

## Leader Level Interview Guide

Position Title: \_\_\_\_\_

Date: \_\_\_\_\_

Candidate Name: \_\_\_\_\_

Interviewer: \_\_\_\_\_

- Select 3-5 competencies from the list below that are most critical for success to the open role
- For panel interviews, select 1-2 competencies per interviewer

- |                                       |                                       |  |
|---------------------------------------|---------------------------------------|--|
| 1. Organizational Savvy               | 8. Persuasiveness                     | 14. Learning Orientation                 |
| 2. Establishing Strategic Direction   | 9. Empowerment                        | 15. Positive Disposition                 |
| 3. Developing Strategic Relationships | 10. Change Leadership                 | 16. Results-Oriented                     |
| 4. Business Acumen                    | 11. Building Partnerships             | 17. Self-Awareness                       |
| 5. Operational Decision Making        | 12. Leading Through Vision and Values | 18. Cultural Interpersonal Effectiveness |
| 6. Continuous Improvement             | 13. Building Trust                    | 19. Managing the Job                     |
| 7. Building Organizational Talent     |                                       |  |

- Use the Definitions and Key Actions (under each competency) as a reference to assign Rating Values.
- Select the Rating Value that best reflects the level of competency on your list

RATING VALUE		DEFINITION
1	Significant Gap	No good examples provided suggesting a lack of competency for what is required to perform the role
2	Below Requirements	The example(s) provided showed insufficient competency for what is required to perform the role
3	Meets Requirements	The example(s) provided demonstrated the needed competency for what is required to perform the role
4	Exceeds Requirements	The example(s) provided demonstrated exceptional competency for what is required to perform the role
5	Far Exceeds Requirements	The example(s) demonstrated the competency at an expert level, perhaps even for a larger scope and/or complexity than what is required to perform the role

### CHOOSE 3 - 5 COMPETENCIES CRITICAL FOR THE ROLE, AND THEN PROCEED WITH INTERVIEW QUESTIONS

#### 1. ORGANIZATIONAL SAVVY

- Understands the organization
- Senses political environment
- Demonstrates corporate diplomacy
- Identifies partnership needs
- Anticipates outcomes
- Leverages corporate culture

In implementing large, complex projects, we are often faced with organizational dynamics, which can either facilitate or prevent a project from being successful. Describe a time when you had to navigate a particularly sensitive “political side” when leading a change. How did you approach this challenge? What was the result?

Describe a time when you had to obtain the support of a wide range of stakeholders for a proposed strategy or plan. How did you approach this? What was the result?

1 Significant Gap

☐

2 Below Requirements

☐

3 Meets Requirements

☐

4 Exceeds Requirements

☐

5 Far Exceeds Rqmts

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## 2. ESTABLISHING STRATEGIC DIRECTION

■ Gathers & organizes information ■ Performs data analysis ■ Evaluates/selects strategies ■ Develops timelines ■ Executes plan

Can you give me an example of a long-range strategy you created that was intended to increase employee engagement and retention as key drivers for organizational performance?

Tell me about a time when you influenced the strategic business direction as a thought partner to senior leaders, particularly if your recommendations were different from their initial thinking. What steps did you take and how did you open their perspective?

1 Significant Gap

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2 Below Requirements

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3 Meets Requirements

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4 Exceeds Requirements

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5 Far Exceeds Rqmts

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## 3. DEVELOPING STRATEGIC RELATIONSHIPS

■ Establishing shared goals ■ Formulates influence strategy ■ Collaboratively develops solutions ■ Influences action  
■ Builds commitment ■ Cultivates an active network

Sometimes, it can be difficult to work across functional boundaries. Tell me about a situation in which you identified synergies with another functional area. How did you work to build the bridge and synergize work?

Interacting with others can be challenging at times. Describe the most difficult business partnership (e.g., peer, external vendor, others at work) you've been involved in. How did you handle the situation?

1 Significant Gap

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2 Below Requirements

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3 Meets Requirements

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4 Exceeds Requirements

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5 Far Exceeds Rqmts

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## 4. BUSINESS ACUMEN

■ Analysis ■ Integration ■ Understands the application of financial strategies & systems

Share an example of a time when you heavily relied on data as key input into making an important decision? Describe the situation.

Describe a business decision you made recently that was heavily influenced by financial variables (cost, profits, market variables, return on investment, etc.). How did you reach the decision?

1 Significant Gap

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2 Below Requirements

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3 Meets Requirements

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4 Exceeds Requirements

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5 Far Exceeds Rqmts

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## 5. OPERATIONAL DECISION MAKING

- Seeks information ■ Organizes information ■ Performs data analysis ■ Develops and considers alternatives
- Gains commitment ■ Demonstrates decisiveness/action

What was the most critical people-related decision you've made in recent years? Describe the decision-making process you used.

