Leading@O-I
Driving Change
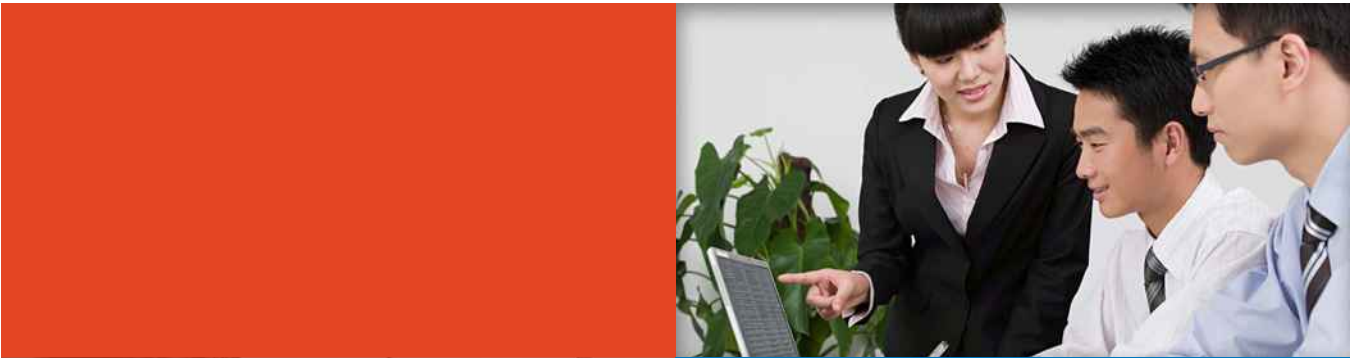
Table of Contents

Fellow O-I Leader,

It is an exciting time to be at O-I as we transform the company to strengthen our competitiveness and protect our position as the world's leading glass container company. Each of us has a role to play in creating the new O-I. Moving ahead with these challenges requires that each O-I employee understand and model the leadership competencies appropriate to his or her level of responsibility within the company.

We have created a leadership competency model that outlines the behaviors and performance standards required of each job by level of responsibility. These models are based on well-documented research used by many global companies. Our employee base has been divided into five major levels of responsibility: individual contributor, front-line leader, mid-level leader, senior or business unit leader and senior executive leader. It is important to remember that leadership is needed at every level of the company and is comprised of many different behaviors, all of which are needed to respond successfully to the challenges of the future.

Our overall leadership competency model is outlined in more detail in this brochure. These competencies will serve as the core of many processes at O-I as we seek to better define responsibilities and measure performance. In the future, your performance will be assessed in part on your mastery of the competencies assigned to your level of responsibility.

Having and using these tools effectively will ultimately increase employee engagement, as well as our competitive advantage in the marketplace. I encourage you to familiarize yourself with the content and understand how it applies to you and your team.

Lead on!

Albert P. L. Stroucken
Chairman & Chief Executive Officer

O-I Leadership Competencies
Categories and Roles

O-I Leadership Competencies is a set of observable behaviors that leaders at different levels of responsibility must model to be successful in their role.

O-I Leadership Competencies are organized in 4 categories:

Category: **Thought Leadership**	*Category:* **Results Leadership**	*Category:* **People Leadership**	*Category:* **Personal Leadership**
O-I roles: – Strategist – Market Analyzer	*O-I roles:* – Results Driver	*O-I roles:* – Environment Builder – Talent Developer	*O-I roles:* – Self-Developer

Thought Leadership
Integrating information from a variety of sources to evaluate alternatives and make effective decisions. Aligning initiatives with the strategic priorities of the broader organization. Drawing accurate conclusions from financial and quantitative information. Generating innovative ideas and solutions to enhance business results. Thought Leadership includes the following O-I leadership roles: Strategist and Market Analyzer.

Results Leadership
Meeting or exceeding goals, making difficult decisions, acting on opportunities that create value for the company. Demonstrating initiative to exceed stated job responsibilities, taking informed risks, making principled decisions, and facing high-stakes issues head on. Also, creating an environment where others feel it is safe to take risks. Results Leadership includes the following O-I leadership role: Results Driver.

People Leadership
Motivating others and clearly communicating how each team member can contribute to the goals of the organization. Encouraging collaboration, trust, and cooperation among work groups and within own work group, interacting with others competently and effectively, and developing individuals and teams. Positioning ideas and proposals in a way that gets support from others. People Leadership includes the following O-I leadership roles: Environment Builder and Talent Developer.

Personal Leadership
Consistently displaying a positive outlook and willingly dealing with the stress and complexities of various situations. Responding resourcefully when faced with new challenges and demands. Resolving problems and removing obstacles to consistently follow through on commitments. Modeling high levels of integrity and treating others fairly. Personal Leadership includes the following O-I leadership role: Self- Developer.

Leadership Roles and Leadership Competency Families Definitions

Thought Leadership

– Strategist

Analysis
Analyzes problems, situations and circumstances and their impacts on the business. Integrates information, guidelines and requirements from different sources to evaluate alternatives and make effective decisions. Draws accurate, useful conclusions from financial, business and quantitative information.

Strategic Thinking
Understands, aligns to or establishes the vision and direction of the organization. Shapes, develops and aligns the strategies of the organization to capture emerging trends, address competitive threats, meet market needs, provide value to the consumer, and enhance business value. Aligns personal and workgroup activities to the organization's strategic goals.

Financial Acumen
Understands the meaning and implications of key financial and quantitative indicators; manages overall financial performance (income statement and balance sheet). Uses financial and/or quantitative analysis to evaluate and act on strategic options and opportunities. Integrates quantitative and qualitative information to draw accurate conclusions.

Global Perspective
Keeps abreast of important trends, both locally and globally, that impact the business or organization (technological, competitive, social, economic, etc.). Understands the position of the organization within a global context and adopts and helps others to adopt a global approach. Understands the unique challenges and/or constraints involved, the work implications of doing business globally, and the unique business dynamics across cultures.

– Market Analyzer

Understand The Market
Understands the customer, consumer and competition. Stays abreast of changes in the market and identifies the implications for the company. Recognizes and seizes opportunities to build business with new and existing customers. Provides solutions targeted to the specifics of particular markets.

Focus On Customers
Builds and delivers customer-centered solutions that meet as many aspects of desired customer experiences, products and services as possible. Provides customer-centered solutions that go beyond price and direct sales and into meeting local market needs, providing service and sales support, ensuring appropriate store and shelf design, enhancing purchasing experiences, and ensuring value, product quality, assortment, display and availability.

Innovation
Generates and champions new ideas, approaches and initiatives, and creates an environment that nurtures and supports innovation. Leverages fresh perspectives, breakthrough ideas and new paradigms to create value in the market. Encourages new ways of looking at problems, processes, or solutions.

Results Leadership

– Results Driver

Planning
Sets standards, plans for, and improves work performance. Identifies action steps and develops realistic plans needed to accomplish objectives and team goals. Focuses, aligns, optimizes and improves resources and the use of resources to achieve goals.

Results Orientation
Demonstrates and fosters a sense of urgency, a "can-do" spirit, a sense of optimism, ownership, and strong commitment to achieving goals and organizational success. Demonstrates a strong sense of ownership and a commitment to achieving meaningful results.

Execution
Manages work and work performance, holding associates accountable to effectively and efficiently complete work responsibilities. Demonstrates initiative, works to achieve results, meets or exceeds goals, acts on opportunities to create value.

People Leadership

– Environment Builder

Building Relationships
Establishes relationships and enhances the levels of cooperation, collaboration and trust that exist between people, by interacting with others personally, competently and effectively. Establishes relationships inside and outside of the organization. Fosters a culture that makes people feel valued and respected and leverages even difficult or tense circumstances to enhance relationships.

Open Communication
Prepares and delivers clear, concise, accurate, effective and persuasive written and verbal materials/messages. Attentively and accurately listens to others. Promotes a free and timely flow of high quality information between self and others and across the organization. Encourages the open expression of ideas and opinions.

Collaboration
Fosters a sense of collaboration and works effectively with others across the organization to achieve goals. Credits others for their contributions and accomplishments, and facilitates interaction of co-workers and external partners. Creates an environment for honest and open discussion of issues.

Influence
Influences and motivates others, clearly communicates appropriate information on how associates can contribute to the goals of the organization, and articulates a compelling position. Positions and explains ideas and proposals in ways that get support from others.

– Talent Developer

Talent Enhancement
Attracts, develops, manages and retains critical and top talent. Plans for and develops talent plans, talent pools and bench strength. Ensures that talent (top, new, existing, diverse, etc.) receives mentoring, training, feedback and development opportunities. Shapes roles and assignments in ways that leverage and develop people's capabilities.

Engage and Inspire
Fosters personal achievement and excellence. Articulates and inspires commitment to a vision and plan of action aligned with the organizational mission and goals. Instills and sustains organization-wide energy and optimism, and helps others envision a greater sense of what is possible.

Team Development
Builds and leads diverse teams to execute on shared goals and priorities. Facilitates open discussion and encourages constructive debate. Resolves conflicts and works through differences within the team.

Personal Leadership

– Self-Developer

Establishing Trust
Gains the confidence and trust of others through principled leadership, sound business ethics, authenticity and follow-through on commitments. Demonstrates principled leadership and sound business ethics; shows consistency among principles, values, and behavior; builds trust with others through own authenticity and follow-through on commitments. Establishes open, candid, trusting relationships; treats all individuals fairly and with respect; behaves in accordance with expressed beliefs and commitments; maintains high standards of integrity.

Courage
Steps forward to address difficult issues; puts self on the line to deal with important problems. Takes principled, personal, and organizational risks to do what is right and achieve organization success, and supports others who do so.

Adaptability
Responds resourcefully, flexibly, and positively when faced with new challenges and demands. Willingly and effectively deals with the stress and complexities of various situations. Moves forward productively under conditions of change or uncertainty.

O-I Leadership Competency
5 Levels of responsibilities

O-I Leadership Competency mastery is exhibited in different levels in the organization.

