Interview Guide

This tool is

designed to help you prepare for interviews with behavioral-based questions

When you are looking to welcome new talent onto your team, you need to be really clear about the competencies (skills) the person needs to have in order to be successful. The use of Emotional Intelligence Competencies are a great place to start. Of course, you will have to be very clear on the technical capabilities of the position as well and get curious about those experiences. This guide is used to help you prepare and conduct a valuable interview.

Emotional Intelligence Competencies

- Empathy
- Relationship Management
- Self-Awareness
- Self-Management
- Social Awareness

Success Competencies

- Action-Oriented
- Creativity & Innovation
- Customer Service
- Motivating Others
- Time Management

Leadership Competencies
(for Franchisees and Managers)

- Assessing and Selecting Talent
- Business Savvy
- Developing Others
- Drive for Results
- Planning

Behavioral Based Interview Questions

Competencies within this guide are listed alphabetically.

Open the Interview

Close the Interview

1. Begin the Interview:
- Introduce yourself
- Be friendly and enthusiastic
- Make small talk
- Offer them something to drink

1. Tell the candidate about Anytime Fitness (3-5 min)

2. Tell the candidate about the job
- Job Duties
- Hours of Work
- Who this position works with (team)
- Compensation
- Advantages of the position
- Challenges of the position

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2. Structure the Interview:
Let the candidate know what they can expect in the interview

…"I'll be asking you about your previous work experiences and please be as specific as possible with your answers".

… "I will be taking notes during the interview."

… "Because I want to respect our time, I may ask you to move along more quickly."

… "Towards the end of the interview, I will tell you more about the company and about the job."

… "I will make sure to answer any questions you may have."

3. Selling points of the job
- Job fit
- Sources of job satisfaction
- Professional development opportunities
- Benefits and any company perks
- Opportunities for growth (if available)

4. Close the Interview
- Thank the candidate for their time
- Let them know when you will be getting back to them and how
- Escort the candidate to the door

3. Introduce Situation/Behavior/ Outcome Questions (SBO's):
Define the purpose of the SBO question for the candidate

… "The majority of the questions I will be asking you today are called, SBO questions, or Situation/Behavior/Outcome. What I will be looking for in your answers are the situation, your behavior and the outcome."

… "Don't worry, I will follow-up with you if you omit one of the three, or if I need further clarification."

Competent

- o *Enjoys working hard and going the extra mile*
- o *Works with energy and enthusiasm in order to get things done*
- o *Takes on extra tasks (even outside of the job description) in order to keep the club successful*
- o *Works towards task completion – doesn't get side-tracked or distracted by trivial things*

Incompetent

- o *Frequently needs to be told what to do*
- o *Procrastinates on a regular basis*
- o *Engages in activities that don't support the club mission or member engagement*
- o *May start things, but not complete them*
- o *May not notice opportunities to repair, clean, improve, or help*
- o *May complete things, but with limited quality or accuracy*
- o *Works with low energy, apathetic*
- o *May lack confidence to act*

Interview Questions

1. **Tell me about a time where you had limited direction, and had to figure out what had to be done by yourself.**
   - What was the situation?
   - What did you do as a result of what you identified?
   - What was the outcome?
   - What would you have done differently?

2. **Describe a time when you went the extra mile on a task or project.**
   - What was the project or task?
   - What specifically did you do?
   - How did you figure out what else needed to be done?
   - What was the result?

3. **Tell me about a time that you were tired or burnt out – yet still approached your job with energy and enthusiasm.**
   - What was the situation?
   - Why were you so tired?
   - What did you do to correct this?
   - What was the result?

4. **Tell me about a time when you were faced with a list of unchallenging tasks that you didn't really enjoy.**
   - What were the tasks?
   - What did you do to maintain your energy and engagement?
   - How well did you complete the tasks?
   - What did you learn from that experience?

