1. **LIKABILITY**

\* a. When were you so **frustrated** you did not treat someone with respect?

**b. How would you describe your sense of humor?**

c. Tell me about a situation in which you were expected to work with a person you **disliked**.

1. **PERSUASION**

a. Describe a situation in which you were **most effective selling** an idea or yourself.

b. Describe situations in which your **persuasion skills** proved ineffective.

1. **ASSERTIVENESS**

a. How would you describe your level of **assertiveness**?

b. When there is a **difference of opinion**, do you tend to confront people directly, indirectly, or tend to let the situation resolve itself? *(Get specifics.)*

c. Please give a couple of recent specific examples in which you were highly assertive, one in which the outcome was favorable, and one where it wasn’t.

1. **COMMUNICATIONS—ORAL**

\* a. How would you rate yourself in **public speaking**? If we had a video tape of your most recent presentation, what would we see?

b. Describe the last time you put your “**foot in your mouth**.”

c. How do you **communicate** with your organization?

1. **COMMUNICATIONS—WRITTEN**
2. How would you describe your **writing style** and effectiveness in comparison with others’?

1. **POLITICAL SAVVY**

\* a. Describe the most difficult, challenging, or frustrating company **political situations** you have faced.

1. How aware are you of company **political forces** that affect your performance? Please give examples of the most difficult political situations in which you have been involved, internally and with clients.

1. **TEAM PLAYER**
2. What will reference checks disclose to be the common perception among **peers** regarding how much of a **team player** you are (working cooperatively, building others’ confidence and self-esteem)?

b. Describe the most **difficult person** with whom you have had to work. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

c. When have you **stood up** to a boss?

d. Tell me about a situation in which you felt **others were wrong** and you were right.

1. **CONFLICT MANAGEMENT**

a. Describe a situation in which you actively **tore down walls** or barriers to teamwork.

b. Describe situations in which you presented or **resolved conflicts**.

c. If two subordinates are **fighting**, what do you do? (Look for their ability to resolve issues)

Step #2: Rate Answers provided for Interpersonal Competencies

The Interviewer should then use the table on Page 5 of the Exercise to score the responses given with input from the scribe. The 1- 6 rating scale is as follows:

1: unacceptable

2: below average

3: mediocre

4: above average

5: excellent

6: best-in-class

Note: the Minimum Rating Column indicates the lowest score a candidate can receive and still be considered for the position.

|  |  |  |  |
| --- | --- | --- | --- |
| Competency Area: **Interpersonal** | | | |
|  | **Rating** | |  |
| **Individual Competency** | **Min** | **Actual** | **Use** |
| 1. Likeability | **3** |  | **O** |
| 1. Persuasion | **5** |  | **M** |
| 1. Assertiveness | **5** |  | **M** |
| 1. Oral Communications | **5** |  | **M** |
| 1. Written Communications | **4** |  | **M** |
| 1. Political Savvy | **2** |  | **O** |
| 1. Team Player | **2** |  | **O** |
| 1. Conflict Management | **3** |  | **M** |