What is your Leadership Competency level of responsibility ?
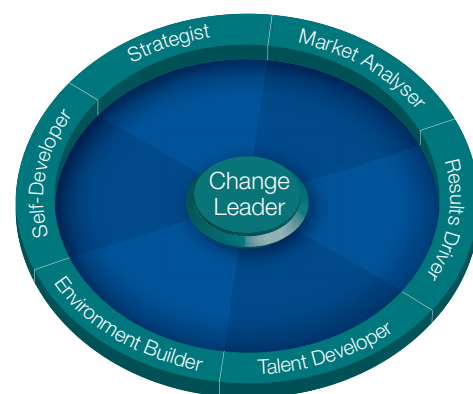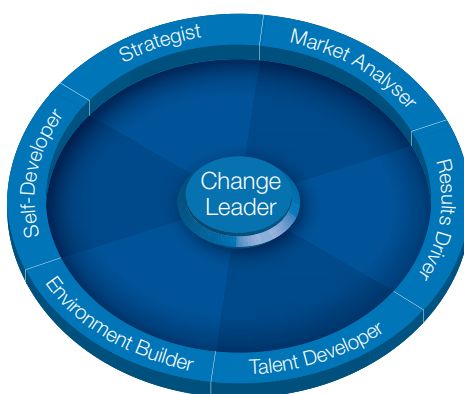
Leadership Competency Level of Responsibility	Individual Contributor	Front-Line Leader
Definition	Individual Contributor in the organization	Leaders who manage other employees but not usually employees who have other direct reports
Some examples	Operators, Assistants, and Professionals with no direct reports	FMU Leaders, Shift Supervisor, and Account Representatives…

Your HR representative will help you determine the Leadership Competency Level of Responsibility expected from your role.

Mid-Level Leader	Business Unit Leader	Senior Executive Leader
Individuals leading part of a function, typically managing employees with direct reports	Leaders with full P&L or functional responsibility	Responsible for company wide leadership of a function or Leadership region
Plant Manager, Category Directors…	Country General Manager, Corporate Functional Leaders, some Regional Functional Leaders...	Regional President, Chief Finance Officer…

O-I Leadership Competency Table
Progression by Level of responsibility

Competencies Family	Individual Contributor	Front-Line Leader
		THOUGHT
		Leadership Role:
Analysis	Understand and Resolve Problems	Analyze Issues and Solve Problems
Strategic Thinking	Think Broadly	Understand Strategies
Financial Acumen	Understand Financial Data *	Monitor Financial Performance *
Global Perspective	Maintain a Global View *	Show a Global Mindset *
		Leadership Role:
Understand the Market	Understand the Local Market *	Understand the Market *
Focus on Customer	Seek Customer Satisfaction	Seek Customer Satisfaction
Innovation	Improve Processes	Identify Improvements
		RESULTS
		Leadership Role:
Planning	Create Effective Plans	Establish Plans
Results Orientation	Show Initiative and Commitment	Show Initiative
Managing Execution	Manage the Work Effectively	Execute Efficiently
		PEOPLE
		Leadership Role:
Building Relationships	Relate Well to Others	Relate Well to Others
Open Communication	Share Information	Communicate Effectively
Collaboration	Collaborate/Team Membership	Foster Collaboration *
Influence	Promote Ideas *	Solicit Support
		Leadership Role:
Talent Enhancement	Provide Development Advice *	Select and Develop
Engage and Inspire	Support Engagement *	Encourage Commitment
Team Development	Foster Teamwork *	Develop Teams *
		PERSONAL
		Leadership Role:
Demonstrate Ethics and Integrity	Demonstrate Credibility	Demonstrate Credibility
Courage	Take Responsibility *	Demonstrate Responsibility *
Adapting and Learning	Readily Adapt	Readily Adapt
		CHANGE
		Leadership Role:
Change Leadership	Change Leadership	Change Leadership

Note: *** The description of this new competency will be found in the Leading@O-I brochure appendix.**

The new O-I Leadership Table contains the O-I Leadership Roles and Competencies Family shown in the left column.

The Competencies Family is further divided into competencies by level – the progression from Individual Contributor to Senior Executive Leader is reflected below.

Mid-Level Leader	Business Unit Leader	Senior Executive Leader
L E A D E R S H I P		
Strategist		
Make Sound Decisions	Use Insightful Judgment	Use Astute Judgement
Act Strategically	Think Strategically	Shape the Strategy
Use Financial Data	Apply Financial Acumen	Apply Financial Insight
Display Global Awareness	Display Global Perspective	Drive Global Integration
Market Analyzer		
Understand the Market	Pursue Market Opportunity	Understand the Business Environment*
Meet Customer Needs	Focus on Customers	Ensure Customer Focus
Think Creatively	Innovate	Display Vision
L E A D E R S H I P		
Results Driver		
Build Realistic Plans	Develop Business Plans	Aligned Organization
Show Drive and Initiative	Drive for Results	Drive Organizational Success
Manage Execution	Ensure Execution	Optimize Execution
L E A D E R S H I P		
Environment Builder		
Establish Relationships	Build Relationships	Build Organizational Relationships
Foster Open Communication	Facilitate Open Communication	Promote Stakeholder Dialogue*
Promote Collaboration	Promote Collaboration	Ensure Collaboration
Build Support	Influence Others	Use Organizational Influence
Talent Developer		
Develop Others	Build Talent	Develop Organizational Talent
Motivate Others	Engage and Inspire	Energize the Organization
Develop Teams	Build Leadership Teams	Strengthen the Leadership Team*
L E A D E R S H I P		
Self-Developer		
Establish Trust	Inspire Trust	Earn Unwavering Trust
Demonstrate Courage	Lead Courageously	Lead Boldly
Adapt and Learn	Adapt and Learn	Demonstrate Agility
L E A D E R S H I P		
Change Leader		
Change Leadership	Change Leadership	Change Leadership

"A really great talent finds its happiness in execution."

(Johann Wolfgang von Goethe)

Leading@O-I
Driving Change

Individual Contributor

New complementary competencies have been developed and are included in the appendix brochure.

For this leadership level the complementary competencies are:

- Understand Financial Data
- Maintain a Global View
- Understand the Local Market
- Promote Ideas
- Provide Development Advice
- Support Engagement
- Foster Teamwork
- Take Responsibility

Go to Leading@O-I appendix brochure ▶

Individual Contributor

Leadership Competency Model

Individual Contributor in the organization (Example: Operators, Assistants, and Professionals with no direct reports).
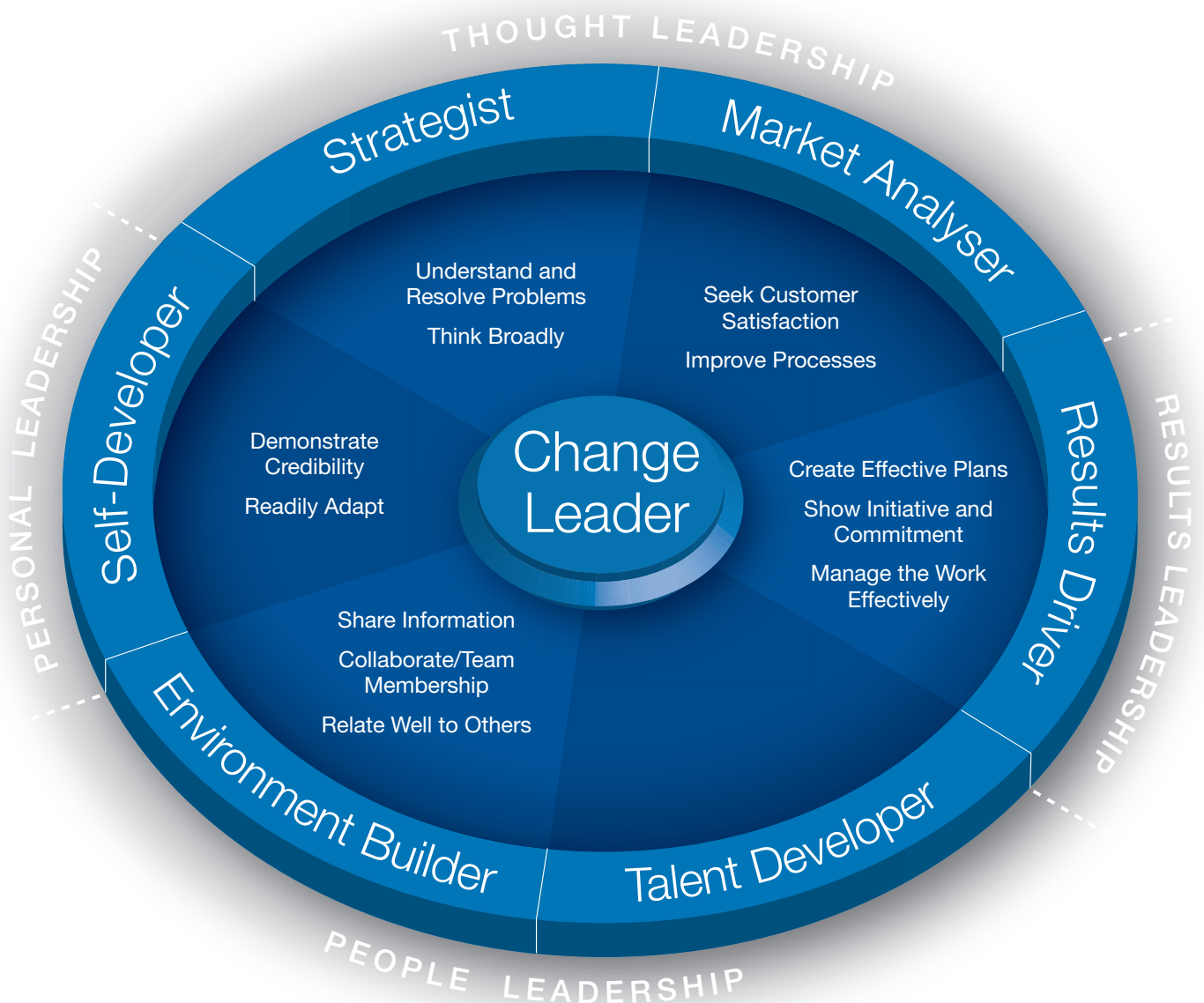
THOUGHT LEADERSHIP

PERSONAL LEADERSHIP

RESULTS LEADERSHIP

PEOPLE LEADERSHIP

Strategist

Market Analyser

Results Driver

Talent Developer

Environment Builder

Self-Developer

Change Leader

Understand and Resolve Problems

Think Broadly

Seek Customer Satisfaction

Improve Processes

Demonstrate Credibility

Readily Adapt

Create Effective Plans

Show Initiative and Commitment

Manage the Work Effectively

Share Information

Collaborate/Team Membership

Relate Well to Others

Thought Leadership

Strategist

Analysis

INTERVIEW QUESTIONS   VIDEO IC 1

Understand and Resolve Problems

- Approaches problems with curiosity and open-mindedness.
- Collects sufficient information to understand problems and issues.
- Analyzes problems and issues from different points of view.
- Applies accurate logic and commonsense in making decisions.

