

## ***Competency Based Questions***

### ***Teamwork***

In previous positions, how much of your work was accomplished alone and how much a part of a team effort?

Describe your involvement with committees, your role on the committees, and what you learned from each experience.

How do you recognize a subordinate who has solved a major problem or has achieved a great accomplishment within your group?

### ***Conflict Management***

Give an example of a potentially volatile situation or individual that you successfully calmed down and how you went about it.

Describe a situation in which it was necessary for you to mediate or negotiate a solution or compromise.

Describe an innovative way you handled a conflict involving two or more of your subordinates.

Describe the most difficult person you have ever worked with and how you handled him or her.

### ***Decision Making***

What was the level of your decision-making authority in past positions?

Describe a decision you made that had an unhappy result.

Give me an example of a decision you made that backfired and what did you do about it.

Give me an example of a decision you made that turned out better than expected.

Describe a time when you made a decision in the absence of a clear policy regarding the issue.

Have you experienced political pressure that interfered with your getting the job done?

Describe your experience with setting goals and objectives.

Describe how you deal with a micromanaging superior.

How do you deal with an outdated or bureaucratic philosophy in the workplace?

### ***Leadership***

Give an example of a time when you were disappointed by an employee's lack of accomplishment and what you did about it.

In your experience, what kinds of things motivate an employee?

Describe a sticky situation with an employee and what you did about it.

What kinds of things can a supervisor do to create a positive working environment?

What recognition and reward systems for subordinates have you found most effective?

What is the role of a supervisor, in your opinion?

### ***Tenacity/Resilience***

Describe the most complex problem you had to solve in your last/current position.

Discuss some of the problems you have encountered in past positions.

What do you consider to be your most important accomplishments in the last three positions you have held?

What were some of the setbacks or disappointments you experienced in the past three positions you have held?

Describe the most difficult interpersonal challenge you have been faced with and what you did about it?

Describe a time when you went "beyond the call of duty" to accomplish a task.

What kinds of work pressures do you find the most difficult to deal with?

Describe what you mean by "on-the-job stress."