Can you think of a situation you handled in which old solutions didn't work? What did you do to manage the situation and why did you take this action?

1 Significant Gap

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2 Below Requirements

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3 Meets Requirements

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4 Exceeds Requirements

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5 Far Exceeds Rqmts

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## 6. CONTINUOUS IMPROVEMENT

- Assesses opportunities ■ Determines causes ■ Targets improvement ideas ■ Implements effective improvements

What has been the most difficult-to-hear customer feedback you have received as a functional leader and how did you go about improving their experience with the specific process or practice?

Tell me about a system you implemented to track leading indicators of target results in your department/business unit. Why did you implement it?

1 Significant Gap

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2 Below Requirements

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3 Meets Requirements

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4 Exceeds Requirements

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5 Far Exceeds Rqmts

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## 7. BUILDING ORGANIZATIONAL TALENT

- Diagnoses capability and developmental needs
- Scans environment for developmental assignments
- Champions talent management
- Creates a learning culture
- Ensures differential reward systems and processes
- Emphasizes retention

Describe how you have identified the capability needs for your department. Give me an example of what you have done to address those needs and manage through the talent gaps.

Describe what you have done to ensure your organization retains top talent. What impacts have your actions had? How has retention been affected?

Tell about how you have gone about evaluating the bench strength or talent pipeline within your organization. What process has been effective to share your findings and drive the talent initiatives needed?

1 Significant Gap

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2 Below Requirements

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3 Meets Requirements

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4 Exceeds Requirements

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5 Far Exceeds Rqmts

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## 8. PERSUASIVENESS

- Facilitates outcome-oriented communication
- Adapts communication
- Questions for understanding
- Speaks to organizational needs
- Persists to outcome

Tell me about a time when you had to build a trusting relationship with a business leader who was difficult to work with?

Tell me about a time when it was difficult to convince senior management to adopt one of your ideas. Why was it difficult and how did you react?

1 Significant Gap

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2 Below Requirements

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3 Meets Requirements

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4 Exceeds Requirements

☐

5 Far Exceeds Rqmts

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## 9. EMPOWERMENT

- Chooses targets ■ Defines latitude ■ Delegation ■ Provides guidance ■ Follows up

What have you been intentional about as a leader to increase empowerment within your organization/department/team?

Tell me about one of the most critical assignments/responsibilities you ever delegated. How did you leverage that to create learning opportunities and to ensure a successful outcome?

1 Significant Gap

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2 Below Requirements

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3 Meets Requirements

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4 Exceeds Requirements

☐

5 Far Exceeds Rqmts

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## 10. CHANGE LEADERSHIP

- Recognizes opportunities ■ Encourages boundary breaking ■ Addresses change resistance  
■ Manages complexity and contradictions ■ Drives for improvement

Describe some ways you changed the way your department/group operates. How did you manage through the potential resistance from some stakeholders that often comes with change?

Describe the most significant change initiative you have led. What were you intentional about to prepare and execute it successfully?

1 Significant Gap

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2 Below Requirements

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3 Meets Requirements

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4 Exceeds Requirements

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5 Far Exceeds Rqmts

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## 11. BUILDING PARTNERSHIPS

- Identifies partnership needs ■ Cultivates an active network ■ Explores partnership opportunities  
■ Formulates action plans ■ Subordinates own area's goals ■ Monitors partnership

Who has been your most difficult internal partner? What made the partnership challenging? What did you do to make the partnership work?

Give me an example of 2-3 things you've done in the recent year to increase the level of cooperation across departments/ functions in your organization.

1 Significant Gap

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2 Below Requirements

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3 Meets Requirements

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4 Exceeds Requirements

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5 Far Exceeds Rqmts

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## 12. LEADING THROUGH VISION AND VALUES

- Communicates the importance of the vision and values ■ Moves others to action ■ Compels action
- Models the vision and values ■ Rewards living the vision and values

How have you brought to life the organization's vision (and/or values) for your employees? Describe specific experiences that you and other senior leaders have been intentional about.

Describe a time when you shifted the strategic direction of your department/business unit/organization. What did you do to gain others' commitment to this?

1 Significant Gap

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2 Below Requirements

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3 Meets Requirements

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4 Exceeds Requirements

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5 Far Exceeds Rqmts

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## 13. BUILDING TRUST

- Acknowledges contributions ■ Behaves consistently ■ Discloses own positions
- Operates with integrity ■ Remains open to ideas ■ Supports others

What have you found important when it comes to earning the trust of those that you lead?

