

## Annexure A

DIMENSION	KEY ACTION	BEHAVIOURAL QUESTIONS
Adaptability	<ul style="list-style-type: none"> <li>• Adjust approach to match varied task requirements</li> <li>• Adjust behaviour to others' styles</li> <li>• Change priorities to meet changing demands</li> <li>• Adjust quickly to new responsibilities and tasks</li> </ul>	<ol style="list-style-type: none"> <li>1. Tell me about two of your direct reports/team members who are most different from one another. (How have you managed/led each one? Give me an example.)</li> <li>2. Tell me about the important project/task/assignment you were working on for an internal customer in which the specifications changed. (What did you do? How did it affect you?)</li> <li>3. Tell me about a situation in which you had to adjust quickly to a change in organizational, departmental, or team priorities. (How did the change affect you?)</li> <li>4. Tell me about a time you had to meet a scheduled deadline while your work was being continually disrupted? (What caused you the most difficulty and why?)</li> <li>5. Tell me about the manager/supervisor/team leader who was most difficult to work for. (How did you handle this difficult relationship?)</li> </ol>
Analysis/Problem Assessment	<ul style="list-style-type: none"> <li>• Detect problems or opportunities</li> <li>• Gather all relevant information</li> <li>• Identify underlying issues or problems</li> <li>• Organize information</li> </ul>	<ol style="list-style-type: none"> <li>1. Have you ever had to review proposals submitted by a vendor or by another team? (Tell me about one of those situations.)</li> <li>2. Tell me about a time when you had to analyse or interpret numerical or financial information.</li> <li>3. Describe a complicated problem you had to deal with on your job. (How did you</li> </ol>

	<ul style="list-style-type: none"> <li>• Recognise trends</li> <li>• Identify cause-effect relationships</li> </ul>	<p>identify or gain a better understanding of that problem?)</p> <ol style="list-style-type: none"> <li>4. Walk me through a situation in which you had to get information by asking a lot of questions of several people. (How did you know what to ask?)</li> <li>5. How have you monitored potential problems with your equipment? (Tell me about a potential problem you noticed.)</li> </ol>
Coaching	<ul style="list-style-type: none"> <li>• Use relationship skills effectively: <ul style="list-style-type: none"> <li>- Maintain or enhance self-esteem</li> <li>- Listen and respond with empathy</li> <li>- Share thoughts, feelings, and rationale</li> <li>- Provide support without removing responsibility</li> </ul> </li> <li>• Agree on expected outcomes</li> <li>• Agree on actions to take</li> <li>• Explain and/or illustrate the process to use</li> <li>• Observe while a learner performs process</li> <li>• Provide immediate and specific feedback</li> </ul>	<ol style="list-style-type: none"> <li>1. Tell me about a direct report/team member who became more successful as a result of your assistance/coaching. How did your assist/coach him or her?</li> <li>2. Describe a recent time you coached someone. (What was the task? How, if at all, did you involve the person in the process, e.g. offer suggestions, listen to their concerns?)</li> <li>3. Give me an example of a situation in which you successfully reinforced the performance of someone who worked for you.</li> <li>4. Describe how you coached two different people to accomplish the same task. (What were the similarities and differences in your approaches?)</li> <li>5. Tell me about a time you provided feedback to someone after they performed poorly.</li> </ol>
Communication	<ul style="list-style-type: none"> <li>• Mechanics – appropriate grammar and vocabulary</li> </ul>	<p>This dimension is observable</p>

	<ul style="list-style-type: none"> <li>• Organization – clear and brief</li> <li>• Delivery – rate, volume, gestures, eye contact</li> <li>• Listening</li> </ul>	
Customer Service Orientation	<ul style="list-style-type: none"> <li>• Acknowledge the customer</li> <li>• Clarify customer’s needs</li> <li>• Meet or exceed the need</li> <li>• Confirm satisfaction</li> <li>• Listen and empathize</li> <li>• Take responsibility for action</li> </ul>	<ol style="list-style-type: none"> <li>1. On occasion, we all wish we could change how we interact with customers. Tell me about a recent interaction you wish you could change.</li> <li>2. Describe a time you had to ask questions and listen carefully to clarify the exact nature of an internal/external customer’s problem.</li> <li>3. We don’t always agree on the best way to handle internal/external customers. When was the last time your manager/supervisor/team leader criticized the way you handled an internal/external customer? (Why?)</li> <li>4. Eventually we all have to deal with an internal/external customer who has unreasonable demands. Think of a time when you had to handle an unreasonable request. What did you do?</li> <li>5. What system have you used to keep external/internal customers informed of the status of their project? Give me an example of when you used this system.</li> </ol>
Delegation of Authority and Responsibility	<ul style="list-style-type: none"> <li>• Target assignments to appropriate individuals</li> <li>• Assign responsibility for action</li> </ul>	<ol style="list-style-type: none"> <li>1. Tell me about a major project/task/assignment you delegated. What resources did you supply to ensure its success?</li> <li>2. Tell me about a situation in which</li> </ol>