Competent

- Is a good judge of talent
- After reasonable exposure, can articulate the strengths and limitations of people inside or outside the club or organization
- Can accurately project what people are likely to do across a variety of situations.
- For managers: hires the best people available from inside or outside
- Is not afraid of selecting strong people
- Assembles talented staffs

Incompetent

- Frequently makes inaccurate assumptions about people
- Does not evaluate the strengths and weaknesses of others well
- Biases and stereotyping may play too much in his/her decisions about others
- May make instant judgments on little information
- Doesn't change his/her mind after the initial judgment
- Personal projections of what people will do in certain circumstances often turn out to be wrong
- Doesn't pay attention to a person's behaviors or words in order to understand who the person is

Interview Questions

1. **Tell me about a time you determined that an employee in your club was not being effectively utilized.**
   - What was the situation?
   - How did you determine the employee was not being effectively utilized?
   - What did you do as a result of what you identified?
   - What was the outcome?
   - What would you have done differently?

2. **Describe a time when you were in charge of selecting someone for an important project or assignment:**
   - What was the project or assignment?
   - How did you approach determining the type of individuals you needed?
   - How did you make your selections?
   - How did your selections affect the outcome?

3. **Please share a situation where you misjudged an employee's capabilities.**
   - What was the situation?
   - What did you misjudge and why?
   - What did you do to correct this?
   - What was the result?

4. **Tell me about the best hire you ever selected.**
   - What was the talent pool like at the time?
   - How did you arrive at your decision?
   - What was the outcome?
   - Did you do anything differently than previous selection decisions?

5. **Tell me about the worst hire you ever selected.**
   - What was the situation?
   - How long did it take you to realize that the person was not the right fit?
   - What did you do to rectify the situation?
   - What was the outcome?

Competent

- o *Knows how health clubs work*
- o *Knowledgeable in current and possible future practices, trends, technology, and information affecting the health club industry*
- o *Knows the competition*
- o *Is aware of how strategies and tactics work in the marketplace*

Incompetent

- o *Doesn't understand how health clubs work*
- o *Not knowledgeable and up-to-date about current and future trends, technology, and information affecting his/her business and organization*
- o *Doesn't know the competition*
- o *Is unaware of how strategies and tactics work in the marketplace*
- o *May be a very dedicated functional or professional expert*
- o *May be overly tactical – but lacks the knowledge needed to run a health club business*

Interview Questions

1. Please share an achievement where your knowledge of how your health clubs operated was a key to your success.
- What was the situation?
- What was the achievement or the result of the achievement?
- What business knowledge or insights contributed to this achievement?

2. Tell me about a situation where you used your awareness of current or future trends in fitness:
- What was the situation?
- What current and future trends did you focus on and why?
- What was the outcome?
- What do you currently do to stay aware of the current and future trends in your industry?

3. Describe a situation in which you used your knowledge of your competitors and common tactics in the marketplace to achieve success.
- What was the situation?
- What relevant knowledge did you use regarding your competitors and common tactics in the marketplace?
- What action did you take?
- What was the outcome?

4. Tell me about a time that you developed a digital solution or used social media to solve a problem.
- What was going on at the time?
- What made you make the change?
- What specifically did you do?
- What was the result?

5. Tell me about a time when you had to take action to ensure that your club remained competitive:
- What was going on?
- What did you do specifically to ensure your club/department would succeed?
- What was the outcome?
- What would you have done differently?

Competent

- Develops new approaches to solve the unique problems of owners, employees, corporate colleagues, or members
- Frequently offers new and helpful ideas to improve work processes, club initiatives, sales results
- Easily makes connections among previously unrelated notions
- Tends to be seen as original and value-added during brainstorming and team meetings

Incompetent

- Rigid and cautious
- Seldom institutes new ideas unless the organization is in deep trouble
- May be more comfortable with what's worked in the past
- Avoids risk and doesn't seek to be bold or different
- Doesn't connect with ideas from outside own area
- May have no idea how creativity works
- Uses old solutions for new problems
- May shut down the new ideas of others

Interview Questions

1. **Please share an example of a unique and/or innovative idea that you suggested.**
   - What was the idea?
   - How was it creative and/or innovative?
   - Was the idea implemented? Why or why not?
   - If implemented, what was the result?

