**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 UnstableQuick temperOverly sensitive to criticism Overreacts to conflictDefensiveOverreacts to rejection | Adequate emotional controlShows temper only with provocationReasonably mature under criticismSome ability to manage conflictAble to deal with rejection | Calm under pressureDifficult to provokeUses criticism to learnSkilled with conflict resolutionRarely defensiveQuickly rebounds from rejection |

1. 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 structureJumps to conclusionsIntolerant of delaySpeaks up too quickly because of unpredictability | Needs structure in some circumstancesSometimes jumps to conclusionsModerately able to tolerate delayCan wait to speakCan deal with ambiguous situations | Comfortable with lack of structurePostpones decisions appropriately Accepts daily philosophicallyGets information before speaking upComfortable with ambiguity |

1. 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 decisionsSlow to make decisionsConfused in a crisis situationPostpones decisions | Usually sticks by decisionsSomewhat decisiveSome skill in handling a crisisUsually able to make a decision | Exhibits strength of convictionDecisiveMakes good decisions in a crisisMakes quick decisions as required |

1. 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 withdrawOverreacts to conflictEasily gets intimidatedUsually immatureDon’t cope with disagreement | Average level of interaction Some skill with conflict managementOccasionally intimidatedAdequate social maturityCopes with disagreement | Feels free to express opinionsManages conflict wellRarely intimidatedSocially matureManages disagreement constructively |

1. ENERGIZING: Able to create positive energy (motivation) in both individuals and groups.

|  |  |  |
| --- | --- | --- |
| Bland communication style Rarely sets positive exampleLimited coaching and counseling skillsLimited awareness of goalsSocially isolated | Average energy in speakingUsually sets positive exampleSome coaching/counseling skillsMay use goals to motivate othersAccepted by others | Speaks with enthusiasmConsistently sets positive exampleGood coaching/counseling skillsRegularly uses goals to motivate othersAdmired by others |

1. 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 proceduresArgues about the proceduresBreaks policy procedures to show offSee policy procedures as oppressiveOnly complies with policy procedures | Sometimes critical of policy/proceduresIdentifies problems in policy/proceduresOccasionally breaks policy/proceduresSees policy/procedures as necessary burdenUsually conforms with policy/procedures | Maturely questions policy/proceduresSuggest changes of policy/proceduresRarely breaks policy/proceduresRecognizes value of policy/proceduresCommitted to policy/procedures |

1. ALERTNESS: Able to be attentive to all aspects of the environment while working, to monitor environment during routine activity.

|  |  |  |
| --- | --- | --- |
| Tunes out environmentBored with routineEasily distractedDaydreams on the job | Generally attentiveGenerally notices key detailsUsually ignores distractionsTypically alert | Pays attention wellQuite alert to environmentIgnores distractionsAlways on the alert |

1. 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 analyticalIs not systematic in problem solvingExplores a single solutionDoesn’t try to troubleshootQuick to make assumptions | Sometimes analyticalMay use systematic approach to problemsMay explore multiple solutionsUsually troubleshoots solutionsUsually questions assumptions | Uses analytical skillsSystematically attacks problemsDefines alternate courses of actionRegularly troubleshoots solutions Regularly questions assumptions |

1. GOAL SETTING: Able to define realistic, specific goals and objectives, to prioritize objectives.

|  |  |  |
| --- | --- | --- |
| Little/no experience in writing goalsHas no regular time for goal settingWaits for others to set goalsRarely sets prioritiesThinks goals setting is not important | Some experience in writing goalsPeriodically sets goalsMay independently set goalsMay set prioritiesRecognizes value of goal setting | Writes specific with target datesReserves special time for goal settingInitiates goal setting if others don’tRegularly sets prioritiesBelieves goal setting is essential |

1. WRITTEN COMMUNICATION: Able to write clearly and effectively, present ideas, document activities; to read and interpret written information.

|  |  |  |
| --- | --- | --- |
| Little/no work related experience in writingRarely uses written communicationLittle skill with writing equipmentRecognizes little value in documentation | Some work related writing experienceRecognizes value of written communicationSome skill with writing equipmentRecognizes value of documentation | Extensive work related writing experience often uses written word to communicateSkilled with writing equipmentGenerates/uses documentation |

1. 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 supervisionBackground suggests underachievement Won’t work with difficult personalitiesLittle task orientationUnwilling to sacrifice to get results | Generally operates as a self-starterAdequate level of past achievementCan work with difficult personalitiesSome task orientationMay sacrifice to get results | Self-directing to get resultsSignificant level of past achievementAchieves despite difficult personalitiesHigh task orientationWilling to sacrifice to get results |

