

UMMS Core Competencies	Behavioral-based Interview Question	Other Competencies	Behavioral-based Interview Question	Traditional-based Interview Questions
<b>Accountability</b>	Tell me about a time when you took responsibility for a failure.	<b>Adaptability and Flexibility</b>	Which change of job did you find the most difficult to make?	Tell me about yourself?
<b>Accountability</b>	Tell me about the last time you made a mistake. What did you do?	<b>Adaptability and Flexibility</b>	Have you ever had to encounter a steep learning curve? How did you get over it?	What are your strengths are weaknesses?
<b>Accountability</b>	Tell me about your greatest weakness.	<b>Adaptability and Flexibility</b>	After being with the same employer for so long, do you think that it might be difficult to start a new job?	Why are you interested in this job?
<b>Accountability</b>	Tell me about a time when you received negative feedback from a superior.	<b>Adaptability and Flexibility</b>	How do you prioritize your projects?	Why are you looking to leave your current position?
<b>Accountability</b>	Would you rather design/develop plans and procedures or implement/manage them? Why?	<b>Adaptability and Flexibility</b>	Describe a situation where you have felt under pressure. How did you handle that pressure?	Are you willing to relocate?
<b>Accountability</b>	Have you had to make and/or implement an unpopular decision/policy and why did you make the decision or support the decision?	<b>Adaptability and Flexibility</b>	Describe a situation where you had to work with someone who was difficult, how did you handle it?	What supervisory or leadership roles have you held?
<b>Accountability</b>	Give us some examples demonstrating how you reacted to short deadlines or pressure situations.	<b>Adaptability and Flexibility</b>	Describe a situation where you have had to respond to a major change. How did you cope?	Why should we hire you?
<b>Accountability</b>	How have you handled special responsibilities or assignments that have been given to you that may not be part of your routine?	<b>Adaptability and Flexibility</b>	Tell about a situation in which things you had planned or expected fell apart. What was the situation and what did you do?	How would your last supervisor describe you?
<b>Accountability</b>	Tell us about a time when your performance did not live up to your expectations? What did you do?	<b>Adaptability and Flexibility</b>	Tell me about a time when you felt it necessary to compromise your own immediate interest in order to be socially flexible and tolerant of another person's needs.	Where do you see yourself in 5 years? 10 years?
<b>Diversity &amp; Inclusion</b>	Tell us about a situation in which you were required to work with diverse groups of people within your organization?	<b>Adaptability and Flexibility</b>	Describe a situation in which you had to arrive at a compromise or guide others to a compromise.	How well do you work under pressure?
<b>Diversity &amp; Inclusion</b>	Specifically how do you adapt your style or approach to suit a cross-cultural audience?	<b>Communication</b>	Relate a time in which you had to use your verbal communication skills in order to get an important point across.	Describe the best job you've ever had.
<b>Diversity &amp; Inclusion</b>	What was the most important step that you took to work effectively with diverse people?	<b>Communication</b>	Describe a job experience in which you had to speak up to be sure that other people knew what you thought or felt.	Describe the best supervisor you've ever had.
<b>Diversity &amp; Inclusion</b>	In what kinds of situations do you find it most difficult to deal with people of varying interest or different background?	<b>Communication</b>	Are there additional considerations in communicating to groups of employees versus individual employees?	In what ways can you contribute to our company?
<b>Diversity &amp; Inclusion</b>	To what extent have you worked in an ethnically, socio-economically, and/or culturally diverse community?	<b>Communication</b>	How have you communicated concerns/criticisms to co-workers? Do you feel you were effective?	Do you consider yourself a leader?

