

## Interview: Competency Evaluation Form

Applicant Name: \_\_\_\_\_ Date: \_\_\_\_\_

Position Applied for: \_\_\_\_\_

Interviewed by: \_\_\_\_\_

	Strong Evidence Candidate Lacks Competency --	Some Evidence Candidate Lacks Competency -	Some Evidence Candidate Has Competency +	Strong Evidence Candidate Has Competency ++
<b>BEHAVIORAL COMPETENCIES</b>				
1. Results Orientation-knows how to execute				
2. Customer Orientation				
3. Process Orientation/Continuous Improvement				
4. Team work/Collaboration				
5. Crestcom Values (need to develop)				
6. Strategic Thought leadership/innovation				
7. Problem Solving				
8. Leadership Skills				

	Strong Evidence Candidate Lacks Competency --	Some Evidence Candidate Lacks Competency -	Some Evidence Candidate Has Competency +	Strong Evidence Candidate Has Competency ++
<b>TECHNICAL COMPETENCIES</b>				
1.				
2.				
3.				
4.				
5.				
<b>PAST ACCOMPLISHMENTS</b>				
Track record of a winner				

Comments:

Disposition:  Hire     Interview further     Recommend for Different Job: \_\_\_\_\_

Reject: (reason) \_\_\_\_\_

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## Sample Interview Questions (Behavior)

### **Results Orientation**

1. Tell us about the process you have used to establish goals for your area. What was the process? What steps did you take? Were you satisfied with the outcome, why or why not? What were your goals last year?
2. What process have you used to ensure that your Division achieved its objectives and successfully contributed to the organization's strategic goals? What are your key reports used to track your goals?
3. Tell me about a goal that you set that you did not reach. What steps did you take? What obstacles did you encounter?
4. Give me an example of when you took a risk to achieve a goal. What was the outcome?

### **Customer Orientation**

1. How do you handle problems with customers? Give an example of one of your most difficult situations.
2. How do you go about establishing rapport with a customer? What have you done to gain their confidence? Give an example.
3. What have you done to improve relations with your customers?

### **Process Orientation/Continuous Improvement**

1. Tell me about a suggestion you made to improve the way job processes/operations worked in your Division. What was your process for implementation?
2. Tell me about something new or different that you initiated that improved customer service, productivity, or quality. What was the impact and how did you measure?
3. Tell me about a time you had to sacrifice quality to meet a deadline. How did you handle it?

### **Team Work/Collaboration**

1. Working with others usually involves some give and take. Describe a time when you worked out an agreement with a peer or colleague. What did you do?
2. Tell me about one of the toughest groups that you've had to work with. What made it difficult? What did you do?
3. Interdepartmental cooperation involves giving and receiving. Tell me about a time you collaborated with others to determine courses of action to achieve mutual goals.

### **Diversity (People: Valuing and Encouraging)**

1. Tell me about a time you adapted your style in order to work effectively with those who were different from you.
2. Tell me about the most difficult challenge you have faced in working cooperatively with someone who did not share your ideas, values, or beliefs.
3. Tell me the steps you have taken to create a work environment where differences are valued, encouraged, and supported.

### **Strategic Thought Leadership/Innovation**

1. Tell me about a time when you identified a need for a new approach or product to meet a market need
2. Describe the strategy of your previous company (key focus areas); describe your involvement and the process used. What worked, what did not work?
3. Is it more important to be a detail-oriented person or a big-picture person? Please explain
4. Creativity often means stepping back from standard ways of thinking. Give me an example of a time when you were able to break out of a structured mindset and explore new or different concepts and ideas.

### **Problem Solving**

1. Give me an example of a time when you were proactive in solving a small problem before it turned into a major problem.
2. How have you used creativity to solve a problem? Tell me about a specific instance.
3. Tell me about the most frustrating work experience you have ever faced.  
How did you deal with the situation?  
What steps did you take to improve the situation?
4. Tell me about a time when your standard approach to problem solving didn't produce the desired solution. What did you do

## **Leadership**

1. What leadership steps are key to establishing a high performance culture?
2. Tell me about someone you have mentored or coached to improve performance, what did you do?
3. Explain a situation where you had an opinion that differed from a manager. Were you able to persuade the manager to change his or her opinion?
4. Explain your approach to measuring someone's performance and when and how do you terminate an associate

## **Change Management**

1. Tell me about the most difficult change you have had to make in your professional career. How did you manage the change?
2. Describe a time a change effort you were involved in was not as successful as you would have liked.
3. Give me an example of a time you had to adjust quickly to changes over which you had no control. What was the impact of the change on you?

## **Goal Setting/Accomplishment/Focus**

### **Successes**

1. Give me an example of an important goal you had to set and how you accomplished that goal.
2. Give me an example of a time when you set a goal and were able to meet or achieve it.
3. Tell me about a time when a team you were involved with was going through long-term changes or working on a long-term project. What did you do to keep yourself and others focused?

### **Failed/Negative Incidents**

4. Tell me about an important goal you failed to achieve.
5. Describe a time when you set a goal for yourself and did not achieve it because it was too high. What was the standard? Why was it too high? What were the ramifications of your failure to achieve your goal?
6. Describe a time when you set a goal for yourself that was too low.

### **Processes**

7. Describe how you set your goals for last year and how you measured your work. Did you achieve your goals? If not, why not?
8. Tell me about a major project you recently finished. Specifically, how you set the goals. And monitor your progress?
9. Give me an example of a time when you used a systematic process to define your objectives even though you were not prompted or directed to do so. What type of system did you use? What payoff did you get from using the process?

### **Challenges**

10. Tell me about a time you were given a goal by someone else that you believed would be impossible to attain.
11. Give me an example of a time you made a major sacrifice to achieve an important goal.
12. Tell me about a time when you were unwilling or unable to make a sacrifice necessary to achieve a goal.
13. Describe your organization's culture and how that culture made it challenging for you to achieve one of your goals.

### **Integrity**

1. Describe a time when you were asked to keep information confidential.
2. Give examples of how you have acted with integrity in your job/work relationships.
3. If you can, tell me about a time when your trustworthiness was challenged. How did you react/respond?
4. Tell us about a specific time when you had to handle a tough problem which challenged fairness or ethical issues?
5. Trust requires personal accountability. Can you tell me about a time when you chose to trust someone? What was the outcome?