1. INTERACTION: Able to communicate with others in a warm and helpful manner while simultaneously building credibility and rapport.

|  |  |  |
| --- | --- | --- |
| Aloof and socially removedLimited skill building rapportLess credibleLittle skill in keeping confidencesCareless with others’ feelings | Adequate social interaction skillsSome skill in building rapport Credible Shows reasonable care in keeping trustAware of how others feel | Exhibits interpersonal warmth/friendshipSkilled in building rapportVery credibleCarefully protects confidential informationRespects the feelings of others |

1. 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 peopleUninformed about others’ needsNot sensitive to body languageUnaware of symbols of status and esteem | Some skill in assessing peopleSome awareness of others’ needsAware of body languageAware of symbols of status and esteem | Skilled in assessing peopleAlert to others’ needsSkilled in reading body languageScans for symbols of status and esteem |

1. ORGANIZATION PLANNING: Able to organize or schedule people or tasks; to develop realistic action plans while being sensitive to time constrains and resource availability.

|  |  |  |
| --- | --- | --- |
| Rarely uses written plansLittle time management skillDisorganizedResists the use of plans little evidence of planning | Occasionally uses written plansSome skill in time managementGenerally organizedResponds to plans made by othersMakes “to do” lists and near time plans | Uses written plans to guide activitiesSkilled with a time management systemHighly organizedStructures action plansMakes long and shirt-range plans |

1. 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 effortsLittle experience in art, writing, musicLittle ability to generate unique productsClose minded | Some recognition for creative successSome experience in art/writing/musicSome ability to generate unique productsReasonably inventive, asks “why”Willing to discuss ideas, open to change | High recognition for creative successClear experience in art/writing/musicQuite able to generate unique productsQuite inventive, asks “what if”Likes to brainstormSuggests new ideas |

1. 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 orientedHardheaded, brittle, uncompromisingCritical of others’ actions/intolerantRebels in response to others’ needs | Average in social flexibilitySome skill with compromiseGenerally tolerant of others Some interest in accommodating others | Socially flexible/ you orientedAble to skillfully compromiseAccepts others, tolerant of differencesMaturely accommodates others |

1. LEADERSHIP: Able to influence the actions and opinions in a desired direction; to exhibit judgment in leading others to worthwhile objectives.

|  |  |  |
| --- | --- | --- |
| Rarely attempts to influence othersLittle attempt to change others’ behaviorLittle understanding of group dynamicsUnable to build morale Unwilling to confront othersOveruses people of is to authoritative | Occasionally attempts to influence othersTries to change others; behaviorUnderstands group dynamicsSomewhat effective in building moraleSome willingness to confront othersMay overuse/underuse authority | Frequently attempts to influence othersSuccessfully changes others’ behaviorSkilled in use of group dynamicsEffectively builds moraleMaturely confronts others as necessaryProperly uses authority |

1. TEAM BUILDING: Able to work with people in such a manner as to build high morale and group commitments to goals and objectives.

|  |  |  |
| --- | --- | --- |
| Rarely uses participative managementTolerant of negative attitudesUnaware of individual and group goalsAllows abuse/ridicule of team memberDoes not show task or people concern | Some skill with participative management Sometimes confronts negative attitudesTalks about personal goals and team goalsUsually stops abuse/ridicule of team memberShows either task of people concern | Skilled in participative managementConfronts negative attitudesBuilds overlap of personal/team goalsNever allows abuse/ridicule of team memberShows task and people concern |

1. 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 biasUsually asks “why”Unreasonable judgmentGenerates impractical solutions | Generally objectiveSometimes asks “why”Reasonably good judgmentGenerally reasonableUsually generates practical solutions | Regularly exhibits objective attitudeIsolates problem causesSounds judgmentRegularly bases decisions on factsMakes decisions that solve problems |

1. 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 skillsPolitically naïve, gets caught in trapsLittle insight about social networksReacts with little regard to consequencesUnaware of interpersonal impact | Average social skillsRecognizes politics, avoids big mistakesRecognizes social networks at workUsually asserts at the right timeGenerally aware of differences in peopleHas some ‘blind spots’ about self | Socially skillful has polish‘Reads the system’ to reach objectivesUnderstands social networks at workSkillful in self assertionBuilds relationships using savvyVery aware of interpersonal impact |