Strategic Thinking

INTERVIEW QUESTIONS   VIDEO IC 2

Think Broadly

- Demonstrates understanding of the organization's mission and strategies.
- Works to clarify and understand the broader purpose and mission of own work.
- Integrates and balances big-picture concerns with day-to-day activities.
- Generates innovative ideas and solutions to problems.
- Identifies opportunities to increase efficiency, simplicity, and revenue.

Market Analyzer

Focus on Customers

INTERVIEW QUESTIONS   VIDEO IC 3

Seek Customer Satisfaction

- Consistently searches for ways to improve customer service.
- Seeks feedback from customers to identify improvement opportunities.
- Responds to the unique needs of individual customer contacts.
- Addresses customer needs by involving the right people (resources) at the right time.
- Follows up with customers to ensure problems are solved.

Innovation

INTERVIEW QUESTIONS   VIDEO IC 4

Improve Processes

- Collaborates with others to enhance work processes or structures.
- Carefully monitors the accuracy and quality of work methods and outputs.
- Addresses process breakdowns with speed and thoroughness.
- Identifies ways to streamline and/or improve efficiency of work.

Results Leadership

Results Driver

Planning
Create Effective Plans

- Identifies action steps needed to accomplish objectives.
- Identifies risks and assumptions in plans.
- Establishes realistic plans and work schedules.
- Identifies support and/or resources needed to carry out own work.
- Coordinates planning efforts with other work units.

INTERVIEW QUESTIONS

VIDEO IC 5

Results Orientation
Show Initiative and Commitment

- Demonstrates a "can-do" spirit, a sense of optimism, ownership, and commitment.
- Maintains a consistent, high level of productivity.
- Takes personal responsibility to make decisions and take action.
- Does not easily give up in the face of unexpected obstacles.
- Projects a positive image and serves as a role model for others.

INTERVIEW QUESTIONS

VIDEO IC 6

Managing Execution
Manage the Work Effectively

- Juggles many priorities and competing demands for one's time.
- Acts resourcefully to ensure that work is completed within specified time and quality parameters.
- Removes obstacles in order to move the work forward and/or get efforts back on track.
- Surfaces problems and issues before projects get derailed.

INTERVIEW QUESTIONS

VIDEO IC 7

People Leadership

Environment Builder

Open Communication

INTERVIEW QUESTIONS

VIDEO IC 8

Share Information

- Provides clear and detailed information to others.
- Expresses oneself effectively in one-on-one conversations and small groups.
- Shares information and viewpoints openly and directly with others.
- Prepares reports, documentation, and other written information thoroughly and completely.

Collaboration

INTERVIEW QUESTIONS

VIDEO IC 9

Collaborate/Team Membership

- Encourages people to draw on each other's strengths and experience to work together effectively, within and across teams.
- Appropriately involves others in decisions and plans that affect them.
- Provides honest, helpful feedback to others on their performance.
- Shares own experience and expertise with others.

Building Relationships

INTERVIEW QUESTIONS

VIDEO IC 10

Relate Well to Others

- Relates to people in an open, friendly, and accepting manner.
- Treats others with respect.
- Listens carefully and attentively to others' opinions and ideas.
- Maintains positive relationships even under difficult or heated circumstances.
- Works cooperatively with people from different cultural backgrounds.

Personal Leadership

Self-Developer

Demonstrate Ethics and Integrity
Demonstrate Credibility

- Treats others fairly and consistently.
- Acts consistently with stated policies and practices.
- Does not cover up or blame others for problems or mistakes.
- Protects confidential information.
- Follows through on commitments.

INTERVIEW QUESTIONS

VIDEO IC 11

Adapting and Learning
Readily Adapt

- Works productively in the face of ambiguity or uncertainty.
- Deals constructively with mistakes and setbacks.
- Readily adapts to different ways of doing things.
- Seeks opportunities to acquire new knowledge and skills.
- Accepts feedback openly, without becoming defensive.

INTERVIEW QUESTIONS

VIDEO IC 12

What does it mean being an Individual Contributor as Change Leader ?

Change Leader

The change leader is a role that draws on competencies from each of the other roles and is reflected in the behaviors of each.

Change Leadership

- Approaches problems with curiosity and open-mindedness.

- Identifies action steps needed to accomplish objectives.

- Identifies risks and assumptions in plans.

- Removes obstacles in order to move the work forward and/or get efforts back on track.

- Demonstrates a "can-do" spirit, a sense of optimism, ownership, and commitment.

- Does not easily give up in the face of unexpected obstacles.

- Collaborates with others to enhance work processes or structures.

- Appropriately involves others in decisions and plans that affect them.

- Works productively in the face of ambiguity or uncertainty.

- Deals constructively with mistakes and setbacks.

- Readily adapts to different ways of doing things.

- Seeks opportunities to acquire new knowledge and skills.

Videos

Let's observe the Behaviors and Performance Standards

To know how an expert would score the main character in the following Individual contributor videos, print pages 34 and 35.

How would you score the behaviors of the main character in this video?

Thought Leadership

Understand and Resolve Problems

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Approaches problems with curiosity and open-mindedness.

Consistently approaches problems with strong curiosity and open-mindedness.	*Demonstrates openness and curiosity when approaching problems.*	*Displays little curiosity or open-mindedness when presented with problems to resolve.*

Collects sufficient information to understand problems and issues.

Gathers specific and relevant information to fully understand problems and issues.	*Collects sufficient information to understand problems and issues.*	*Takes problems at face value, may jump to conclusions when gathering additional information is appropriate.*

Analyzes problems and issues from different points of view.

Brings together and analyzes information from a wide variety of sources and perspectives to arrive at a broad, deep, and well-integrated understanding of problems.	*Analyzes problems and issues from different points of view.*	*Looks at problems using only readily available perspectives or expertise, resulting in a limited and surface level understanding of the issues.*

Applies accurate logic and common sense in making decisions.

Consistently makes well-reasoned decisions that are based on accurate logic and common sense.	*Applies logic and common sense in making decisions.*	*Makes questionable decisions that seem to be lacking appropriate logic.*

How would you score the behaviors of the main character in this video?

Thought Leadership
Think Broadly

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Demonstrates understanding of the organization's mission and strategies.

Demonstrates a strong and comprehensive understanding of the organization's mission and strategies and acts accordingly.	*Displays a good understanding of the key aspects of the organization's mission and strategies.*	*Demonstrates limited understanding of the organization's mission and strategies.*

Works to clarify and understand the broader purpose and mission of own work.

Works to clarify and understand the broader purpose and mission of own work, displaying knowledge of how it connects to the work of others and how it fits into the overall value chain.	*Works to clarify and understand the broader purpose and mission of own work.*	*Demonstrates a limited understanding of the broader purpose and mission of own work.*

Integrates and balances big-picture concerns with day-to-day activities.

Fully integrates and balances big-picture concerns with day-to-day activities, raising key issues where appropriate.	*Strikes an effective balance between addressing long-term issues and day-to-day activities.*	*Does not integrate and/or balance big-picture or long-term concerns with day-to-day activities.*

Generates innovative ideas and solutions to problems.

Generates highly innovative ideas, solutions, and opportunities that challenge status-quo thinking and assumptions.	*Generates innovative ideas, solutions, and new perspectives in reaction to issues; is open to challenging current processes and procedures.*	*Generates status-quo ideas and solutions, and/or resists others' efforts to challenge current processes and procedures.*

Identifies opportunities to increase efficiency, simplicity and revenue.

Regularly examines current state to identify opportunities to make changes that will significantly increase efficiency and/or simplify processes, creating opportunities to increase revenue.	*Suggests opportunities to simplify and increase efficiency, having a positive impact on revenue.*	*Assumes current state is acceptable, pays little attention to possible opportunities to simplify and increase efficiency and/or reduce costs.*

How would you score the behaviors of the main character in this video?

Thought Leadership
Seek Customer Satisfaction

INTERVIEW
QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Consistently searches for ways to improve customer service.

Consistently searches for and proactively identifies significant ways to improve customer service.	Searches actively for ways to improve customer service.	Conveys support for customer service improvements, but limits actions to responding to customer complaints versus taking a proactive approach to improving customer service.

Seeks feedback from customers to identify improvement opportunities.

Probes for honest, relevant, and specific feedback from customers and leverages it to continuously improve processes, products, and services.	Listens to customer feedback, and utilizes it to identify improvement opportunities.	Does not actively seek feedback from customers, or fails to translate customer feedback into actionable improvement opportunities.

Responds to the unique needs of individual customer contacts.

Responds effectively to the unique needs of individual customer contacts, adapting solutions and providing unique and/or flexible options.	Recognizes the different needs of individual customer contacts, and attempts to find appropriate solutions for them.	Offers similar solutions to all customers, regardless of their unique individual needs.

Addresses customer needs by involving the right people (resources) at the right time.

Collaborates with other people and teams to ensure the customer gets a flawless product or service, and that their needs are fully met.	Involves others appropriately in addressing customer needs.	Attempts to address customer needs without involving others, resulting in missed opportunities to deliver flawlessly and ensure customer satisfaction.

Follows up with customers to ensure problems are solved.

Consistently takes responsibility to personally follow up on every customer issue to ensure that the customer's needs and expectations have been fully satisfied.	Follows up with customers to see if their problems are solved and they are satisfied.	Does not follow up with customers to ensure that they are satisfied with problem resolution.