2. **Tell me about a time when you developed a creative solution that required you to make connections between issues that, at first glance, seemed unrelated:**
   - What was the problem?
   - What issues about the situation seemed previously unrelated, at first glance?
   - What creative solution did you come up with?
   - How did you implement the solution?
   - What was the outcome?

3. **Please share an experience where you brought an original and creative idea to a group and the idea was implemented.**
   - What was the situation?
   - What was your creative idea?
   - How was your idea implemented?
   - What was the result?

4. **Please share a time when you were most creative in solving a complex problem:**
   - What was the situation?
   - Is there a method you use for solving problems?
   - How did creativity help in your solution?
   - What was the outcome of your solution?
   - What would you have done differently?

5. **Tell me about a time that you had to come up with a new way of doing things to retain or satisfy a member or customer.**
   - What was the situation?
   - Is there a method you use for solving problems?
   - How did creativity help in your solution?
   - What was the outcome of your solution?
   - What would you have done differently?

Competent

- *Is dedicated to meeting the expectations and requirements of internal and external customers*
- *Demonstrates PLEASE attributes*
  - *Builds personal relationships*
  - *Listens*
  - *Shows empathy*
  - *Anticipates needs*
  - *Demonstrates a sense of urgency*
  - *Offers encouragement*
- *Acts with customers in mind*
- *Establishes and maintains trusting, warm relationships with customers and invites their respect*

Incompetent

- *Doesn't think of the customer first*
- *May think he/she already knows what they need*
- *May focus on internal operations and get blindsided by customer problems*
- *May not make the first move – won't meet and get to know customers*
- *May be unwilling to handle criticisms, complaints*
- *May not listen well to customers, may get defensive*
- *May not make the time for customer contact*
- *May treat club members or owners well – but disrespects colleagues in the club or corporate office*

Interview Questions

1. **Tell me about a time when you significantly exceeded the expectations of a customer.**
   - What the customer internal or external?
   - What did the customer expect?
   - What exceeded his or her expectations?
   - What did you do to make this happen?
   - How did this affect the relationship with this customer?

2. **Please share an example of how you gathered customer information and used it to make improvements in products and services.**
   - What was the situation?
   - What did you do to gather and analyze customer information?
   - What improvements in products and services did you make?
   - How did these improvements affect the business or selected customers?

3. **Please share an example of a time when you developed customer trust and respect during a difficult situation.**
   - What was the situation?
   - What actions did you take to build and maintain the customer's trust and respect?
   - What was the outcome?

4. **Tell me when you have had to stay in touch with a client's changing needs and ensured that you were continuing to meet them.**
   - What was the situation?
   - How did you stay in touch? What information did you use?
   - What did you do after learning about the changing needs?
   - How did the client react?
   - Is there anything you would have done differently?

Competent

- o *Provides challenging, developmental tasks and assignments*
- o *Holds frequent conversations around development and career progress*
- o *Is aware of each person's career goals*
- o *Works with the employee to create compelling development plans*
- o *Ensures that those development plans are carried out*
- o *Will mentor those who need help and further development*
- o *Is a people builder*

Incompetent

- o *Doesn't care about the growth and development of others*
- o *Very results-driven and tactical; no time for long-term development*
- o *Doesn't see long-term development as his/her job*
- o *Plays it safe – can't bring him/herself to assign really stretching (risky) work*
- o *Thinks development is going to a class – doesn't know how development really happens (e.g. challenging on-the-job experiences)*
- o *May not know the aspirations of people, seldom holds career discussions*
- o *May prefer to hire talent from the outside rather than to develop current employees*

Interview Questions

1. **Describe a time in which you were most successful at helping a direct report or coworker improve his or her performance.**
   - What was the situation?
   - What prompted you to intervene?
   - What did you do to coach the individual and what was his or her reaction?
   - What was the outcome?

