

## BEHAVIORAL INTERVIEW QUESTIONS RESPONSE ANALYSIS

1. **COPING:** Able to maintain a mature problem solving attitude while dealing with interpersonal conflict, hazardous conditions, personal rejection, hostility, or time demands.

Emotionally Unstable Quick temper Overly sensitive to criticism Overreacts to conflict Defensive Overreacts to rejection	Adequate emotional control Shows temper only with provocation Reasonably mature under criticism Some ability to manage conflict Able to deal with rejection	Calm under pressure Difficult to provoke Uses criticism to learn Skilled with conflict resolution Rarely defensive Quickly rebounds from rejection
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2. **TOLERANCE OF AMBIGUITY:** Able to withhold actions or speech in the absence of important information, deal with unresolved, frequent change, delays of unexpected events.

A high need for structure Jumps to conclusions Intolerant of delay Speaks up too quickly because of unpredictability	Needs structure in some circumstances Sometimes jumps to conclusions Moderately able to tolerate delay Can wait to speak Can deal with ambiguous situations	Comfortable with lack of structure Postpones decisions appropriately Accepts daily philosophically Gets information before speaking up Comfortable with ambiguity
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3. **DECISIVENESS:** Able to make decisions quickly on available information and take action, make commitments and not change decisions when challenged, deal with emergencies as necessary.

Tends to abandon decisions Slow to make decisions Confused in a crisis situation Postpones decisions	Usually sticks by decisions Somewhat decisive Some skill in handling a crisis Usually able to make a decision	Exhibits strength of conviction Decisive Makes good decisions in a crisis Makes quick decisions as required
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4. **ASSERTIVENESS:** Able to maturely express one’s feelings and opinions in spite of disagreement, accurately communicate to others regardless of their status or position.

Tends to withdraw Overreacts to conflict Easily gets intimidated Usually immature Don’t cope with disagreement	Average level of interaction Some skill with conflict management Occasionally intimidated Adequate social maturity Copes with disagreement	Feels free to express opinions Manages conflict well Rarely intimidated Socially mature Manages disagreement constructively
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5. **ENERGIZING:** Able to create positive energy (motivation) in both individuals and groups.

Bland communication style Rarely sets positive example Limited coaching and counseling skills Limited awareness of goals Socially isolated	Average energy in speaking Usually sets positive example Some coaching/counseling skills May use goals to motivate others Accepted by others	Speaks with enthusiasm Consistently sets positive example Good coaching/counseling skills Regularly uses goals to motivate others Admired by others
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6. **POLICY AND PROCEDURES:** Able to relate to routine operations in a manner that is consistent with existing solutions to problems, conform to establish policies and procedures, log work activities.

Blindly accepts policy and procedures Argues about the procedures Breaks policy procedures to show off See policy procedures as oppressive Only complies with policy procedures	Sometimes critical of policy/procedures Identifies problems in policy/procedures Occasionally breaks policy/procedures Sees policy/procedures as necessary burden Usually conforms with policy/procedures	Maturely questions policy/procedures Suggest changes of policy/procedures Rarely breaks policy/procedures Recognizes value of policy/procedures Committed to policy/procedures
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7. **ALERTNESS:** Able to be attentive to all aspects of the environment while working, to monitor environment during routine activity.

Tunes out environment Bored with routine Easily distracted Daydreams on the job	Generally attentive Generally notices key details Usually ignores distractions Typically alert	Pays attention well Quite alert to environment Ignores distractions Always on the alert
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8. **ANALYTICAL PROBLEM SOLVING:** Able to use a systematic approach in solving problems through analysis of problem and evaluation of alternate solutions, use logic, mathematics, or other problem solving tools in data analysis or in generating solutions.

Never analytical Is not systematic in problem solving Explores a single solution Doesn't try to troubleshoot Quick to make assumptions	Sometimes analytical May use systematic approach to problems May explore multiple solutions Usually troubleshoots solutions Usually questions assumptions	Uses analytical skills Systematically attacks problems Defines alternate courses of action Regularly troubleshoots solutions Regularly questions assumptions
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9. GOAL SETTING: Able to define realistic, specific goals and objectives, to prioritize objectives.

<p>Little/no experience in writing goals          Has no regular time for goal setting          Waits for others to set goals          Rarely sets priorities          Thinks goals setting is not important</p>	<p>Some experience in writing goals          Periodically sets goals          May independently set goals          May set priorities          Recognizes value of goal setting</p>	<p>Writes specific with target dates          Reserves special time for goal setting          Initiates goal setting if others don't          Regularly sets priorities          Believes goal setting is essential</p>
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10. WRITTEN COMMUNICATION: Able to write clearly and effectively, present ideas, document activities; to read and interpret written information.

<p>Little/no work related experience in writing          Rarely uses written communication          Little skill with writing equipment          Recognizes little value in documentation</p>	<p>Some work related writing experience          Recognizes value of written communication          Some skill with writing equipment          Recognizes value of documentation</p>	<p>Extensive work related writing experience often uses written word to communicate          Skilled with writing equipment          Generates/uses documentation</p>
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11. COMMITMENT TO TASK: Able to start and persist with specific courses of action while exhibiting high motivation and a sense of urgency; willing to commit to long hours of work and make personal sacrifice in order to reach goals.