How would you score the behaviors of the main character in this video?

Thought Leadership
Improve Processes

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Collaborates with others to enhance work processes or structures.

Consistently collaborates with others to enhance work processes or structures.	*Works with others or gathers their input to enhance work processes or structures.*	*Misses opportunities to collaborate with others to enhance work processes or structures.*

Carefully monitors the accuracy and quality of work methods and outputs.

Carefully monitors the accuracy and quality of work methods and outputs, highlighting discrepancies or symptoms of problems immediately.	*Monitors the accuracy and quality of work methods and outputs.*	*Is lax about monitoring the accuracy and quality of work methods and outputs.*

Addresses process breakdowns with speed and thoroughness.

Addresses process breakdowns with speed and thoroughness, taking all appropriate steps to improve processes and return to normal operation with minimal disruption.	*Addresses process breakdowns promptly and thoroughly.*	*Makes little effort to address process breakdowns or improve processes to avoid future problems.*

Identifies ways to streamline and/or improve efficiency of work.

Proactively searches out, identifies, and implements ways to streamline and/or improve the efficiency of work.	*Identifies some ways to streamline or improve the efficiency of work.*	*Misses opportunities to identify ways to streamline or improve the efficiency of work.*

How would you score the behaviors of the main character in this video?

Results Leadership
Create Effective Plans

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Identifies action steps needed to accomplish objectives.

Identifies appropriate and specific action steps to accomplish objectives; takes into account contingencies, constraints, and thorough process knowledge.	*Identifies and plans key action steps to accomplish objectives.*	*Attempts to accomplish objectives without a clear plan that identifies key action steps.*

Identifies risks and assumptions in plans.

Thoroughly investigates the full range of potential risk factors and even hidden assumption in plans.	*Identifies risks and assumptions in plans.*	*Considers only the most obvious risks and/or assumptions in plans.*

Establishes realistic plans and work schedules.

Creates plans and sets work schedules effectively and realistically to achieve and surpass department or work group goals.	*Creates realistic plans and work schedules to meet department or work group goals.*	*Creates plans or work schedules that do not accurately reflect deadlines or requirements for achieving department or work group goals.*

Identifies support and/or resources needed to carry out own work.

Identifies and gathers specific support, approvals, and resources needed to deliver on time and meet or exceed quality expectations	*Identifies and gathers support and/ or resources needed to carry out own work and delivery on time and with acceptable quality.*	*Does not always identify appropriate resources or support needed to carry out work, resulting in missed deadlines or poor quality results.*

Coordinates planning efforts with other work units.

Fully aligns planning efforts with other work units to ensure their full input, commitment, and involvement at critical steps.	*Coordinates planning efforts with other work units to ensure progress.*	*Moves forward on activities that involve other work units without coordinating planning efforts with them, causing confusion and inefficiency.*

How would you score the behaviors of the main character in this video?

Results Leadership

Show Initiative and Commitment

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Demonstrates a "can-do" spirit, a sense of optimism, ownership and commitment.

Conveys a strong "can-do" spirit, a sense of optimism, ownership, and commitment, helping others overcome difficult or frustrating challenges.	Demonstrates a sense of optimism, ownership and commitment.	May come across as pessimistic or seem to display a lack of ownership and commitment at times.

Maintains a consistent, high level of productivity.

Consistently looks for ways to increase personal productivity (working at a high level and striving to take it to the next level), despite any challenges faced or obstacles encountered.	Maintains a consistent, high level of productivity despite apparent challenges and obstacles.	Demonstrates inconsistent levels of productivity, and/or has to be monitored for peaks and valleys of performance.

Takes personal responsibility to make decisions and take action.

Can always be counted on to act proactively, independently and with self-reliance; consistently takes the initiative to resolve difficult issues and problems when they arise.	Acts independently and with self-reliance; takes the initiative to resolve difficult issues and problems when they arise.	Delays action when issues or problems arise; asks for assistance and direction even on routine matters which he/she has the authority and responsibility to handle alone.

Does not easily give up in the face of unexpected obstacles.

Persists appropriately in the face of opposition, obstacles, and setbacks, attacking the barriers from different perspectives to overcome them and move toward resolution.	Does not give up easily when faced with unexpected obstacles or opposition.	Gives up or changes direction too quickly when faced with opposition, obstacles and setbacks.

Projects a positive image and serves as a role model for others.

Projects an enthusiastic and positive demeanor at all times, consistently serving as a role model for others.	Projects a positive image and serves as a role model for others.	Tends to conveys a negative attitude, and at times comes across as unprofessional.

How would you score the behaviors of the main character in this video?

Results Leadership

Manage the Work Effectively

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Juggles many priorities and competing demands for one's time.

Consistently focuses on highest priority demands, while calmly and effectively tracking and making progress on other priorities.	*Manages multiple priorities and competing demands calmly and effectively.*	*May appear overloaded or lose track of and miss deadlines when faced with competing demands.*

Acts resourcefully to ensure that work is completed within specified time and quality parameters.

Always ensures that work is completed within specified time and quality parameters, using all available resources and finding creative ways to complete tasks when challenges arise.	*Acts resourcefully to ensure that work is completed within specified time and quality parameters.*	*Completes routine work effectively, but does not always demonstrate resourcefulness when timelines or quality parameters are at risk.*

Removes obstacles in order to move the work forward and/or get efforts back on track.

Readily and decisively intervenes and finds resourceful ways to remove obstacles in order to move the work forward and/or get efforts back on track.	*Addresses obstacles that prevent the work from moving forward and ensures that efforts get back on track.*	*Is inconsistent in addressing obstacles that prevent the work from moving forward and may be slow to ensure efforts get back on track.*

Surfaces problems and issues before projects get derailed.

Consistently surfaces problems and issues proactively (before projects get derailed), and redirects efforts effectively.	*Addresses problems and issues when they arise, while continuing to make progress.*	*Does not effectively recognize or address problems and issues in projects, resulting in delays and potential derailment of projects.*

◀ **Back to Environment Builder**

How would you score the behaviors of the main character in this video?

People Leadership
Share Information

INTERVIEW
QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Provides clear and detailed information to others.

Conveys information with clarity and directness, ensuring the message is understood.	*Conveys information in a way others can understand.*	*May be unclear or imprecise when providing information.*

Expresses oneself effectively in one-on-one conversations and small groups.

Expresses ideas and positions clearly and effectively in a wide variety of one-on-one conversations and small groups.	*Expresses oneself effectively (gets the point across) in one-on-one conversations and small groups.*	*Has trouble communicating in one-on-one conversations and small groups; may be unclear about the message or difficult to follow.*

Shares information and viewpoints openly and directly with others.

Consistently shares information and viewpoints with others, openly answering any questions and providing direct and honest answers that inspire confidence in the message.	*Shares information and viewpoints openly and directly with others.*	*Hesitates to openly or directly share information or viewpoints with others, holding back information that may be unexpected or that does not further own cause.*

Prepares reports, documentation and other written information thoroughly and completely.

Prepares documents that are complete and comprehensive, containing the critical information that others need (e.g., letter is detailed and thorough; attaches brochures to give customer more information).	*Prepares documents that are complete and thorough.*	*Prepares documents that are incomplete, or are missing information or details that others need.*

How would you score the behaviors of the main character in this video?

People Leadership
Collaborate/ Team Membership

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Encourages people to draw on each other's strengths and experience to work together effectively, within and across teams.

Takes specific actions to ensure that people consistently draw on each other's strengths and experience to work together effectively, within and across teams.	*Encourages people to draw on each other's strengths and experience to work together effectively, within and across teams.*	*Rarely encourages others to work together, or acts in ways that impede teamwork or cooperation.*

Appropriately involves others in decisions and plans that affect them.

Consistently and proactively reaches out to others to appropriately involve them in decisions and plans that affect them.	*Collaborates with others by appropriately involving them in decisions and plans that affect them.*	*Makes plans and decisions affecting people without involving them.*

Provides honest, helpful feedback to others on their performance.

Provides balanced, accurate and helpful feedback on how others are performing, being specific and timely as well as tactful.	*Gives accurate and helpful feedback on specific, important performance issues.*	*Gives feedback that is either inaccurate, insensitive or unbalanced (e.g., focuses too much on either development needs or strengths); or shies away from providing feedback.*

Shares own experience and expertise with others.

Proactively and freely shares own seasoned experience and expertise, to benefit others.	*Shares own experience and expertise with others if asked, or when needed to resolve problems or issues.*	*Seldom shares own experience and expertise with others.*

How would you score the behaviors of the main character in this video?

People Leadership

Relate Well to Others

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Relates to people in an open, friendly and accepting manner.

Consistently relates to others effectively, projecting an extremely friendly, open and inclusive manner.	*Relates to people in an open, friendly and accepting manner.*	*Keeps distance from others and does not initiate conversation; may come across as distant, cold or aloof.*

Treats others with respect.

Consistently treats people with the utmost respect, acknowledging the validity of individual differences (e.g. views, positions, practices).	*Treats others with respect despite differing views and positions.*	*Does not treat others with respect when their views or positions differ from own.*

Listens carefully and attentively to others' opinions and ideas.

Demonstrates to others that their comments are heard by attentively listening and/or building on their opinions, ideas or concerns during discussions.	*Listens carefully and attentively to others' opinions and ideas.*	*Demonstrates poor active listening skills (e.g., ignores, interrupts or disregards others' comments), which in turn discourages others from sharing their opinions, ideas, etc.*

Maintains positive relationships even under difficult or heated circumstances.

Remains positive and constructive under even extremely difficult or heated discussions or unpleasant circumstances, communicating the desire to maintain a positive relationship while working through the issues.	*Works to maintain a constructive relationship during difficult or heated discussions or unpleasant circumstances.*	*Allows relationships to become negative or deteriorate during difficult or heated discussions or unpleasant circumstances; or acts in ways that could put a relationship at jeopardy.*

Works cooperatively with people from different cultural backgrounds.

Proactively acknowledges and embraces cultural differences to enhance cooperation and collaboration.	*Works cooperatively with people from different cultural backgrounds.*	*Does not work effectively or cooperatively with people from different cultural backgrounds.*

How would you score the behaviors of the main character in this video?