2. **What have you done over the last year to identify and close the skill gaps in your team or club?**
   - What prompted your efforts?
   - What specific things did you do?
   - What impact have your efforts had?

3. **Tell me about a time when you were particularly successful in addressing a person's developmental needs.**
   - In what areas did the person need help?
   - How did you identify those needs?
   - How did you present the opportunities to develop to the employee?
   - What impact did your guidance have on the employee?

4. **Please share a time when you were responsible for creating a learning plan for an employee or team.**
   - What was the situation?
   - Who was the audience?
   - What methods/processes/tools did you use to assist you?
   - What was the outcome?
   - What would you have done differently?

5. **Please share with me a time when you successfully motivated someone to achieve their goals and/or enhance their skills.**
   - What was the situation?
   - How did you motivate them?
   - What was their response? What skills did they gain?
   - What was the outcome?
   - What would you do differently?

Competent

- Develops tactical and strategic goals that will move the individual, team, club or organization forward
- Frequently works to exceed goals
- Is constantly and consistently one of the top performers
- Very bottom-line oriented
- Steadfastly pushes self and others for results

Incompetent

- Doesn't take the time to build a plan that incorporates strategic or tactical goals
- Doesn't deliver results consistently
- Doesn't get things done on time
- Wastes time and resources pursuing non-essentials
- Something always gets in the way – personal disorganization, failure to set priorities, underestimating timeframes
- Not bold or committed enough to push it through
- Procrastinates on doing what needs to be done to reach goals
- Doesn't go all out to complete tasks
  Does the very least to get by

Interview Questions

1. **Describe a situation where you went beyond the requirements of your job to accomplish a goal or objective.**
   - What was the situation?
   - In what ways did you go beyond your job?
   - What was the outcome?

2. **Tell me about a time when you persistently pushed yourself and/or others to accomplish results.**
   - What was the project or assignment?
   - What actions did you take to manage yourself and/or others to make sure that results were accomplished?
   - What was the result?

3. **What stands out as the most challenging assignment or project that you successfully accomplished?**
   - What was the assignment or project?
   - What about the assignment or project was challenging?
   - What actions did you take to succeed?
   - What was the outcome?

4. **Please share with me an experience where you re-defined and improved a process/system in order to get something done.**
   - What was the situation?
   - What was the problem with the existing process/system?
   - How did you improve the process?
   - What were the benefits/savings you realized with the new process?
   - What was the outcome?
   - What would you have done differently?

5. **Tell me about a time that you developed a strategic plan to move your team or organization forward.**
   - What did the plan include?
   - How did you come up with the goals for the plan?
   - What did you do to develop and then execute on the plan?
   - What happened?

Competent

- o *Genuinely cares about colleagues, employees, owners and members*
- o *Shows concern about the work and non-work problems of others*
- o *Is available and ready to listen or help*
- o *Is sympathetic to the problems of others less fortunate*
- o *Demonstrates authentic empathy when others experience sorrows or joys*

Incompetent

- o *May be seen as less caring or empathetic than most*
- o *Seldom asks personal questions*
- o *Shares little response when others share problems or joys*
- o *Only cares about results; everything else is a distraction*
- o *Believes that there must be a separation between work and personal life*
- o *Is unsure how to show compassion*
- o *Uncomfortable with people in stress or pain*

Interview Questions

1. Describe a situation where you were faced with a person going through a difficult life experience.
- • Who was the person?
- • What was the person going through?
- • How did you respond?
- • What was the result?

2. Tell me about a time when you had to support someone who was frustrated with a work or fitness goal.
- • How could you tell the person was frustrated?
- • What did you do?
- • What happened as a result?