	<ul style="list-style-type: none"> <li>• Clarify scope of authority and responsibility</li> <li>• Communicate confidence in individuals</li> <li>• Provide resources to complete assignments</li> <li>• Establish follow-up process and dates</li> </ul>	<p>someone was reluctant to accept responsibility for a delegated assignment/project/task. (How did you respond to that person's reluctance?)</p> <ol style="list-style-type: none"> <li>3. What kind of a project/task/assignment wouldn't you delegate? (Can you give me an example of a time you decided not to delegate this kind of work? Why?)</li> <li>4. It's difficult to balance delegation with doing tasks yourself. Tell me about a time you didn't delegate enough. (What happened?)</li> <li>5. Tell me about one of the most difficult problem-solving assignments you delegated.</li> </ol>
Energy	<ul style="list-style-type: none"> <li>• Work long hours without losing effectiveness</li> <li>• Maintain a strong pace over time</li> <li>• Effectively perform mentally- or physically taxing work</li> </ul>	<ol style="list-style-type: none"> <li>1. Tell me about a time you had to work at a fast pace for a long period of time. (What kind of work did you do? What did you do to maintain that pace?)</li> <li>2. How much overtime has you averaged in the last three months? (Why did you need to work overtime?)</li> <li>3. What job activities have you found require the most energy? (What did you do to maintain your effectiveness?)</li> <li>4. Tell me about a time you worked evenings or weekends for an extended period of time. (What was the result?)</li> <li>5. After a long vacation/holiday it can be difficult to return to work. Tell me about your first day on the job after your last long vacation/holiday. (What did you do to maintain your effectiveness?)</li> </ol>

Follow-up	<ul style="list-style-type: none"> <li>• Establish follow-up dates</li> <li>• Contact others to review progress</li> <li>• Confirm that actions have been taken</li> <li>• Check progress on assignments</li> <li>• Obtain feedback on results</li> </ul>	<ol style="list-style-type: none"> <li>1. Have you ever delegated an assignment that didn't get completed on time? (Did you have any warning that it wouldn't be completed? Tell me about a situation in which this happened.)</li> <li>2. Have you ever met with your direct team members after a project/task/assignment had been completed? (Give me an example. What did you discuss?)</li> <li>3. How have you kept track of progress on delegated projects for which you were responsible?</li> <li>4. How have you made sure that materials were ready and delivered when you needed them? (Give me an example.)</li> <li>5. Many times, it is necessary to establish milestones and/or guidelines for a direct report's project/task/assignment. How have you developed such milestones/guidelines? (Give me an example of a time when you utilized milestones to monitor the progress of a project.)</li> </ol>
Formal Presentation	<ul style="list-style-type: none"> <li>• Establish purpose and importance to audience</li> <li>• Present content in a logical sequence</li> <li>• Use appropriate vocabulary and examples</li> <li>• Use effective rate, volume, gestures, and eye contact</li> <li>• Use audio-visual techniques</li> </ul>	<ol style="list-style-type: none"> <li>1. Have you ever given a presentation to your supervisor/manager/team leader? Tell me about one of those presentations. How did you prepare?</li> <li>2. Have you given any classroom or workshop training? Tell me about a specific course or workshop you conducted.</li> <li>3. Have you ever given presentations in which you made recommendations about a new product, service, or procedure? Tell me</li> </ol>