Personal Leadership
Demonstrate Credibility

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Treats others fairly and consistently.

Consistently treats all people fairly and with the utmost respect, even during heated circumstances or when disagreeing.	*Shows consistency and fairness in treatment of people, not letting friendships or differing viewpoints color actions or decision.*	*Treats most people fairly, but may occasionally show favoritism to those whose perspectives and styles are most similar to own.*

Acts consistently with stated policies and practices.

Conveys commitment to management decisions and company policies, even when these are unpopular or inconvenient.	*Conveys general commitment to management decisions and company policies.*	*Backs down on defending unpopular management decisions or company policies; criticizes unpopular policies.*

Does not cover up or blame others for problems or mistakes.

Focuses on solutions when mistakes are made, and does not try to cover up problems or assign blame.	*Does not cover up or blame others when mistakes are made.*	*Quickly assigns blame to others for mistakes, rather than focusing on problems and solutions.*

Protects confidential information.

Can consistently be trusted to maintain confidences, and encourages others to do the same.	*Honors requests to keep information confidential.*	*Shares information that would be best kept confidential.*

Follows through on commitments.

Can be counted on to always follow through on commitments made to others, building a reputation as a trusted resource for mission-critical projects.	*Regularly follows through on commitments made to others.*	*Occasionally over-commits or fails to follow through on all commitments, so that others feel that they have to regularly double-check on progress of projects.*

How would you score the behaviors of the main character in this video?

Personal Leadership
Readily Adapt

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Works productively in the face of ambiguity or uncertainty.

Consistently maintains productivity during periods of extreme ambiguity and uncertainty, remaining calm and identifying the best course of action to continue to move forward and meet goals/deadlines.	*Handles ambiguity and uncertainty calmly and effectively, continuing to move forward.*	*Becomes confused, disorganized and/or ineffective when faced with ambiguous or uncertain work situations.*

Deals constructively with mistakes and setbacks.

Effectively deals with mistakes and setbacks, accepting responsibility and inviting criticism and performance feedback when problems occur. Uses criticism and feedback to adapt performance and improve results.	*Consistently handles mistakes and setbacks constructively (e.g., accepts criticism non-defensively; takes responsibility for own mistakes; adapts performance based on experience and feedback).*	*Does not deal constructively with mistakes and setbacks (e.g., shows frustration or anger, rationalizes feedback or redirects blame, does not adapt performance based on experience or feedback).*

Readily adapts to different ways of doing things.

Quickly and easily picks up on and adapts to different or new ways of doing things, showing enthusiasm and support for changes.	*Readily adapts to new and different ways of doing things.*	*Struggles to adapt to new ways of doing things, resisting rather than embracing changes.*

Seeks opportunities to acquire new knowledge and skills.

Actively pursues personal learning by continuously updating knowledge, skills and abilities; pursues stretch assignments to build own capabilities.	*Takes advantage of available opportunities to update knowledge, skills and abilities.*	*Relies on current knowledge, skills, and abilities, and shows little interest in expanding horizons.*

Accepts feedback openly, without becoming defensive.

Accepts constructive feedback openly and without becoming defensive; seeks and acknowledges own failures and mistakes.	*Accepts constructive feedback without becoming defensive.*	*Accepts positive feedback, but tends to rationalize or push back on negative feedback.*

How would an expert score the main character in the Individual Contributor videos?

Find below the answers for each video:

Highly Effective (5)
Meets Expectations (3)
Needs Development (1)

Thought Leadership

VIDEO IC 1 — Understand and Resolve Problems
- Approaches problems with curiosity and open-mindedness. — **5**
- Collects sufficient information to understand problems and issues. — **5**
- Analyzes problems and issues from different points of view. — **4**
- Applies accurate logic and commonsense in making decisions. — **5**

VIDEO IC 2 — Think Broadly
- Demonstrates understanding of the organization's mission and strategies. — **5**
- Works to clarify and understand the broader purpose and mission of own work. — **3**
- Integrates and balances big-picture concerns with day-to-day activities. — **2**
- Generates innovative ideas and solutions to problems. — **5**
- Identifies opportunities to increase efficiency, simplicity and revenue. — **3**

VIDEO IC 3 — Seek Customer Satisfaction
- Consistently searches for ways to improve customer service. — **3**
- Seeks feedback from customers to identify improvement opportunities. — **4**
- Responds to the unique needs of individual customer contacts. — **3**
- Addresses customer needs by involving the right people (resources) at the right time. — **4**
- Follows up with customers to ensure problems are solved. — **n/a**

VIDEO IC 4 — Improve Processes
- Collaborates with others to enhance work processes or structures. — **4**
- Carefully monitors the accuracy and quality of work methods and outputs. — **3**
- Addresses process breakdowns with speed and thoroughness. — **3**
- Identifies ways to streamline and/or improve efficiency of work. — **4**

Results Leadership

VIDEO IC 5 — Create Effective Plans
- Identifies action steps needed to accomplish objectives. — **3**
- Identifies risks and assumptions in plans. — **2**
- Establishes realistic plans and work schedules. — **2**
- Identifies support and/or resources needed to carry out own work. — **2**
- Coordinates planning efforts with other work units. — **2**

VIDEO IC 6 — Show Initiative and Commitment
- Demonstrates a "can-do" spirit, a sense of optimism, ownership and commitment. — **5**
- Maintains a consistent, high level of productivity. — **5**
- Takes personal responsibility to make decisions and take action. — **5**
- Does not easily give up in the face of unexpected obstacles. — **5**
- Projects a positive image and serves as a role model for others. — **4**

VIDEO IC 7 — Manage the Work Effectively
- Juggles many priorities and competing demands for one's time. — **3**
- Acts resourcefully to ensure that work is completed within specified time and quality parameters. — **4**
- Removes obstacles in order to move the work forward and/or get efforts back on track. — **n/a**
- Surfaces problems and issues before projects get derailed. — **3**

People Leadership

VIDEO IC 8 — Share Information

- Provides clear and detailed information to others. — 3
- Expresses oneself effectively in one-on-one conversations and small groups. — 3
- Shares information and viewpoints openly and directly with others. — 3
- Prepares reports, documentation and other written information thoroughly and completely. — n/a

VIDEO IC 9 — Collaborate/Team Membership

- Encourages people to draw on each other's strengths and experience to work together effectively, within and across teams. — 4
- Appropriately involves others in decisions and plans that affect them. — 3
- Provides honest, helpful feedback to others on their performance. — n/a
- Shares own experience and expertise with others. — 4

VIDEO IC 10 — Relate Well to Others

- Relates to people in an open, friendly and accepting manner. — 4
- Treats others with respect. — 5
- Listens carefully and attentively to others' opinions and ideas. — 5
- Maintains positive relationships even under difficult or heated circumstances. — 4
- Works cooperatively with people from different cultural backgrounds. — 4

Personal Leadership

VIDEO IC 11 — Demonstrate Credibility

- Treats others fairly and consistently. — 5
- Acts consistently with stated policies and practices. — 5
- Does not cover up or blame others for problems or mistakes. — 5
- Protects confidential information. — n/a
- Follows through on commitments. — n/a

VIDEO IC 12 — Readily Adapt

- Works productively in the face of ambiguity or uncertainty. — 2
- Deals constructively with mistakes and setbacks. — 3
- Readily adapts to different ways of doing things. — 3
- Seeks opportunities to acquire new knowledge and skills. — 2
- Accepts feedback openly, without becoming defensive. — 3

What is a behavioral anchored interview?

A behavioral anchored interview is a thorough, planned and systematic way to gather and evaluate information about what candidates have done in the past to show how they would handle future situations. These types of questions allow the candidate to describe what they actually did at an identified point in time and it allows you to "see" the candidate in action. The best predictor of future behavior is past behavior and utilizing behavioral anchored interview questions and probes allows you to gather and assess this information. A behavioral anchored interview doesn't want to ensure the objectivity but to reduce the subjectivity in selection decision making.

What's the process to complete a behavioral anchored interview?

STEP 1

Preparing for the Interview

Review the expectations of the target role, candidate resume/CV and interview questions in the next sections (level specific) in order to prepare for the interview.

STEP 2

Opening and Structuring the Interview

Greet the candidate and share the objectives of the interview. Once you complete the introductions you should use a structuring statement to ensure the objective is clear. Here is an example:

> *"Well, let's get started here. As you know, you are interviewing for the position of_____. I want to find out as much as I can in the next 90 minutes about the skills you have for this position. At the end of the interview, I will tell you about the job and you can ask any additional questions. I will be taking notes throughout the interview in order to capture your responses accurately. Why don't we begin…."*

STEP 3

Facilitate the Interview

Utilize behavioral anchored interview questions to gather information and document the examples provided. You will also answer questions related to the role and the organization sharing some of the benefits, opportunities and challenges.

STEP 4

Closing and Evaluating Behaviors

It is important to close the interview in a concise manner sharing the next steps in the process. Here is an example:

> *"I would like to thank you for taking the time to interview with me today. I was able to learn about your career interests and experience and hope that I have answered your questions about the role and organization. We will contact you in one week to inform you of our decision."*

In order to effectively evaluate the candidate, review the competencies, your interview notes, performance standards and record an overall rating.

For additional information and guidance, please see your
Leadership and Organizational Development Representative

Behavioral Questions

to explore behaviors,
support the selection
and coach an
Individual Contributor

*To customize your interview guide,
select your pages by clicking on the pdf icon*
located in the upper right hand corner of your screen.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Understand and Resolve Problems

1. Tell me about the last issue that you dealt with where the problem was not what it originally seemed to be.
- What was the issue?
- How did you realize that the problem was not what it originally seemed?
- What did you do to make sure you had all the right information to understand the problem?
- How was the problem resolved or what was the outcome?

2. Tell me about the most complex issue you had to work on that required a lot of thought or investigation on your part.
- What was the problem or issue?
- How did you collect information about it?
- How did you uncover different ways of looking at the problem?
- What alternatives did you consider?
- What difficulties or obstacles did you have to overcome?
- What was the result of your efforts to investigate the issue?