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<b>Initiative</b>	Describe a project or idea (not necessarily your own) that was implemented primarily because of your efforts. What was your role? What was the outcome?	<b>Communication</b>	Tell of a time when your active listening skills really paid off for you.
<b>Initiative</b>	Describe a situation in which you recognized a potential problem as an opportunity. What did you do? What was the result? What, if anything, do you wish you had done differently?	<b>Communication</b>	Describe a time in which you had to use your written communication skills to get an important point across.
<b>Initiative</b>	Tell me about a project you initiated. What did you do? Why? What was the outcome? Were you happy with the result?	<b>Communication</b>	Describe a situation in which you were able to read another person effectively and guide your actions by your understanding of his/her individual needs or values.
<b>Initiative</b>	What has been the best idea you have come up with during your professional career?	<b>Communication</b>	What do you do when you think someone is not listening to you?
<b>Initiative</b>	Tell me about a time when your initiative caused a change to occur.	<b>Communication</b>	Give me an example of how your interpretations of verbal and non-verbal behavior have helped you in communications.
<b>Problem Solving/ Decision Making</b>	Describe the most creative work-related project which you have carried out.	<b>Compliance</b>	Give me an example of a specific occasion in which you had to conform to a policy with which you did not agree.
<b>Problem Solving/ Decision Making</b>	Give me a specific example of a time when you used good judgment and logic in solving a problem.	<b>Compliance</b>	How do you ensure compliance with policies in your area of responsibility?
<b>Problem Solving/ Decision Making</b>	Tell me a time when you had to carefully analyze a situation in order to be effective in guiding your actions.	<b>Compliance</b>	Tell us about a time when you went against company policy. Why did you do it and how did you handle it?
<b>Problem Solving/ Decision Making</b>	Give me an example on any job in which you faced a problem and tell me how you went about solving it.	<b>Conflict Management</b>	Describe a time on any job in which you were faced with stresses which tested your coping skills. What did you do?
<b>Problem Solving/ Decision Making</b>	Everyone has to bend or break rules sometimes. Recall an example of when you had to do this.	<b>Conflict Management</b>	Tell me about a time when you have resolved conflict in a group? What actions did you take to resolve the conflict?
<b>Problem Solving/ Decision Making</b>	Describe the process you went through to make one or two of the most important decisions of your professional life.	<b>Conflict Management</b>	Tell me about the biggest disagreement you have had with a coworker, boss, or someone else in the workplace.
<b>Problem Solving/ Decision Making</b>	Have you ever been given the latitude to make a decision for your boss? If so under what circumstances?	<b>Conflict Management</b>	Think about the most difficult person you've worked with on a project. Tell me about the time you felt best about the way you handled this person.

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<b>Problem Solving/ Decision Making</b>	Give me a time when one of your suggestions was put into practice by your supervisor.	<b>Conflict Management</b>	Give an example of a time at work when you had to deal with unreasonable expectations of you.
<b>Problem Solving/ Decision Making</b>	Give an example of a time when you were able to take meaningful action in solving a practical problem.	<b>Conflict Management</b>	Provide an example of when you had to cope with the anger or hostility of another person.
<b>Problem Solving/ Decision Making</b>	Tell me about a time when you resisted the temptation to jump to conclusions and thoroughly obtained all facts associated with the problem before coming to a decision.	<b>Conflict Management</b>	Give an example of when you had to deal with interpersonal conflict or personal rejection at work. How did you cope?
<b>Problem Solving/ Decision Making</b>	Describe a time when using your common sense over an analytical/traditional solution paid off for you.	<b>Conflict Management</b>	Tell me about a high stress situation when it was desirable for you to keep a positive attitude. What happened?
<b>Problem Solving/ Decision Making</b>	Recall a time from your work experience when your manager or supervisor was unavailable and a problem arose. What was the nature of the problem? How did you handle that situation?	<b>Conflict Management</b>	Tell me about a time when you brought two reluctant people or groups together.
<b>Problem Solving/ Decision Making</b>	Give an example when you identified a small problem and fixed it in order to prevent a major problem from developing.	<b>Conflict Management</b>	Describe a situation in which you found that your result were not up to your supervisor's expectations. What happened? What action did you take?
<b>Problem Solving/ Decision Making</b>	Provide an example of a problem you could not solve. What did you do?	<b>Creativity and Innovation</b>	Describe the most ingenious or creative solution you have delivered?
<b>Problem Solving/ Decision Making</b>	What's the most innovative new idea that you have implemented?	<b>Creativity and Innovation</b>	How have you encouraged others to generate ideas?
<b>Problem Solving/ Decision Making</b>	Tell me about two improvements you have made in the last six months.	<b>Creativity and Innovation</b>	Give an example of a time you came up with a unique and novel problem solution.
<b>Problem Solving/ Decision Making</b>	Describe a time when you anticipated potential problems and developed preventive measure.	<b>Creativity and Innovation</b>	Give an example of a time when one of your insights or innovations was particularly well received by others.
<b>Problem Solving/ Decision Making</b>	In many cases you need to "make a call" when you have incomplete information. Describe one of these and how you approached it.	<b>Creativity and Innovation</b>	Give an example of a time when you were particularly creative in presenting information by use of graphics, models, or displays.
<b>Quantity/Quality of Work</b>	How do you manage competing priorities? Provide specific examples	<b>Creativity and Innovation</b>	How do you rate yourself in terms of creativity? Tell me, by example, how you used these skill in your job.
<b>Quantity/Quality of Work</b>	If you ever find yourself in a situation where you don't have enough work to do, what do you do?	<b>Creativity and Innovation</b>	When have you been able to break out of a structured mind set and intuitively play with concepts and ideas?