	<ul style="list-style-type: none"> <li>• Listen and respond to questions and objections</li> </ul>	<p>about one of those presentations. How did you conduct the presentation?</p> <ol style="list-style-type: none"> <li>4. Have you had to present technical information to people without a technical background? (Give me an example.)</li> <li>5. We all experience difficult audiences when presenting. Can you give me an example of when you made a presentation to a hostile audience?</li> </ol>
Impact	<ul style="list-style-type: none"> <li>• Speak with confident tone of voice</li> <li>• Maintain an attentive posture</li> <li>• Respond openly and warmly</li> <li>• Dress appropriately</li> </ul>	These dimensions are observable.
Individual Leadership and Influencing	<ul style="list-style-type: none"> <li>• Use relationship skills effectively: <ul style="list-style-type: none"> <li>- Maintain or enhance self-esteem</li> <li>- Listen and respond with empathy</li> <li>- Ask for help and encourage involvement</li> <li>- Share thoughts, feelings, and rationale</li> <li>- Provide support without removing responsibility</li> </ul> </li> <li>• Follow logical sequence in discussion</li> <li>• Focus on the situation not the person</li> <li>• Present suggestions/point of</li> </ul>	<ol style="list-style-type: none"> <li>1. Tell me about a time when you included one of your peers/team members solving a problem. (What was your approach? What happened?)</li> <li>2. Tell me about a time you inspired someone to work hard to do an excellent job. (How did you do that?)</li> <li>3. Sometimes there is only enough time to tell people what to do and how to do it. Tell me about a time you needed to be this way with your direct reports/team members/peers. (How did they react?)</li> <li>4. Describe a face-to-face meeting in which you had to lead or influence an overly sensitive individual.</li> <li>5. Not everyone we meet is as cooperative as we would like. Tell me about a time someone refused to do something you</li> </ol>

	<p>view in an appropriate and convincing manner</p> <ul style="list-style-type: none"> <li>• Anticipate reactions and have plan to deal with them</li> <li>• Ask for and gain commitment to action</li> </ul>	<p>needed to have done. (How did you respond?)</p>
Information Monitoring	<ul style="list-style-type: none"> <li>• Establish systems/schedules to monitor work progress</li> <li>• Collect and review reports on work projects</li> <li>• Observe projects in progress</li> <li>• Meet with other to review project status</li> <li>• Identify data collection sources</li> </ul>	<ol style="list-style-type: none"> <li>1. What kind of information have you used to stay informed about what's going on in your organization? (Tell me about a time you used that information.)</li> <li>2. Have you kept track of what your direct subordinates are doing? (Tell me about a time you used that information.)</li> <li>3. How have you monitored regulations that affect your industry (e.g. Legislative, Environmental? Give me an example.)</li> <li>4. How have you monitored the productivity or performance of your team/group? (Give me an example.)</li> <li>5. Tell me about a time the feedback you gathered on a project or process was particularly useful in the outcome of that project.</li> </ol>
Innovation	<ul style="list-style-type: none"> <li>• Generate novel solutions</li> <li>• Gather ideas from a variety of perspectives</li> <li>• Suggest new ways to apply existing knowledge</li> <li>• Use idea-generating techniques</li> </ul>	<ol style="list-style-type: none"> <li>1. Tell me about the way in which you worked with your direct subordinates/team members to develop new and creative ideas to solve business problems. (Give me an example.)</li> <li>2. Describe how you improved the productivity/profitability of your work unit. How did you identify these opportunities for improvement?)</li> <li>3. We all know that some problems don't</li> </ol>

		<p>have solutions. Tell me about a problem you tried to solve but couldn't. (What solutions did you try? How did you produce those solutions?)</p> <p>4. Give me an example of a new way you were able to apply existing knowledge to solve a problem.</p> <p>5. Unfortunately, some solutions don't always correct problems. Can you think of a creative solution you generated that did not correct a problem? (What was the solution? How did you come up with the idea?)</p>
<p>Judgement</p> <p>Problem-solving</p>	<ul style="list-style-type: none"> <li>• Define decision criteria</li> <li>• Consider alternatives</li> <li>• Consider all pertinent facts</li> <li>• Weigh pros and cons/impact of alternatives</li> <li>• Inform others when necessary</li> <li>• Commit to the most appropriate action</li> </ul>	<p>1. Think of a good decision you made and a recent decision that wasn't as good. What did you do differently in making those decisions?</p> <p>2. Describe a time when you weighed the pros and cons of a situation and decided not to take action, even though you were under pressure to do so.</p> <p>3. Describe a situation in which you received a new procedure or instructions with which you disagreed. (How did you respond?)</p> <p>4. Describe a problem you've recently been asked to solve. (What did you do? What alternatives did you consider?)</p> <p>5. On occasion we all make decisions our manager/team leader/supervisor disagrees with. Tell me about a time this happened to you. (Why did he or she disagree with your decision?)</p>