3. Tell me about the last time you had to make a very difficult decision.
- What was the decision? Why was it a difficult decision?
- What facts and information did you have to gather?
- How did you make sure you had all the relevant information to make a sound decision?
- What was your decision? How was it accepted?
- What was the impact or outcome of your decision?

4. Describe a problem or issue where more analysis on your part would have resulted in a better solution.
- What was the problem or issue you were dealing with and what was the analysis you performed?
- What made you realize you should have analyzed the problem more thoroughly?
- What prevented you from analyzing the problem or issue more thoroughly?
- What is the current status of the issue?

VIDEO IC 1

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Think Broadly

1. Tell me about the time you modified your day-to-day activities to address work-unit or company goals.
- Describe the activity that you decided to modify.
- What was the work unit or organizational goal(s) you tried to address?
- How did you change what you do to address the goal(s)?

2. Tell me about the last time you came up with a creative, new idea to impact your/your team's performance.
- What was the idea? What impact did you think it would have on performance?
- How did you come up with the idea?
- What steps did you take to implement the idea?
- What was the result?

3. Describe a situation when it was most critical for you to have a clear understanding of your work unit or organization's strategy.
- What was the situation?
- Why was an understanding of the work unit or organization's strategy critical?
- How well did you understand the strategy? Were you able to articulate the strategy?
- Did you have to take action based on your understanding of the strategy? What did you do?
- What was the outcome?

4. Tell me about the last time you were challenged to come up with an innovative idea or novel solution to a problem.
- What was the situation?
- How did you react?
- How well did you meet the challenge?
- What innovative idea did you come up with?
- What outcome(s) did you accomplish?

VIDEO IC 2

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Seek Customer Satisfaction

1. Tell me about the situation that best demonstrated your commitment to meeting customer needs.
- What was the situation? What were the customer's needs?
- What action did you take?
- How did the customer react?
- What results did you accomplish?
- What impact did your actions have on your customer?

2. Tell me about the last time you had to deal with a very difficult or dissatisfied customer.
- What was the situation? What was the customer dissatisfied about?
- How did you find out what the problem was?
- What actions did you take to resolve the situation?
- What commitments or follow-up actions did you make?
- How effective were these actions in solving the immediate problem? The longer-term issues?
- How did the customer respond to your actions?
- What was the outcome?

3. Describe the last time you successfully contributed to improving a client deliverable.
- What was the deliverable?
- Who identified the need for improvement?
- What were your specific contributions?
- What was your role in the implementation phase?
- What was the outcome? What was the impact on clients?

4. Tell me about the time you provided the most effective intervention to a problem that a customer was facing?
- What was the situation?
- How did you become aware of the situation?
- Describe the steps that you took to better understand the situation, needs and desired outcomes.
- How did you choose the particular intervention?
- What did you do?
- What was the outcome for the customer?
- What was your customer's response to your approach/efforts?

VIDEO IC 3

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Improve Processes

1. Tell me about the last time you made significant adjustments in your processes to address an inefficiency problem
- How did you become aware of this problem?
- What was your initial response?
- What adjustments did you make?
- How did you make sure that they were implemented and achieved your expectations for quality?
- How successful were these adjustments in addressing the problem?
- What has been the lasting impact of these adjustments?

2. Describe the last time you successfully streamlined and improved work efficiency.
- What led you to analyze and streamline work processes?
- How did you streamline the work? What were your ideas for improvement?
- How did you implement the ideas to improve work efficiency?
- What did you do to make sure the new process was documented?
- What was the outcome?

3. Tell me about a significant process change or improvement that you helped implement recently.
- What was the process change or improvement?
- Why was there a need for the change?
- What was your role in the implementation?
- How did you collaborate with others to ensure careful integration with other processes within the system?
- What steps were taken to monitor the efficiency or impact of the new/improved process?
- What was the result?

4. Tell me about the improvement you suggested that had the greatest impact on the effectiveness of daily operations in your work unit.
- What was the situation?
- What made you look for a new way of doing things?
- Where did you get the idea for this improvement?
- How did you implement the idea?
- How did others react to the idea?
- How did you measure the results of the improvement?
- What were the results of the improvement?

VIDEO IC 4

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Results Leadership
Create Effective Plans

1. Tell me about the last time you developed a plan for a project in which you were involved.
- What was the project?
- What were the key components of the plan?
- How did you go about developing the plan?
- What support, resources, time or costs did you estimate needing?
- How did you break the plan down into smaller, actionable steps?
- What impact did the plan have on the actual project?

2. Tell me about the biggest event, project, or program that you were held responsible for planning.
- What was the timeline for the project, and how did you plan and organize your time?
- What were the objectives?
- What steps were involved in completing the project?
- What resources did you require?
- What roadblocks or obstacles did you anticipate?
- What obstacles did you actually encounter? How did you address them?
- Who did you involve during the course of the project?
- How did you ensure that others understood what was required of them?
- What was the final outcome?

3. Even the best and most detailed plans can encounter unexpected obstacles. Tell me about a plan or initiative that you led that encountered a significant obstacle such as a person who did not buy in, unexpected events or changes, etc.
- What was your plan?
- What obstacle(s) did you encounter?
- How did others contribute? React?
- What did you do?
- What was the result?
- What did you learn from the situation?

4. What was the most complex assignment that you have been given that had to be done correctly the first time?
- What was the assignment and timeline involved?
- What plans did you need to make to complete the assignment?
- How did you analyze the assignment to ensure the plan would be successful?
- What resources did you need? Who else did you involve?
- What was the outcome?

VIDEO IC 5

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Results Leadership
Show Initiative and Commitment

1. Tell me about the last time you developed a plan for a project in which you were involved.
- What was the situation? What needed to be done?
- How would it impact the project's efficiency?
- What did you do about the task?
- What was the outcome?

2. Tell me about the most difficult and frustrating task that you had to complete.
- What was the task?
- What was so difficult and frustrating about the task?
- What did you do to complete the task?
- What results did you accomplish?

3. Tell me about a recent project that you successfully completed despite running into obstacles.
- What was the project?
- What was your role in the project?
- What obstacles did you encounter? How did you overcome them?
- What was the outcome?

4. Describe a recent situation where you took the initiative to resolve a problem you encountered.
- What was the situation?
- What problem did you encounter?
- What steps did you take to resolve the problem?
- What was the outcome?

VIDEO IC 6

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Results Leadership
Manage the Work Effectively

1. What was the most difficult project that you have had to complete within a short timeframe?
- What was the project and timeline involved?
- What steps were involved in completing the project?
- How did you fit the project into your other work activities?
- What challenges or obstacles did you need to overcome? How did you overcome them?
- What was the outcome of the project?

2. Tell me about the biggest challenge in effectively handling several competing demands.
- What was the situation?
- What tasks were you held accountable for?
- How did you prioritize the different tasks that you had to do?
- What resources or additional help did you need? How did you go about obtaining what you needed?
- What results did you accomplish?

3. Tell me about the last time you completed a project that you felt pleased about.
- What was the project? What were its objectives?
- What were the specific project task(s) that you were responsible for?
- What project management processes or tools did you use?
- What roadblocks or problems did you encounter? What did you do to resolve them?
- What was the final outcome?

4. Describe the time when you were faced with the greatest obstacle(s) while trying to complete a work-related task.
- What was the task, and what were your specific responsibilities?
- What obstacle(s) did you face?
- What specific action(s) did you take to overcome the obstacle(s)?
- What future obstacles were anticipated? What did you do to prepare for them?
- What was the outcome?

VIDEO IC 7

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Share Information

1. **Tell me about your most recent experience in verbally sharing your point of view with a group of your peers or with your team members.**
   - What was the situation?
   - How did you organize the information you wanted to share?
   - How did you present your point of view?
   - How well was it received by others?

2. **Tell me about the last time you openly shared information or positions with others on a potentially controversial subject.**
   - What was the situation and the information or positions?
   - How did you present the information or positions?
   - What was the reaction?
   - What was the result?

3. **Describe the specific situation that best demonstrates how you fostered open communication with others on your team.**
   - What was the situation?
   - What did you do to encourage open sharing of information and ideas?
   - How did you assure that people felt safe sharing their ideas, especially controversial ones?
   - How well was the effort accepted?

4. **Describe the most difficult message you had to deliver to someone in person.**
   - What was the message?
   - What made the message difficult to convey?
   - How did you prepare to deliver the message?
   - How did the person respond to your message?
   - How did you handle the person's reaction(s)?
   - What was the outcome?

VIDEO IC 8

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Collaborate/ Team Membership

1. Describe your best example of working collaboratively with others.
- What was the situation?
- What specifically did you do to establish or build the collaborative relationships?
- What makes this situation stand out as your best example of working collaboratively?
- What was the outcome of your effort to work with others?

2. Tell me about a time when you started with a position you felt most strongly about, but later realized it was not the best for your work group or client.
- What were you working on?
- What issue arose?
- In what way did you incorporate the positions of others?
- What impact did your willingness to adapt your position have on the outcome?
- How did the group respond to you?
- What were the long-term outcomes of this situation?

3. Tell me about the last time you invited others to share their viewpoints before you made a decision that could have an affect them.
- What was the situation? What decision did you have to make?
- What made you decide you should have the team share their viewpoints first?
- How did you make it comfortable for them to share their true feelings and viewpoints?
- What did you do with the information?
- What was the outcome?

4. Tell me about the most difficult team you have had to work with where there was a lot of conflict or disagreement between group members.
- What was the team's purpose and goal?
- What was the nature of the conflict and disagreement? What impact did this have on the team's effectiveness?
- What were the critical issues that drove conflict?
- What was your role in the team?
- What things did you say or do to resolve or reduce the conflict and disagreement?

VIDEO IC 9

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Relate Well to Others

1. Tell me about a time when it was critical, but very difficult, for you to build a relationship with an individual or a 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?
- How did they react?
- What was the outcome?

2. Describe a time when it was critical for you listen closely to clearly understand exactly what someone was telling you.
- What was the situation?
- What was the message? Why was it critical?
- What listening techniques did you use?
- How did you make sure you understood the message correctly?
- What clarification questions did you ask?