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Quantity/Quality of Work	How do you catch up on an accumulated backlog of work after a holiday or conference?	Creativity and Innovation	Can you give an example of a time your curiosity made a real difference in a product or project?
Quantity/Quality of Work	Can you provide me a specific example of how you performed at a high level on an enterprise project team?	Delegation	Determining the appropriate person to whom to delegate a task can sometimes be difficult. Tell me about a time when you delegated an important project/task/assignment to the wrong person. What happened?
Quantity/Quality of Work	Tell me about some times when you have gone an "extra mile" for your organization	Delegation	Describe a situation in which it was necessary to delegate a task to a specific person. What was your approach?
Quantity/Quality of Work	Tell me about a time when you felt that you just couldn't get any work done. Why?	Delegation	What kind of 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?
Quantity/Quality of Work	If you had to choose between quality of work versus quantity of work, which one will you choose and why?	Delegation	When delegating an important project/task/assignment, it is important to convey your trust and confidence in that person's ability to do the job. Give an example of how you did this on a recent assignment you delegated.
Quantity/Quality of Work	Tell me an example of a time when you had to go above and beyond the call of duty in order to get a job done.	Delegation	How do you determine what is right or fair in delegating tasks/roles/responsibilities within your organization?
Quantity/Quality of Work	What process do you use to establish priorities? Be specific.	Interpersonal	Tell me about a time when you needed to persuade others to commit to a course of action.
Service Orientation	Tell me about a successful client relationship you developed that was the most challenging one for you to build.	Interpersonal	Give me an example of a time when you were unable to persuade someone to your point of view.
Service Orientation	When have you had to deal with an irate customer? What did you do? How did the situation end up?	Interpersonal	Give an example of when you had to work with someone who was difficult to get along with. How/why was this person difficult? How did you handle it? How did the relationship progress?
Service Orientation	Give me an example of the last time you went out of your way to provide exceptional client service.	Interpersonal	What differing approaches do you employ in talking with different types of people? How do you evaluate the effectiveness of these approaches.
Service Orientation	Give me an example of a time when you were not able to meet the client's request.	Interpersonal	When you last found yourself with a new group of people to work with, how did you get to know them?

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Service Orientation	Give us an example of a situation where you had to deal with a conflict with an internal or external client.	Interpersonal	Describe the skills and personal qualities you believe are valuable to bring to a group task or project.
Service Orientation	Describe a client who would cite your personal contribution as making a significant difference to the success of their business.	Interpersonal	What unpopular decision have you recently made? How did your subordinates respond? How did that make you feel?
Service Orientation	Describe a situation where a client has not been happy with what you have delivered. How did you resolve this?	Interpersonal	Give me an example of a time when you had to deliver a difficult message in a constructive and sensitive way.
Service Orientation	Which client relationship would you describe as your most successful? Why How did you achieve this?	Interpersonal	Can you tell me a time when you were able to effectively “read” another person and guide your actions by your understanding of their individual needs or values?
Service Orientation	Tell me about a time you have “inherited” a customer. What steps did you take to establish rapport with them? What did you do to gain their trust?	Interpersonal	Tell me a time in which you felt it was necessary to change your actions in order to respond to the needs of another person.
Service Orientation	When have you ever gone out on a limb to defend a customer? What happened?	Interpersonal	What, in your opinion, are the key ingredients in guiding and maintaining successful business relationships? Give me examples of how you have made these work for you.
Leadership	What is the difference between a leader and a manager?	Interpersonal	How do you ensure that you maintain good working relationships with your senior colleagues?
Leadership	Discuss the different styles of leadership you use in accomplishing your management role.	Interpersonal	Give us an example of a situation where you had a fundamental disagreement with one of your superiors.
Leadership	Give an example of when you last made a quick and definitive decision.	Interpersonal	Give an example of a time when you were able to give sympathy. How did this contribute to a work outcome.
Leadership	When have you included subordinates in your decision making? Tell me about a specific example? How did you incorporate their input?	Organizational	When you last went on holiday, what did you do before you went away to organize your work
Leadership	Tell us about a situation where you motivated your staff to extraordinary accomplishments	Organizational	Have you ever experienced a situation that seemed to be slipping out of control? (If so) what have you done to correct it?
Leadership	Tell me about a time when you balanced the competing priorities of a number of stakeholders.	Organizational	Describe an occasion where you had multiple competing deadlines.