<p>Keyboard Skills</p>	<ul style="list-style-type: none"> <li>• Type quickly and accurately</li> <li>• Type correspondence or reports</li> <li>• Enter data using keyboard or keypad</li> <li>• Use computer software packages</li> </ul>	<ol style="list-style-type: none"> <li>1. What is the greatest number of words you've ever typed? (When did you last type this many words? What kind of document was it?)</li> <li>2. What software packages have you ever used in your job? (What have you done with them? Give me an example.)</li> <li>3. Describe the most complex document you have ever generated. (What was involved? What made it particularly challenging to work on?)</li> <li>4. Have you entered data using a keyboard? (When? What kind? How well did you do?)</li> <li>5. Formatting can be difficult, especially in a complex document. Can you tell me about a time you were unable to produce the exact kind of format your customer requested?</li> </ol>
<p>Maximizing Performance</p>	<ul style="list-style-type: none"> <li>• Agree on measurable performance areas</li> <li>• Agree on specific objectives</li> <li>• Agree on methods for tracking performance</li> <li>• Mutually agree on accomplishments</li> </ul>	<ol style="list-style-type: none"> <li>1. Tell me about a recent performance plan you developed for a direct report. (How did you prepare? What sources of information did you use?)</li> <li>2. Tell me about your newest employee. (How did you go about training him/her?)</li> <li>3. Everyone has situations in which a direct subordinate fails to agree with the goals. Tell me about a time when a subordinate didn't agree with the goals you set? (What went wrong? What did you do?)</li> <li>4. Every manager I've ever known has at one time or another been too busy to make time to do an adequate job in planning</li> </ol>

		<p>performance. Can you tell me about a time this happened to you?</p> <p>5. How have you involved direct reports in identifying performance goals and expectations? (Give me an example.)</p>
Negotiation	<ul style="list-style-type: none"> <li>• Explore needs, concerns, and positions of others</li> <li>• Identify points of agreement and disagreement</li> <li>• Present alternatives</li> <li>• Keep arguments issue-orientated</li> <li>• Reach agreement through compromise</li> <li>• Seek a win-win solution</li> </ul>	<ol style="list-style-type: none"> <li>1. In what type of negotiation have you been involved? (Describe a recent situation. What was your role? What was the outcome?)</li> <li>2. Describe a situation in which you negotiated with vendors or suppliers to obtain a favourable outcome for your company.</li> <li>3. We've all had the misfortune of trying to negotiate with a very difficult person. Give me an example of the most difficult person with whom you had to negotiate. (What happened?)</li> <li>4. Describe a situation in which you negotiated price/terms/delivery with a difficult customer. (What happened?)</li> <li>5. Walk me through a negotiation of which you are particularly proud. (What was your role? What type of preparation did you do? How was that data used?)</li> </ol>
Organizational Awareness	<ul style="list-style-type: none"> <li>• Anticipate needs of other departments</li> <li>• Understand and use organizational policies and systems</li> <li>• Use organizational structure to solve business problems</li> </ul>	<ol style="list-style-type: none"> <li>1. Give me an example of how your knowledge of your organization's culture helped you make a decision.</li> <li>2. Tell me about a recent business problem you solved. (How did you use the organization's structures [policies, systems, etc.] to solve the problem?)</li> <li>3. Describe the changing needs of a key</li> </ol>