3. Tell me about the last time you worked really hard to develop a positive working relationship with someone.
- What was the situation?
- Why was it difficult to develop a positive relationship with the person?
- What difficulties did you face? What did you do to overcome them?
- How did you develop the relationship?
- How is your relationship with the person now?

4. Describe the time you most successfully resolved a disagreement with a colleague.
- What was the disagreement?
- What was your point of view on the issue?
- What steps were taken to resolve the conflict?
- What was your role in resolving the conflict? What role did your colleague play?
- How satisfied were both of you with the solution?

VIDEO IC 10

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Personal Leadership
Demonstrate Credibility

1. Tell me about the last time you were not able to meet a commitment to a peer/colleague or customer.
- What commitment did you make?
- What prevented you from meeting the commitment?
- How did you explain the situation to your peer/colleague or customer?
- What alternate plan of action or next steps did you offer?
- What follow-up actions did you take?
- What was the outcome?

2. Tell me about a time you accidentally gave your peer or customer some inaccurate information and then realized your mistake later.
- What was the mistake?
- What impact would the inaccurate information have?
- How did you handle the mistake?
- What explanation(s) did you offer?
- What did you do/say to ensure your peer or customer's continued confidence in you?
- What was the outcome?

3. Tell me about the last time you were recognized for doing an excellent job, and you knew that others should be acknowledged as well.
- What was the work for which you were recognized?
- What did you do?
- Did you acknowledge the others who helped? Why/Why not?
- What was the outcome?

4. Tell me about a time when you had access to sensitive information and had to act on the situation, but did not want to break the confidence of your source.
- What was the situation?
- What did you say to the person?
- How did you handle the situation?
- What was the outcome?

VIDEO IC 11

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Personal Leadership
Readily Adapt

1. Things don't always go as expected. Tell me about the time you faced the greatest difficulty and frustration because something did not work out as you anticipated.
- What was the situation?
- Why was it difficult and/or frustrating?
- How did you react to the frustration?
- What did you do to resolve the situation?
- How did things turn out?   Primary Question

2. Tell me about the last time you asked someone for feedback on your performance.
- What made you ask him/her for feedback?
- What did you learn?
- What did you do with the feedback you received?
- What behaviors have you changed successfully?

3. Tell me about a time you had to shift priorities or adjust plans to respond to a crisis situation.
- What was the situation?
- How and when did you find out about the crisis?
- What did you do to respond to the crisis?
- What did you do to adjust to the changing priorities?
- What was the outcome?
- What impact did the crisis have on your other work?

4. Tell me about the last time you proactively pursued a learning or development opportunity.
- What was the opportunity?
- What made you decide to pursue it?
- What did you learn from the experience?
- How have you applied what you learned?

VIDEO IC 12

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

*"Management
is doing things right;
leadership
is doing the right things."*

(Peter F. Drucker)

Leading@O-I
Driving Change

Front-Line Leader

New complementary competencies have been developed and are included in the appendix brochure.

For this leadership level the complementary competencies are:

– Monitor Financial Performance
– Show a Global Mindset
– Understand the Market

– Foster Collaboration
– Develop Teams
– Demonstrate Responsibility

Go to Leading@O-I appendix brochure ▶

Front-Line Leader

Leadership Competency Model

Leaders who manage other employees but not usually employees who have other direct reports (Example: FMU Leaders, Shift Supervisor and Account Representatives…).
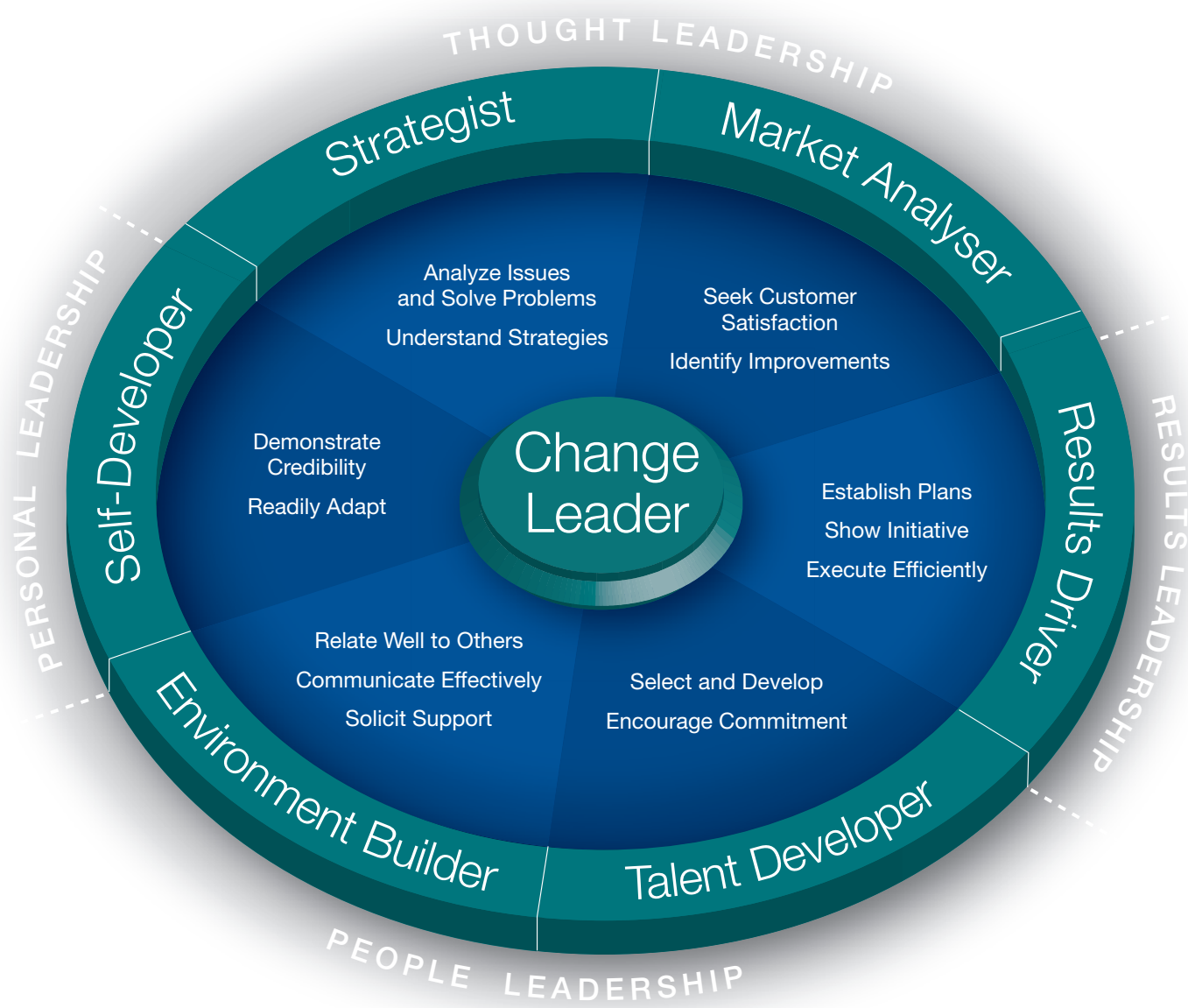
THOUGHT LEADERSHIP

Strategist

Market Analyser

PERSONAL LEADERSHIP

Self-Developer

RESULTS LEADERSHIP

Results Driver

Environment Builder

Talent Developer

PEOPLE LEADERSHIP

Analyze Issues and Solve Problems

Understand Strategies

Seek Customer Satisfaction

Identify Improvements

Demonstrate Credibility

Readily Adapt

Change Leader

Establish Plans

Show Initiative

Execute Efficiently

Relate Well to Others

Communicate Effectively

Solicit Support

Select and Develop

Encourage Commitment

Thought Leadership

Strategist

Analysis

INTERVIEW QUESTIONS

VIDEO FLL 1

Analyze Issues and Solve Problems

- Analyzes, incorporates and applies new information and concepts.
- Recognizes symptoms that indicate problems.
- Makes sound decisions on everyday issues and problems.
- Makes timely decisions on problems/issues requiring immediate attention.

Strategic Thinking

INTERVIEW QUESTIONS

VIDEO FLL 2

Understand Strategies

- Demonstrates understanding of the organization's mission and strategies.
- Sees the "big picture" (e.g., overall themes, trends, goals).
- Integrates and balances big-picture concerns with day-to-day activities.
- Establishes strategies for achieving individual or work unit goals.

Market Analyzer

Focus on Customers

INTERVIEW QUESTIONS

VIDEO FLL 3

Seek Customer Satisfaction

- Tracks performance against customer requirements, using existing tools.
- Seeks feedback from customers to identify improvement opportunities.
- Addresses customer needs by involving the right people (resources) at the right time.
- Follows up with customers to ensure problems are solved.

Innovation

INTERVIEW QUESTIONS

VIDEO FLL 4

Identify Improvements

- Approaches problems with curiosity and open-mindedness.
- Generates innovative ideas and solutions to problems.
- Encourages others to look at problems and processes in new ways.
- Identifies opportunities to increase efficiency, simplicity and revenue.

Results Leadership

Results Driver

Planning
Establish Plans

INTERVIEW QUESTIONS   VIDEO FLL 5

- Identifies action steps needed to accomplish objectives.
- Identifies resources (e.g., financial, headcount) needed to accomplish objectives.
- Establishes realistic plans and work schedules.
- Coordinates planning efforts with other work units.

Results Orientation
Show Initiative

INTERVIEW QUESTIONS   VIDEO FLL 6

- Identifies what needs to be done and does it.
- Maintains a consistent, high level of productivity.
- Takes personal responsibility to make decisions and take action.
- Does not easily give up in the face of unexpected obstacles.

Managing Execution
Execute Efficiently

INTERVIEW QUESTIONS   VIDEO FLL 7

- Juggles many priorities and competing demands for one's time.
- Conveys clear expectations for assignments.
- Removes obstacles in order to move the work forward and/or get efforts back on track.
- Seeks additional resources to complete tasks when needed.

People Leadership

Environment Builder

Building Relationships

INTERVIEW QUESTIONS

VIDEO FLL 8

Relate Well to Others

- Relates to people in an open, friendly and accepting manner.
- Treats others with respect.
- Maintains positive relationships even under difficult or heated circumstances.
- Works cooperatively with people from different cultural backgrounds.

