1. Tell me about a time when you were the only one championing a particular idea. What was the outcome?

2. Describe the most unpopular stand you have taken in your job. What was the outcome?

3. Tell me about a time you stood up for a decision you made even though it was unpopular.

4. Tell me about a time you felt you needed to be assertive in order to get what you felt you or your team deserved or needed.

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 58 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.

Questions:

1. Tell me about a time when your knowledge of your profession alerted you to an upcoming challenge or opportunity, and where you were able to develop a proactive strategy to deal with it.

2. Give me an example of a time where, by using your understanding of the strengths and weaknesses of your competitors, you were able to gain a competitive advantage.

3. Give me an example of a time you successfully aligned the strategic priorities of your department/team with the strategic priorities of the organization.

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 59 Managing Through Systems

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.

Questions:

1. Do you consider yourself to be more of a micro or macro manager? Please provide a specific example of how you have been successful with this approach.

2. A successful manager establishes clear practices, processes and procedures for their employees, so they don't have to "stand over their shoulder". Please describe your approach to setting clear practices, processes and procedures for your employees.

3. As you climb higher in an organization's leadership hierarchy, it seems you get further removed from the day-to-day work for which you're responsible. What systems/practices/processes have you put in place that assured that the work of your areas would continue effectively and successfully with less intervention by you?

4. What does "managing from a distance" mean to you? Why is it important to be able to do that as a leader? Give some examples of how you have done this successfully.

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 60 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.

Questions:

1. Give an example of a time when you needed to get two groups who historically had not worked well together to collaborate on a project. Describe the challenges you encountered and the outcome.

2. Give me an example of a time that your leadership transformed a group of people into an effective, healthy and productive team.

3. Describe a time when you needed to have co-workers with different work styles or ideas work together on a project. What, specifically, did you do to pull them together?

4. Tell me about a time where, because you didn't effectively build your team, the team was not able to accomplish its objective. What did you learn? What would you do differently if you had it to do over again?

5. What have you done to build morale and commitment within a team that was dealing with a difficult or long drawn out assignment?

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 61 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 - like internet technology; does well in technical courses and seminars.

Questions:

1. Provide an example of a new challenge or duty at work that was assigned to you with minimal training provided. How did you adapt to this new challenge and what steps did you take to make sure you would be successful?
2. Tell me about a time when you had to learn a new technology to do your job effectively. What steps did you take to understand and use the new technology?
3. What are some of the current issues or trends impacting your area of expertise? How are these issues or trends affecting the way you do your job?
4. Discuss a situation that emphasizes your ability to apply specific product/service knowledge to solve an internal or external problem.

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 62 Time Management

Use 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.

Questions:

1. How do you go about analyzing your workload and determining if you can make a commitment to a goal or task?

2. Tell me about a time you had to complete multiple tasks/projects in a tight timeframe.

3. By way of example, convince me that you can get more done in less time than others.

4. We all have those days when it feels like you have a week's worth of work to do that day. In thinking about one of those days, how did you prioritize what needed to get done that day and why did you take that approach?

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 63 TQM /Re-Engineering

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.

Questions:

1. Give me an example of a time you solved a problem in ways that addressed total system needs rather than just your immediate situation. What did you do? How effective was it?
2. Eastern Michigan University is committed to continuous improvement. What role, if any, have you played in your organization's continuous improvement efforts? What are some of the accomplishments/outcomes of this work?
3. What measures have you implemented to encourage employee involvement in your organization's continuous improvement program?
4. Tell me about a time when you made a suggestion to improve something at work that management accepted and implemented.
5. Tell me about something new you did in your department that improved customer service, productivity, quality, teamwork or performance.

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 64 Understanding Others

Understands why groups do what they do; picks up the sense of the group in terms of positions, intentions, and needs; what they value and how to motivate them; can predict what groups will do across different situations.

Questions:

1. Tell me about a time where your understanding of what a group valued helped you work effectively with them.

2. Please tell me about a time that you had to motivate a group/team with different intentions, priorities, values and/or needs than yourself. What did you do differently to try to motivate the group/team?

3. Assembling and maintaining productive teams requires a good understanding of group dynamics. Describe a situation that illustrates your ability to do this.

4. Talk about a time you used your knowledge of group dynamics to get an ineffective team or work group back on track.

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 65 Managing Vision & Purpose

Communicates a compelling and inspired vision or sense of core purpose; 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.

Questions:

1. 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?

2. Tell me about a time when you had to convince and/or persuade others to believe in an idea or vision you had.

3. What was your biggest success in developing and achieving a vision for your area/department? How did you inspire others to buy in to your vision?

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 66 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.

Questions:

1. Please tell me about a time that there was a conflict between activities planned in your work and personal life. How did you manage this conflict and what was the result?
2. Tell me about a time when you felt the need to rebalance family/personal/work priorities.
3. Talk about a time you weighed work/personal life balance issues in making a career-related decision.
4. Have you worked in an environment that seemed to negate the importance of work/personal life balance? How did you handle that?
5. Give me an example of when you were able to meet an overwhelming number of personal and professional demands in your life, yet still maintain a healthy balance.

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating:

EMU Competency Based Interview Questions

Competency: 67 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.

Questions:

1. Give an example of the type of writing you do best and the type that is the most difficult for you.

2. Tell me about a time when someone misunderstood something you wrote. How did you determine that you were misunderstood? What did you do to clarify the misunderstanding?

3. Tell me about the most complex idea, situation or process you have ever had to explain in writing. What approach did you take to convey the information to insure that your audience would understand? Based on feedback you received, how successful were you in getting your message across?

Response Summary: Summarize the candidate's answer, listing the situation they described, the action they took and the result. Then rate the answer from 1 to 5 according to the rating scale indicated.	
Situation and/or Task:	
Action Item:	
Result:	
Comments:	Rating: