# Candidate Attributes and Skill Sets

Directions:Use this guide and the questions in Appendix G in *Recruiting* to select interview questions that will help you assess the attributes and skills of candidates. Attributes and skills are organized into the following domains: Self, Outcomes, People, and Organization.

| Attribute or Skill | Possible Interview Questions |
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| **Self: Emotional Intelligence** |
| * Is self-aware and adaptive
* Confronts difficult situations effectively
* Welcomes and strives to understand the views of others
* Tolerates ambiguity
 | * Give an example of a situation where you had to resolve a conflict. Explain how you engaged with the involved parties to reach a resolution.
* Give an example of a project or situation where the desired outcome was ambiguous. Describe how you navigated through it to achieve a successful outcome.
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| **Self: Resilience** |
| * Rebounds from setbacks
* Takes risks
* Learns from missteps and blunders
* Accepts and supports change
* Remains solution-focused
 | * Give an example of a time when you were able to move out of your comfort zone and accept a new challenge.
* Give an example of a time when you helped others accept and engage in a new venture.
* Tell us about a professional setback or failure. How did you handle it? What, if anything, changed for you as a result of going through that experience?
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| **Outcomes: Results Orientation**  |
| * Focuses on execution and impact
* Sets clear expectations
* Holds people accountable
* Supports innovation and manages change to accomplish strategic goals
 | * Give an example of a project or program that you led in the past. Describe how you were able to establish clear expectations and hold team members accountable. Describe the outcomes: what did the program achieve?
* Tell us about a major innovation or change effort (successful or unsuccessful) in which you played a significant role. Describe your involvement and what you learned from the experience.
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| **People: Communication Skills** |
| * Articulates a clear vision
* Negotiates for resources and support
* Actively and generously listens
* Shares information
* Uses influence rather than commands
 | * Give an example of a time when you successfully negotiated for resources and support.
* Give examples of how you keep others informed. How do you determine what information to share and when?
* Describe a situation where you had to get others on board with a new process or idea. What were the specific steps you took?
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| **People: Developing Others―Performance and Talent Management** |
| * Creates leadership opportunities for others
* Serves as a mentor and/or sponsor
* Taps into the knowledge of others
* Provides ongoing feedback
* Encourages others to take action
 | * Give an example of a time when you identified and created a leadership and/or a growth opportunity for someone who reports to you.
* Describe a situation where you served as a mentor or sponsor for a junior colleague.
* Describe your approach for handling poor or declining employee performance.
* How do you motivate others?
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| **People: Team Building**  |
| * Creates and maintains an equitable and supportive climate for all
* Works with others to craft a shared vision
 | * Give an example of a time when you were able to create a supportive environment for a diverse team of people.
* Describe a situation in which you had to resolve a conflict. What was your approach?
* Explain how you have worked with others to establish a shared vision.
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| Attribute or Skill | Possible Interview Questions |
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| **Organization: Interdependent Financial Approach** |
| * Aligns budget decisions with organizational strategy
* Allocates resources transparently
* Is fiscally responsible
 | * Give an example of when you had to work across department or unit lines to achieve a common financial goal.
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| **Organization: Institutional Orientation**  |
| * Links department goals with institutional priorities
* Insists that the department advance all missions
* Advances communities of scholars across mission areas
 | * Give an example of a decision that you have made that affected all three mission areas (education, research, clinical care). What did you take into consideration when making that decision?
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| **Organization: Problem Solving and Decision Making** |
| * Engages others in decision making
* Able to think analytically
* Thinks creativity about solutions
* Considers the information available and makes quality decisions
* Is future oriented
 | * Explain your decision-making process. How and when do you involve others?
* Give an example of a time when a solution to a problem was not straightforward. How did you approach the problem? How did you generate a solution?
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