	<ul style="list-style-type: none"> <li>• Anticipate impact of actions on other groups</li> </ul>	<p>customer. (How have you used the organizational structures [policies, procedures, etc.] to keep pace with these changing needs?)</p> <p>4. In the next six months, what major organizational issues do you expect you'll handle? How did you learn about those issues?</p> <p>5. To keep a customer satisfied, sometimes you have to make a commitment that might not be realistic. Tell me about a time your organization was unable to keep a commitment you made. (What happened?)</p>
<p>Persuasiveness Sales Ability</p>	<ul style="list-style-type: none"> <li>• Determine customer needs and decision criteria</li> <li>• Select an approach appropriate to a situation</li> <li>• Demonstrate how product or service satisfies needs</li> <li>• Acknowledge the customer's concerns</li> <li>• Gain commitment to recommended action</li> </ul>	<p>1. Tell me about a time you had to approach several quite different individuals for support or cooperation. (How did you approach these individuals?)</p> <p>2. Describe a situation in which you had to use a different approach or several approaches because your initial approach failed to sell or persuade others.</p> <p>3. What was one of the best ideas you tried but could not sell to a manager/supervisor/team leader/peer/customer? (What was your approach? Why did it fail?)</p> <p>4. When working against a tight deadline, you don't always have the luxury of persuading others that they need to do something – you just have to be direct and tell them what to do and how to do it. Tell me about a time you needed to take this approach with a team member/peer/co-</p>

		<p>worker.</p> <p>5. Sometimes customers make the wrong decisions and accept less than the best proposals. Describe a time you submitted a proposal that should have been accepted by a customer but wasn't.</p>
Physical Health Ability	None	The assessment of physical health is assigned to a physician. <b>DO NOT</b> seek information on this in an interview.
Planning and Organizing Work Management	<ul style="list-style-type: none"> <li>• Set priorities</li> <li>• Establish objectives and milestones</li> <li>• Estimate times and schedule activities</li> <li>• Identify and allocate resources</li> <li>• Use tools (calendar, files, charts, etc.)</li> </ul>	<ol style="list-style-type: none"> <li>1. Tell me about either a long- or short-term plan you developed for your department.</li> <li>2. Walk me through yesterday (or last week) and tell me how you planned the day's (or week's) activities.</li> <li>3. Tell me about a time you were faced with conflicting priorities. In scheduling your time, how did you determine what the primary priority was?</li> <li>4. What procedure have you used to keep track of things that need your attention? (Tell me about a time you used that procedure.)</li> <li>5. It's challenging to know how to prioritize projects/activities/responsibilities. Tell me about the last time you incorrectly prioritized a project/activity/responsibility. (What happened?)</li> </ol>
Practical Learning	<ul style="list-style-type: none"> <li>• Asked questions to obtain new information</li> <li>• Read about relevant topics</li> <li>• Acquire skill by observing others</li> </ul>	<ol style="list-style-type: none"> <li>1. Describe a time you were able to learn something complex in a short period of time.</li> <li>2. Have you ever had to learn new information about changing products, markets, or procedures? (Tell me about</li> </ol>

	<ul style="list-style-type: none"> <li>• Improve skills through practice</li> <li>• Apply new knowledge or skills quickly</li> </ul>	<p>one of those situations and how you learned the new information?)</p> <ol style="list-style-type: none"> <li>3. It's hard to understand everything about a process or product even when you've worked with it for a long time. Give me an example of a process or product you have yet to fully master.</li> <li>4. We've all had the experience of not fully understanding everything about a new product/service/procedure, even after attending a training session. Can you tell me about a time this happened to you?</li> <li>5. We've all had times when we felt confused and/or overwhelmed on a project. Tell me about a time that happened to you.</li> </ol>
<p>Quality orientation</p> <p>Attention to detail</p>	<ul style="list-style-type: none"> <li>• Clarify details of tasks</li> <li>• Complete all details</li> <li>• Check outputs for accuracy and completeness</li> <li>• Follow established procedures</li> <li>• Maintain checklist to cover details</li> </ul>	<ol style="list-style-type: none"> <li>1. Can you tell me about a time you found quality defects in work outputs? (What was wrong? How did you notice it?)</li> <li>2. Describe the things you do to control errors in work. (Tell me about the last time those methods helped you? What did you do?)</li> <li>3. Tell me about a time the details of something you were doing were especially important. How did you attend to them?</li> <li>4. We all have had occasions at work when something important escaped our attention. Can you tell me about a time this happened to you (What caused this to happen?)</li> <li>5. Describe a time you identified an error or problem that had escaped others' attention.</li> </ol>