3. Tell me about a time when you worked with someone who always talked about their personal problems.
- • How frequently did the person talk about his or her problems?
- • How would you respond or react to the person?
- • What happened?

4. Please share a time when you had to demonstrate empathy with a customer or colleague.
- • What was the situation?
- • What did you do or say?
- • What happened?

Competent

o *Creates an atmosphere (in the club or office) in which people want to do their best*
o *Able to motivate people who are different from you*
o *Able to identify a person's values and/or hot buttons, and use that information to move him or her forward*
o *Invites the perspective and ideas of others*
o *Makes each person feel valuable and important*
o *Able to draw out a person's best effort or work*

Incompetent

o *Doesn't recognize what motivates others*
o *People who report to or work with you don't do their best*
o *You're not a person that people want to work for, around, or with*
o *May be a one-style-fits-all kind of person, and doesn't tailor your approach to the needs of others*
o *May have trouble with people not like you*
o *May not pay attention to when others are demotivated – ignores the signs*
o *May be judgmental or say things (intentionally or unintentionally) that demotivates others*

Interview Questions

1. **Tell me about a time you worked with someone who was demotivated.**
   • What was the situation?
   • What did you do?
   • What was the impact?

2. **Please describe a time where you lifted someone out of a funk that was getting in the way of their success.**
   • What was the situation?
   • What did you do?
   • How did you know that's what was needed?
   • What happened as a result?

3. **Tell me about a team you worked with that had low morale.**
   • What was the situation?
   • What did you do to facilitate a higher morale?
   • What was the result?

4. **Tell me about a time that you tried to motivate someone, but failed.**
   • What was the situation?
   • What did you try?
   • What was the result?
   • Why do you see that as a failure?

5. **Tell me about a time you had to conduct or facilitate a meeting in which the members were shut down or burnt out.**
   • What was the situation?
   • How many people were involved?
   • How often did you meet?
   • What was effective about the meeting?
   • What would you have done differently about the facilitation?
   • Did your meetings enhance the project? How?

Competent

- Accurately scopes out length and difficulty of tasks and projects
- Sets objectives and goals
- Breaks down work into the process steps
- Develops schedules and task/people assignments
- Anticipates and adjusts for problems and roadblocks
- Measures performance against goals
- Evaluates results

Incompetent

- Doesn't plan for much
- May be a seat-of-the-pants performer scratching it out at the last minute
- Doesn't follow an orderly method of setting goals and laying out work
- May be uncomfortable with structure and process flow
- May be disdainful of planning and come across to others as loose or too simple
- May not have the patience to establish goals and objectives, scope out difficulties, plan for task completion, develop schedules, and do roadblock management
- May be confusing to work for and with

Interview Questions

1. **Please describe the most visible or important project or event you ever planned.**
   - What was the event or project?
   - What made it important and /or visible?
   - What actions did you take to successfully manage the project?
   - What was the result?

2. **Share an experience where you led a large-scale project or assignment from beginning to end.**
   - What was the project or assignment?
   - What actions did you take to organize and manage it?
   - What unanticipated problems and roadblocks did you encounter? How did you respond?
   - What was your approach in managing the project team?
   - What was the result?

3. **Tell me about an assignment or project in which you set clear goals and successfully achieved them.**
   - What was the assignment or project?
   - What were the project goals?
   - What was the outcome?
   - How did you measure success?

4. **Tell me about a time when you had to adjust your project plans because of a changing business priority.**
   - What was the project?
   - What created the change?
   - How did you handle the changes?
   - What was the outcome?
   - What would you have done differently?

5. **Tell me about a time when you had to manage a project.**
   - What was the project? Scope? Budget?
   - How did you communicate the progress of the project?
   - To whom did you have to communicate the progress?
   - Was there a team of people involved in the project?
   - Is there anything you would have done differently in managing this project?

