# 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 |
| --- | --- |
| **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. |
| **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? |
| **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? |
| **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? |
| **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. |

| Attribute or Skill | Possible Interview Questions |
| --- | --- |
| **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. |
| **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? |
| **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? |