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Leadership	Cite some of the circumstances under which a leader is not successful. What do you attribute this lack of success to?	Organizational	Provide an example of a time when you managed a project under significant constraints or setbacks.
Leadership	What techniques do you find most useful in developing subordinates? Tell me more.	Organizational	Tell me about a complex project you worked on that required significant planning.
Leadership	Tell me about the last time you had to put together a team and encourage members to work together toward a common objective.	Organizational	Tell me about the time your work was the busiest and how you prioritized your projects and responsibilities.
Leadership	When were you most effective at bringing different people together to produce results during a period of swift organization change?	Organizational	Tell me about the most comprehensive and effective plan you've developed for meeting a challenging deadline.
Leadership	Describe your best example of taking the initiative to do something that needed to be done, even though it wasn't your responsibility.	Organizational	I'd like to hear about when you were most effective at managing your time to complete all of your assignments.
Leadership	When have you most effectively taken charge when there was no clear leader designated on a project or assignment?	Organizational	Give an example of a time in which you had to be relatively quick in coming to a decision.
Leadership	Can you tell me a time in which you felt you were able to build motivation in your co-workers or subordinates?	Organizational	What did you do in your last job in order to be effective with your organization and planning? Be specific.
Leadership	How do you influence people in situations where there are conflicting agendas?	Organizational	Give an example of where you had to juggle your time and priorities effectively?
Leadership	Tell us about a situation where you made a decision and then changed your mind.	Organizational	What is the most complex project you have ever managed? How did you organize effectively to get it done?
Leadership	How have you helped to sustain morale within a team?	Organizational	Give examples of when you had to use tools like flow charts, production schedules, and filing systems, etc., to help you plan
Leadership	Have you ever switched from the role of leader to follower in certain situations? Explain.	Organizational	Give an example of any time management skill you have learned and applied at work.
Leadership	Do you believe people are really all motivated in the same basic ways or are there big differences? Tell me about the different ways you use to motivate people.	Teamwork	Describe a situation where there was a disagreement among members of your team. What happened and what did you do?
Leadership	In a leadership position/leading a task force or project, tell me how you organize the workload, set objectives, follow-up, and monitor results.	Teamwork	What did you do in your last job to contribute toward a team-oriented environment? Be specific.

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<b>Leadership</b>	Have you ever had to manage a team that was not up to the task? Give me an example of what you did to strengthen them. How did it work out?	<b>Teamwork</b>	Tell me about the time you had to work with a team that was not a fit for you.
<b>Leadership</b>	Tell me about a time you contributed to a working group's ability to direct itself by building group standards for performance.	<b>Teamwork</b>	When working on a team, what role do you usually take? Why?
		<b>Teamwork</b>	Describe a situation where others you were working with on a project disagreed with your ideas. What did you do?
		<b>Teamwork</b>	Provide an example of when your commitment to a person was tested by your commitment to a team.
		<b>Teamwork</b>	Describe an example when someone on your team wasn't pulling their weight on a project and it impacted the speed and quality of the project. How did you react?
		<b>Teamwork</b>	Describe a situation in which you had to arrive at a compromise or help others to compromise. What was your role? What steps did you take? What was the result?
		<b>Teamwork</b>	What was the biggest mistake you have made when delegating work as part of a team project?