Competent

- o *Is interested in the work and non-work lives of club employees, corporate office colleagues, owners, and members*
- o *Asks others about their plans, problems, hopes and dreams*
- o *Is available for listening to personal problems; seldom interrupts*
- o *Appreciates the efforts of others*
- o *Demonstrates curiosity*
- o *Relates well to all kinds of people—up, down, and sideways, inside and outside the organization*
- o *Builds appropriate rapport; builds constructive and effective relationships*
- o *Uses diplomacy and tact*
- o *Can diffuse even high-tension situations comfortably*

Incompetent

- o *May not care about the personal needs of others*
- o *May be too busy to get to know others*
- o *May not build relationships easily – may lack approachability or good listening skills*
- o *Doesn't take the time to build rapport*
- o *May be too raw or direct at times*
- o *May be excessively work oriented or intense*
- o *May be judgmental or arrogant toward others*
- o *May be shy or lack confidence around others*

Interview Questions

1. **Tell me about a time when relating well to all kinds of people was particularly critical to your success.**
   - What was the situation?
   - Why was relationship-building particularly important in this situation?
   - What did you do to build and maintain the relationship needed to succeed?
   - What was the outcome?

2. **Please describe a time when you used diplomacy and tact to diffuse a difficult situation.**
   - What was the situation?
   - How did you use diplomacy and tact?
   - What was the outcome?

3. **Tell me about a time when it was critical, but very difficult, for you to build a relationship with an individual or group.**
   - What was the situation?
   - Why was it critical to build the relationship?
   - What made it difficult?
   - How did you go about building the relationship?
   - What was the outcome?
   - What made it challenging?

4. **Tell me about a time when you needed to quickly develop a working relationship with someone.**
   - What was the situation?
   - How did you go about building a relationship?
   - What was the result?

Competent

- *Knows personal strengths, weaknesses, opportunities for growth*
- *Seeks feedback from all levels*
- *Reflects and gains insights on both successes and failures*
- *Open to criticism, and typically doesn't demonstrate defensiveness*
- *Is personally committed to and actively works to continuously improve him/herself*

Incompetent

- *Doesn't know him or herself well – strengths, weaknesses or limits*
- *Doesn't seek feedback, and can come off as arrogant or defensive*
- *May self-rate too high or too low*
- *May not understand how your behaviors or words impact others*
- *May believe current skills will last*
- *May believe in development but is always too busy*
- *May fear failure and the risk of admitting shortcomings*
- *Doesn't put in the effort to grow and change*

Interview Questions

1. **When was the last time you sought feedback on your strengths and weaknesses.**
   - What was it that made you initiate the request?
   - What surprised you most about the feedback?
   - What surprised you least about the feedback?
   - What did you do as a result of receiving this feedback?

2. **Tell me about a situation where someone gave you feedback on your performance and you didn't agree.**
   - What was the situation?
   - How did you respond?
   - What was the outcome?
   - What would you have done differently?

3. **Describe an assignment or situation when you found that you lacked the technical knowledge or skills needed to complete the task.**
   - How did you come to work in this area?
   - What made you realize you did not have the necessary knowledge/skills to perform the job?
   - What did you do to compensate for your lack of knowledge?
   - How did the situation turn out?
   - What would you have done differently?

4. **Tell me about a development plan you have currently for yourself, or one you have designed in the past.**
   - What was the impetus to create one?
   - Did you use a specific tool/format?
   - What were some of the behaviors you needed to develop?
   - How did you develop these behaviors?
   - What was the outcome?

5. **What are you currently doing to strengthen your capabilities and effectiveness?**
   - When did you build awareness that this was a gap?
   - What progress have you made so far?
   - When will you know that you've reached this development goal?

