

EXAMPLES OF TARGETED QUESTIONS

On Planning and Organizing *Establishing a course of action for self and/or others to accomplish a specific goal. Planning proper assignments of personnel and appropriate allocation of resources.*

- Are you able to schedule your time? How far ahead can you schedule? Can you walk me through last week and tell me how you planned the week's activities and how the schedule worked out?
- How often is your time schedule upset by unforeseen circumstances? Give me a recent example.
- Describe a typical day....a typical week. (Listening for planning)
- What are some recurring problems in your area of responsibility? What have you done about them? Results?
- How have you determined what constitutes top priorities in scheduling your time? Give 3 examples.
- Do you have a backlog in your unit? Why or why not?
- What kind of project planning and administration do you do in your job at _____?

On Work Standards *Setting high goals or standards of performance for self, subordinates, others, and organization. Dissatisfied with average performance.*

- What are your standards of success in your job? What have you done to meet these standards?
- Bosses are sometimes just not satisfied with the way we do certain things to complete certain projects. Can you give me some examples of when this happened to you?
- How often have you missed deadlines? What were the causes of each?
- What do you consider the most important contributions your department has made to the organization? What was your role? Give examples.
- Tell me about some times when you weren't very pleased with your performance? What did you do about it?
- Have you ever dismissed an employee? What were the circumstances?

On Tolerance for Stress *Stability of performance under pressure and/or opposition.*

- Under what conditions do you work best?
- What are the highest-pressure situations you have been under in recent years? How did you cope with (follow up on one)?
- When did you last lose your temper? Why? What was the result?
- Give me some examples of when your ideas were strongly opposed in a discussion. How did you react?
- What conditions at _____ are most frustrating to you?
- Describe the times in the past year that you have been most upset with yourself?
- Can you relate some experiences in which you felt you gained something because you persisted for a length of time?
- Describe an experience in which you were too persistent. What happened? How could you have improved the outcome?
- Describe some situations when you gave your all but failed.

On Decisiveness *Readiness to make decisions, render judgments, take action, or commit oneself.*

- How difficult is it to establish priorities in your job?
- What are the most difficult decisions you have made in the last six months? What made them difficult?
- When (if ever) have you delayed decisions to give yourself more time to think? What is the longest you delayed?
- What kinds of decisions do you tend to make rapidly, and which ones do you take more time on? Give some examples.
- Give examples of situations in which you made up your mind too rapidly. Explain.
- When have you declined to make work-related decisions? Why?

On Delegation *Utilizing subordinates effectively. Allocating decision-making and other responsibilities to the appropriate subordinates.*

- Do you assign work to other people? What assigned? To whom?
- Who is "minding the store" while you are here? How was he/she selected? Why? How will you know how well he/she performed?
- What kinds of decision-making can you delegate to your subordinates?