Describe a situation you've encountered where you had to rebuild trust between employees and leadership. How did you go about rebuilding this trust?

1 Significant Gap

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2 Below Requirements

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3 Meets Requirements

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4 Exceeds Requirements

☐

5 Far Exceeds Rqmts

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**14. LEARNING ORIENTATION**

■ Targets learning needs ■ Maximizes learning ■ Applies knowledge or skill ■ Takes risks in learning

What has been the most significant learning you've had over the past two years as a business leader? How has this experience changed the way you lead teams?

Describe a time when you had to get considerably out of your "comfort zone" as part of a business need that required a fresh approach to achieve the desired outcomes. What did you learn from the experience?

1 Significant Gap

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2 Below Requirements

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3 Meets Requirements

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4 Exceeds Requirements

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5 Far Exceeds Rqmts

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**15. POSITIVE DISPOSITION**

■ Champions the organization ■ Instills confidence ■ Provides a positive outlook ■ Uplifts spirits

Tell me about a time when you elevated the reputation of your team. How did you go about it?

Tell me about the ways in which you enlist the support of leaders on your direct team to follow the strategy and direction you believe the group needs to take.

1 Significant Gap

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2 Below Requirements

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3 Meets Requirements

☐

4 Exceeds Requirements

☐

5 Far Exceeds Rqmts

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**16. RESULTS-ORIENTED**

■ Targets opportunities ■ Establishes stretch goals ■ Goal achievement ■ Stays focused

What business or organizational outcomes have you achieved during the past few years that you're most proud of? What were the key factors that enabled you to achieve these goals?

What are some of the typical obstacles or barriers you have encountered that made it difficult to achieve organizational goals? How do you usually handle these? Can you provide a specific example that illustrates your approach?

1 Significant Gap

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2 Below Requirements

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3 Meets Requirements

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4 Exceeds Requirements

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5 Far Exceeds Rqmts

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## 17. SELF-AWARENESS

■ Invites feedback ■ Knows self ■ Self-assesses ■ Understands impact

What are some ways that you have been successful in obtaining feedback from your direct reports, skip-level team members and business partners?

What aspects of the way you operate tend to have a positive impact on others? How do you leverage that strength?

1 Significant Gap

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2 Below Requirements

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3 Meets Requirements

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4 Exceeds Requirements

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5 Far Exceeds Rqmts

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## 18. CULTURAL INTERPERSONAL EFFECTIVENESS

■ Demonstrates inclusive behavior ■ Exhibits sensitivity ■ Conveys respect  
■ Persists in meeting cultural challenges ■ Remains flexible

Give me an example of ways you have been intentional about including diverse perspectives and viewpoints as part of your decision making?

Describe a specific situation when you leveraged the differences of the members of your department/business unit/organization.

1 Significant Gap

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2 Below Requirements

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3 Meets Requirements

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4 Exceeds Requirements

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5 Far Exceeds Rqmts

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19. MANAGING THE JOB

■ Prioritizes ■ Schedules ■ Leverages resources ■ Paces ■ Manages stress ■ Maintains focus ■ Remains energetic

Tell me about a time when you were faced with a multitude of conflicting priorities. How did you determine what was top priority?

What are the most critical initiatives you are looking to have an impact on this year? What steps have you already taken to make sure you are making progress on them?

1 Significant Gap <input type="checkbox"/>	2 Below Requirements <input type="checkbox"/>	3 Meets Requirements <input type="checkbox"/>	4 Exceeds Requirements <input type="checkbox"/>	5 Far Exceeds Rqmts <input type="checkbox"/>
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TRANSFER RATINGS FOR THE 3-5 COMPETENCIES SELECTED AS CRITICAL FOR THE ROLE	
COMPETENCIES*	RATING
1. Organizational Savvy	
2. Establishing Strategic Direction	
3. Developing Strategic Relationships	
4. Business Acumen	
5. Operational Decision Making	
6. Continuous Improvement	
7. Building Organizational Talent	
8. Persuasiveness	
9. Empowerment	
10. Change Leadership	
11. Building Partnerships	
12. Leading Through Vision and Values	
13. Building Trust	
14. Learning Orientation	
15. Positive Disposition	
16. Results-Oriented	
17. Self-Awareness	
18. Cultural Interpersonal Effectiveness	
19. Managing the Job	
<b>TOTAL</b>	

**Additional comments/feedback on Knowledge, Skill, Ability and Organizational Fit****HIRING RECOMMENDATION**
☐
**Strongly Recommend**
☐
**Recommend**
☐
**Do Not Recommend**