**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.

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| 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 |

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.

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| 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 |

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.

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| 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 |

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.

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| 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 |

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

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| 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 |

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.

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| 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 |

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

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| 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 |

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.

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| 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 |

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

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| 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 | Some experience in writing goals  Periodically sets goals  May independently set goals  May set priorities  Recognizes value of goal setting | 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 |

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

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| Little/no work related experience in writing  Rarely uses written communication  Little skill with writing equipment  Recognizes little value in documentation | Some work related writing experience  Recognizes value of written communication  Some skill with writing equipment  Recognizes value of documentation | Extensive work related writing experience often uses written word to communicate  Skilled with writing equipment  Generates/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.

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| 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 |

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

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| 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 |

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.

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| 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 |

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.

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| 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 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.

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| 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 |

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.

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| 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 |

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

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| 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 | 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 | 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 |

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

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| 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 | 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 | 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 |

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.

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| 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 |

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.

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| 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 |