Competent

- o *Listens and checks in before interrupting or acting*
- o *Tries to understand the people and situation before acting*
- o *Able to choose the behaviors and words that will support resonance and focus*
- o *Able to keep from acting on disruptive impulses like shouting at others, rolling eyes, or heavy sighs*

Incompetent

- o *Acts before it's time to act*
- o *Intolerant of the slow pace of others*
- o *May be seen as rash or out-of-control*
- o *May appear as arrogant, uninterested, rude, or a know-it-all*
- o *May just jump to conclusions rather than thinking things through*
- o *Frequently interrupts or finishes other people's sentences*
- o *Doesn't take the time to listen or understand*
- o *Actions are generated from emotions without check and despite the negative impact*

Interview Questions

1. Please describe a situation in which you were angry or stressed out on the job.
- • What was the situation?
- • How did you demonstrate your anger or stress?
- • What was the impact?

2. Describe a time that you felt a colleague or employee let you down.
- • What was the situation?
- • What did you do or say?
- • What was the impact?

3. Tell me about a time when you lost patience with someone.
- • What was the situation?
- • How did you share your impatience?
- • What happened?

4. Please share with me a time that you had serious concerns for the success of your team or club.
- • What was the situation?
- • How did you share your concern?
- • What did you do to galvanize others to action?
- • What was the result?

Competent

- Is easy to talk to
- Intuitively knows what people need – and what they don't
- Spends the extra effort to put others at ease
- Can be warm, pleasant and gracious
- Is sensitive to and patient with the interpersonal anxieties of others
- Builds rapport well
- Is a good listener
- Takes action to help people feel included and part of things

Incompetent

- Distant, not easy to be around
- Not comfortable with colleagues, club members or employees
- May be shy, cool or a person of few words
- Doesn't reveal much, is hard to know what he or she is like
- Doesn't take the time to build rapport; instead, just "jumps right to it"
- May not pick up on social cues that others would recognize
- May appear tense or stressed

Interview Questions

1. **Tell me about a time that you worked with someone who was quiet or shy.**
   - What was the situation?
   - What did you do to build trust with that person?
   - What was the result?

2. **Tell me about a time when you needed to quickly develop a working relationship with someone.**
   - What was the situation?
   - How did you go about building a relationship?
   - What happened as a result?

3. **Please share an example of you've built rapport with someone very different from you.**
   - How were they different?
   - What actions did you take?
   - What was the outcome?

4. **Tell me about a situation in which you went out of your way to include someone.**
   - What was the situation?
   - What did you do?
   - How did you know the person didn't feel included?
   - What was the outcome?

5. **Tell me about a time when you responded to someone's unspoken social cues.**
   - What were the cues?
   - What did you do?
   - How did it help?

Competent

- *Uses time effectively and efficiently*
- *Values time*
- *Concentrates efforts on the most important priorities*
- *Able to engage members and colleagues without dropping other key responsibilities*
- *Gets more done in less time than others*
- *Can multi-task and attend to a broad variety of activities*

Incompetent

- *Is disorganized and wastes time and resources*
- *Flits from activity to activity without any task completion*
- *Doesn't set priorities*
- *Can only concentrate on one thing at a time*
- *Easily distracted by technology (cell phone, texts, etc.)*
- *Mostly reactive to what's hot at the moment*
- *May attend to important priorities but never gets around to the little things that can make a difference*
- *Doesn't accomplish as much as others*

Interview Questions

1. Tell me about a time when you best managed your time.
- What was the situation?
- What did you do to manage your time?
- What was the result?

2. Share an experience where you had a long and varied to-do list.
- How did you manage your list?
- What did you specifically do to manage your time?
- What was the impact of your actions?

3. Tell me about an assignment or project that had to be balanced with your everyday activities.
- What was the assignment or project?
- How did you balance your everyday tasks with a strategic project?
- How did it go?

4. Tell me about a time when you procrastinated on a project or task.
- What was the situation?
- How did it happen?
- What did you do to accomplish the task?
- What was the result?

5. Tell me about a time you had to balance the needs of the people around you with critical job tasks.
- What were the demands of the people?
- How did that interfere with your work?
- How did you prioritize the needs of others with the tasks at hand?
- What happened?