Needs directions and supervision Background suggests underachievement Won't work with difficult personalities Little task orientation Unwilling to sacrifice to get results	Generally operates as a self-starter Adequate level of past achievement Can work with difficult personalities Some task orientation May sacrifice to get results	Self-directing to get results Significant level of past achievement Achieves despite difficult personalities High task orientation Willing to sacrifice to get results
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12. INTERACTION: Able to communicate with others in a warm and helpful manner while simultaneously building credibility and rapport.

Aloof and socially removed Limited skill building rapport Less credible Little skill in keeping confidences Careless with others' feelings	Adequate social interaction skills Some skill in building rapport Credible Shows reasonable care in keeping trust Aware of how others feel	Exhibits interpersonal warmth/friendship Skilled in building rapport Very credible Carefully protects confidential information Respects the feelings of others
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13. INTERPRETATION: Able to interpret verbal and non-verbal behavior; to develop accurate perception and understanding of others' feelings, needs, values and opinions; to be sensitive to and aware of personality differences and conflicts.

Less skilled at assessing people Uninformed about others' needs Not sensitive to body language Unaware of symbols of status and esteem	Some skill in assessing people Some awareness of others' needs Aware of body language Aware of symbols of status and esteem	Skilled in assessing people Alert to others' needs Skilled in reading body language Scans for symbols of status and esteem
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14. ORGANIZATION PLANNING: Able to organize or schedule people or tasks; to develop realistic action plans while being sensitive to time constraints and resource availability.

Rarely uses written plans Little time management skill Disorganized Resists the use of plans little evidence of planning	Occasionally uses written plans Some skill in time management Generally organized Responds to plans made by others Makes "to do" lists and near time plans	Uses written plans to guide activities Skilled with a time management system Highly organized Structures action plans Makes long and short-range plans
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15. CREATIVITY: Able to develop unique and novel solutions to problems; use intuition and a new way of thinking to give birth to new ideas; to present information in an attention- getting and interesting manner.

Little recognition for creative efforts Little experience in art, writing, music Little ability to generate unique products Close minded	Some recognition for creative success Some experience in art/writing/music Some ability to generate unique products Reasonably inventive, asks “why” Willing to discuss ideas, open to change	High recognition for creative success Clear experience in art/writing/music Quite able to generate unique products Quite inventive, asks “what if” Likes to brainstorm Suggests new ideas
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16. VERSATILITY: Able to modify one’s own behavioral style to respond to the needs of others while maintaining one’s own objectives and sense of dignity.

Rigid in socially dealings/ me oriented Hardheaded, brittle, uncompromising Critical of others’ actions/intolerant Rebels in response to others’ needs	Average in social flexibility Some skill with compromise Generally tolerant of others Some interest in accommodating others	Socially flexible/ you oriented Able to skillfully compromise Accepts others, tolerant of differences Maturely accommodates others
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17. LEADERSHIP: Able to influence the actions and opinions in a desired direction; to exhibit judgment in leading others to worthwhile objectives.

<p>Rarely attempts to influence others          Little attempt to change others' behavior          Little understanding of group dynamics          Unable to build morale          Unwilling to confront others          Overuses people of is to authoritative</p>	<p>Occasionally attempts to influence others          Tries to change others; behavior          Understands group dynamics          Somewhat effective in building morale          Some willingness to confront others          May overuse/underuse authority</p>	<p>Frequently attempts to influence others          Successfully changes others' behavior          Skilled in use of group dynamics          Effectively builds morale          Maturely confronts others as necessary          Properly uses authority</p>
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18. TEAM BUILDING: Able to work with people in such a manner as to build high morale and group commitments to goals and objectives.

<p>Rarely uses participative management          Tolerant of negative attitudes          Unaware of individual and group goals          Allows abuse/ridicule of team member          Does not show task or people concern</p>	<p>Some skill with participative management          Sometimes confronts negative attitudes          Talks about personal goals and team goals          Usually stops abuse/ridicule of team member          Shows either task of people concern</p>	<p>Skilled in participative management          Confronts negative attitudes          Builds overlap of personal/team goals          Never allows abuse/ridicule of team member          Shows task and people concern</p>
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19. DECISION MAKING AND PROBLEM SOLVING: Able to take action in solving problems while exhibiting judgment and a realistic understanding of issues; able to use reason, even when dealing with emotional topics.

Personal bias Usually asks “why” Unreasonable judgment Generates impractical solutions	Generally objective Sometimes asks “why” Reasonably good judgment Generally reasonable Usually generates practical solutions	Regularly exhibits objective attitude Isolates problem causes Sounds judgment Regularly bases decisions on facts Makes decisions that solve problems
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20. READING THE SYSTEM: Able to recognize and use information about organizational climate and key individuals to accomplish legitimate organizational goals; be aware of the importance of timing; politics and group processes in managing change.

Lacks social skills Politically naïve, gets caught in traps Little insight about social networks Reacts with little regard to consequences Unaware of interpersonal impact	Average social skills Recognizes politics, avoids big mistakes Recognizes social networks at work Usually asserts at the right time Generally aware of differences in people Has some ‘blind spots’ about self	Socially skillful has polish ‘Reads the system’ to reach objectives Understands social networks at work Skillful in self assertion Builds relationships using savvy Very aware of interpersonal impact
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