Resilience	<ul style="list-style-type: none"> <li>• Maintain enthusiasm after disappointment or rejection</li> <li>• Maintain performance after disappointment or rejection</li> <li>• Take criticism in stride</li> <li>• Bounce back quickly</li> </ul>	<ol style="list-style-type: none"> <li>1. Every job experience has its disappointments. What was one of your biggest disappointments while working at _____? (How did you cope?)</li> <li>2. Others don't always react positively to our efforts. Describe a situation in which you spent a lot of time developing a presentation to meet a customer's need, only for your efforts to receive an unfavourable response. (What did you do?)</li> <li>3. Feedback from our managers is not always positive. Tell me about the last time your manager gave you negative feedback. (How did you respond?)</li> </ol>
Risk Taking	<ul style="list-style-type: none"> <li>• Make decisions when outcome is unclear</li> <li>• Make decisions with potential negative consequences</li> <li>• Take action that others might avoid</li> <li>• Take action with potential negative consequences</li> </ul>	<ol style="list-style-type: none"> <li>1. Describe the riskiest professional decision you've had to make. (How long did it take you to gather the information to make that decision? What was the result?)</li> <li>2. It is impossible to predict the exact outcomes of risky decision. Tell me about a risky decision you wish you had made but didn't?</li> <li>3. Describe a time you decided to take a risk you later regretted.</li> <li>4. It is never easy to make a risky decision, especially when you don't have the support of peers/co-workers. Tell me about a risky decision you avoided because you didn't have others' support.</li> <li>5. Describe one of the biggest professional risks you took during the past five years.</li> </ol>
Strategic	<ul style="list-style-type: none"> <li>• Communicate vision and</li> </ul>	<ol style="list-style-type: none"> <li>1. We all have had occasions when we were</li> </ol>

Leadership	<p>values by demonstrating commitment to them</p> <ul style="list-style-type: none"> <li>• Translate vision into measurable goals</li> <li>• Align system with vision and values</li> <li>• Gain commitment to vision, values, and individual/unit goals</li> <li>• Establish reward structures</li> <li>• Lead through vision and values</li> </ul>	<p>frustrated by not being able to implement senior management's new ideas or vision. Describe a time this happened to you.</p> <ol style="list-style-type: none"> <li>2. What strategies have you used to communicate a major new directive of senior management to employees? (Which strategies have worked, and which have not? Give me a specific example.)</li> <li>3. Tell me about one of the reward structures/incentives you established to help accomplish a major new directive of senior management to new employees? (Which strategies have worked, and which have not? Give me a specific example.)</li> <li>4. In what way did you decide when and how to communicate a new directive from senior management? (Give me an example of your strategy.)</li> <li>5. Tell me about the last directive of senior management that did not achieve its desired goal. (Why did it fail?)</li> </ol>
Teamwork Collaboration	<ul style="list-style-type: none"> <li>• Build relationships <ul style="list-style-type: none"> <li>- Maintain or enhance self-esteem</li> <li>- Listen and respond with empathy</li> <li>- Ask for help and encourage involvement</li> <li>- Share thoughts, feelings and rationale</li> </ul> </li> <li>• Contribute to team/organizational success</li> </ul>	<ol style="list-style-type: none"> <li>1. Describe a time you worked with a group/team to determine project responsibilities. (What difficulties did the group/team have? What was your role?)</li> <li>2. Can you give me an example of a team decision you were involved in recently? (What did you do to help the team reach the decision?)</li> <li>3. Tell me about one of the toughest teams/groups you've had to work with. (What made it difficult? What did you do?)</li> <li>4. Describe a situation in which you were</li> </ol>

	<ul style="list-style-type: none"> <li>- Exchange information freely</li> <li>- Volunteer ideas and help</li> <li>- Build on others' ideas</li> <li>- Support group decisions</li> <li>- Put group goals ahead of individual/own goals</li> </ul>	<p>able to help a peer or team member?</p> <p>5. Tell me about a situation in which you became frustrated or impatient when dealing with a peer, team member or other employee. (What did you do?)</p>
<p>Technical/Professional Knowledge</p>	<ul style="list-style-type: none"> <li>• Understand technical terminology and developments</li> <li>• Know how to apply a technical skill or procedure</li> <li>• Know when to apply a technical skill or procedure</li> <li>• Perform complex tasks in area of expertise</li> </ul>	<ol style="list-style-type: none"> <li>1. We all make mistakes, even in our field of expertise. Give me an example of a recent mistake you made in your area of expertise.</li> <li>2. What technical/professional training have you received? (Can you give me an example of how you've applied this training?)</li> <li>3. Describe a time you solved a technical/professional problem.</li> <li>4. What equipment have you been trained in to operate? (How proficient are you?)</li> <li>5. Describe the most difficult maintenance work you've done.</li> </ol>



<p>Tenacity</p>	<ul style="list-style-type: none"> <li>• Overcome obstacles to achieve goals</li> <li>• Make repeated attempts to meet objectives</li> <li>• Stay with a task until completion</li> <li>• Know when to quit</li> </ul>	<ol style="list-style-type: none"> <li>1. Describe a situation in which you needed information to prepare for a major sales presentation but had difficulty getting that information. (What action did you take?)</li> <li>2. Opening a new account is never easy. Tell me about an account you were unable to open despite your attempts. (Why did you decide to give up?)</li> <li>3. Things don't always go our way. Describe a situation in which you tried your hardest but didn't achieve the desired result.</li> <li>4. No salesperson closes a sale every time. What was the biggest sale you lost? (Describe your attempts to make that sale.) {Listen for repeated attempts to close the sale.}</li> <li>5. Projects rarely proceed without obstacles. Tell me about a recent project you worked on in which you encountered a major obstacle. (What did you do to get around that obstacle?)</li> </ol>
<p>Tolerance for Stress</p>	<ul style="list-style-type: none"> <li>• Identify ways to reduce job stress</li> <li>• Maintain poise under pressure</li> <li>• Seek support from others when stressed</li> <li>• Use appropriate coping techniques (humour, positive thinking, exercise, etc.)</li> </ul>	<ol style="list-style-type: none"> <li>1. Have you ever been in a new/unfamiliar work situation for which there was little time to prepare? (Give me an example. How did you react?)</li> <li>2. Describe a time you faced a particularly demanding rush situation – emergency, deadline, etc.) (How did you react?)</li> <li>3. To what extent have you faced distractions or interruptions in your job? (Give me an example of this happening. How did you react?)</li> <li>4. Customers can be challenging at times.</li> </ol>

		<p>Describe one of the most stressful interactions you have had with an internal/external customer (How did you react?)</p> <p>5. Sometimes we are faced with unreasonable deadlines on our projects. Tell me about an important project you were working on that had an unreasonable deadline. (How did you react?)</p>
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<p>Visionary Leadership</p>	<ul style="list-style-type: none"> <li>• Anticipate long-term opportunities</li> <li>• Define a desired future state</li> <li>• Communicate direction (vision and values) with enthusiasm</li> <li>• Anticipate reactions to vision and values</li> <li>• Gain commitment to vision and values</li> </ul>	<ol style="list-style-type: none"> <li>1. Have you ever been in a situation in which you had to reorganize major parts of an organization? (What led to the decision? How did you do it?)</li> <li>2. Tell me about a time you had a significant impact on the business direction of your organization. (What steps did you take?)</li> <li>3. What is your organization's greatest vulnerability? (What have you done about it?)</li> <li>4. Tell me about an action you took to expand the traditional markets for your organization's products or services? (Explain.)</li> <li>5. What was the most meaningful change you brought about in an organization?</li> </ol>
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<p>Written Communication</p>	<ul style="list-style-type: none"> <li>• Mechanics – use correct grammar: <ul style="list-style-type: none"> <li>- Use active voice</li> <li>- use vocabulary and style appropriate to audience</li> </ul> </li> <li>• Organization – structure content logically: <ul style="list-style-type: none"> <li>- Express ideas clearly and succinctly</li> </ul> </li> <li>• Content – address needs of audience: <ul style="list-style-type: none"> <li>- Use style appropriate to the purpose</li> </ul> </li> </ul>	<ol style="list-style-type: none"> <li>1. Have you ever had to write technical material for non-technical people? Describe one of those writing assignments?</li> <li>2. Do you write and prepare correspondence or documents for external customers without the input of others? (Describe a recent time you did this.)</li> <li>3. Have you written letters to answer complaints? Tell me about a recent situation.</li> <li>4. Have you ever written any procedures or policies for internal/external customers or others in your organization? Tell me about one of them.</li> <li>5. Have you ever written letters for your manager/supervisor/team leader? Tell me about a particularly important letter you wrote.</li> </ol>
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