Open Communication

INTERVIEW QUESTIONS

VIDEO FLL 9

Communicate Effectively

- Provides clear and detailed information to others.
- Expresses oneself effectively in one-on-one conversations and small groups.
- Listens carefully and attentively to others' opinions and ideas.
- Shares information and viewpoints openly and directly with others.

Influence

INTERVIEW QUESTIONS

VIDEO FLL 10

Solicit Support

- Provides sound rationale for recommendations.
- Solicits support for ideas.
- Ensures that own positions address others' needs and priorities.
- Builds relationships to create a foundation for future influence.

Talent Developer

Talent Enhancement

INTERVIEW QUESTIONS

VIDEO FLL 11

Select and Develop

- Identifies and recruits/refers qualified people.
- Makes accurate evaluations of people's capabilities and fit.
- Provides honest, helpful feedback to others on their performance.
- Shares own experience and expertise with others.

Engage and Inspire

INTERVIEW QUESTIONS

VIDEO FLL 12

Encourage Commitment

- Demonstrates a "can-do" spirit, a sense of optimism, ownership and commitment.
- Acknowledges others' efforts and accomplishments.
- Conveys confidence in others' ability to do their best.
- Projects a positive image and serves as a role model for others.

Personal Leadership

Self-Developer

Demonstrate Ethics and Integrity

Demonstrate Credibility

- Treats others fairly and consistently.
- Acts consistently with stated policies and practices.
- Does not cover up or blame others for problems or mistakes.
- Protects confidential information.
- Follows through on commitments.

Adapting and Learning

Readily Adapt

- Works productively in the face of ambiguity or uncertainty.
- Deals constructively with mistakes and setbacks.
- Readily adapts to different ways of doing things.
- Seeks opportunities to acquire new knowledge and skills.
- Accepts feedback openly, without becoming defensive.

What does it mean being a Front-Line Leader as Change Leader ?

Change Leader

The change leader is a role that draws on competencies from each of the other roles and is reflected in the behaviors of each.

Change Leadership

- Approaches problems with curiosity and open-mindedness.

- Identifies opportunities to increase efficiency, simplicity and revenue.

- Identifies action steps needed to accomplish objectives.

- Removes obstacles in order to move the work forward and/or get efforts back on track.

- Does not easily give up in the face of unexpected obstacles.

- Solicits support for ideas.

- Demonstrates a "can-do" spirit, a sense of optimism, ownership and commitment.

- Conveys confidence in others' ability to do their best.

- Works productively in the face of ambiguity or uncertainty.

- Deals constructively with mistakes and setbacks.

- Readily adapts to different ways of doing things.

- Seeks opportunities to acquire new knowledge and skills.

Let's observe the Behaviors and Performance Standards

To know how an expert would score the main character in the following Front-Line Leader videos, print pages 74 and 75.

How would you score the behaviors of the main character in this video?

Thought Leadership
Analyze Issues and Solve Problems

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Analyzes, incorporates and applies new information and concepts.

Immediately recognizes when new information or concepts are relevant, understands the implications, and appropriately incorporates all new inputs into current thinking.	*Analyzes, incorporates and applies new information and concepts.*	*Acknowledges new pieces of information and concepts, but may be slow to do so, or may have trouble applying them effectively.*

Recognizes symptoms that indicate problems.

Consistently utilizes symptoms and ongoing patterns as clues to look more deeply at the underlying, related or ongoing causes of problems and issues.	*Searches for and recognizes symptoms that indicate problems; accurately differentiates the problems from the symptoms.*	*Focuses on surface symptoms, rather than the underlying source of problems.*

Makes sound decisions on everyday issues and problems.

Consistently makes sound decisions on everyday issues and problems, balancing information gathering with decisiveness.	*Makes reasonable and sound decisions on everyday issues and problems.*	*Does not consider important factors when making decisions on everyday issues and problems, resulting in decisions that are off-target in some respects.*

Makes timely decisions on problems/issues requiring immediate attention.

Consistently makes timely decisions on problems or issues requiring immediate attention, balancing systematic analysis with decisiveness.	*Makes timely decisions on problems or issues requiring immediate attention.*	*Does not always make timely decisions on problems or issues requiring immediate attention, often delaying too long or moving too quickly.*

How would you score the behaviors of the main character in this video?

Thought Leadership
Understand Strategies

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Demonstrates understanding of the organization's mission and strategies.

Demonstrates a strong and comprehensive understanding of the organization's mission and strategies and acts accordingly.	*Displays a good understanding of the key aspects of the organization's mission and strategies.*	*Demonstrates limited understanding of the organization's mission and strategies.*

Sees the "big picture" (e.g., overall themes, trends, goals).

Recognizes the broad, long-term implications of events and issues (e.g., overall themes, trends, goals); consistently takes a "big picture" view.	*Considers trends and general themes across key events or issues (sees the "big picture").*	*Focuses on narrow and near-term tactical issues and details without giving full consideration to the "big picture".*

Integrates and balances big-picture concerns with day-to-day activities.

Fully integrates and balances big-picture concerns with day-to-day activities, raising key issues where appropriate.	*Strikes an effective balance between addressing long-term issues and day-to-day activities.*	*Does not integrate and/or balance big-picture or long-term concerns with day-to-day activities.*

Establishes strategies for achieving individual or work unit goals.

Identifies and utilizes effective and integrative strategies for achieving individual and work unit goals.	*Establishes strategies to work toward key individual or work unit goals.*	*Does not establish a plan or strategy for achieving individual or work unit goals.*

How would you score the behaviors of the main character in this video?

Thought Leadership
Seek Customer Satisfaction

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Tracks performance against customer requirements, using existing tools.

Effectively uses existing tools to consistently track performance against customer requirements and ensure progress is being made.	*Uses some tools or takes some steps to monitor performance against customer requirements.*	*Takes minimal action, or does not leverage tools, to track performance against customer requirements.*

Seeks feedback from customers to identify improvement opportunities.

Probes for honest, relevant and specific feedback from customers and leverages it to continuously improve processes, products, and services.	*Listens to customer feedback, and utilizes it to identify improvement opportunities.*	*Does not actively seek feedback from customers, or fails to translate customer feedback into actionable improvement opportunities.*

Addresses customer needs by involving the right people (resources) at the right time.

Collaborates with other people and teams to ensure the customer gets a flawless product or service, and that their needs are fully met.	*Involves others appropriately in addressing customer needs.*	*Attempts to address customer needs without involving others, resulting in missed opportunities to deliver flawlessly and ensure customer satisfaction.*

Follows up with customers to ensure problems are solved.

Consistently takes responsibility to personally follow up on every customer issue to ensure that the customer's needs and expectations have been fully satisfied.	*Follows up with customers to see if their problems are solved and they are satisfied.*	*Does not follow up with customers to ensure that they are satisfied with problem resolution.*

How would you score the behaviors of the main character in this video?

Thought Leadership
Identify Improvements

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Approaches problems with curiosity and open-mindedness.

Consistently approaches problems with strong curiosity and open-mindedness.	*Demonstrates openness and curiosity when approaching problems.*	*Displays little curiosity or open-mindedness when presented with problems to resolve.*

Generates innovative ideas and solutions to problems.

Generates highly innovative ideas, solutions, and opportunities that challenge status-quo thinking and assumptions.	*Generates innovative ideas, solutions, and new perspectives in reaction to issues; is open to challenging current processes and procedures.*	*Generates status-quo ideas and solutions, and/or resists others' efforts to challenge current processes and procedures.*

Encourages others to look at problems and processes in new ways.

Encourages others to examine current problems and processes, and to look at them in new ways that might lead to significant improvements.	*Supports others considering new ways of looking at problems and processes.*	*Downplays the efforts of others who try to view problems and processes in new and different ways, encouraging them to apply standard approaches.*

Identifies opportunities to increase efficiency, simplicity and revenue.

Regularly examines current state to identify opportunities to make changes that will significantly increase efficiency and/or simplify processes, creating opportunities to increase revenue.	*Suggests opportunities to simplify and increase efficiency, having a positive impact on revenue.*	*Assumes current state is acceptable, pays little attention to possible opportunities to simplify and increase efficiency and/or reduce costs.*

How would you score the behaviors of the main character in this video?

Results Leadership
Establish Plans

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Identifies action steps needed to accomplish objectives.

Identifies appropriate and specific action steps to accomplish objectives; takes into account contingencies, constraints and thorough process knowledge.	*Identifies and plans key action steps to accomplish objectives.*	*Attempts to accomplish objectives without a clear plan that identifies key action steps.*

Identifies resources (e.g., financial, headcount) needed to accomplish objectives.

Identifies appropriate resources for projects/initiatives, carefully matching the resources to the requirements, resulting in successful outcomes.	*Identifies resources (e.g., money, personnel) required to accomplish objectives.*	*Requests resources that don't completely meet the need, such that objectives may not be fully met.*

Establishes realistic plans and work schedules.

Creates plans and sets work schedules effectively and realistically to achieve and surpass department or work group goals.	*Creates realistic plans and work schedules to meet department or work group goals.*	*Creates plans or work schedules that do not accurately reflect deadlines or requirements for achieving department or work group goals.*

Coordinates planning efforts with other work units.

Fully aligns planning efforts with other work units to ensure their full input, commitment and involvement at critical steps.	*Coordinates planning efforts with other work units to ensure progress.*	*Moves forward on activities that involve other work units without coordinating planning efforts with them, causing confusion and inefficiency.*

How would you score the behaviors of the main character in this video?

Results Leadership
Show Initiative

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Identifies what needs to be done and does it.

Can be counted on to accurately identify critical needs and the appropriate action to take, and to act without hesitation when required.	*Identifies what needs to be done, and acts to meet immediate needs.*	*Generally can identify what needs to be done and take care of it, but may hesitate to do so or may not ask critical questions about expectations or desired outcomes.*

Maintains a consistent, high level of productivity.

Consistently looks for ways to increase personal productivity (working at a high level and striving to take it to the next level), despite any challenges faced or obstacles encountered.	*Maintains a consistent, high level of productivity despite apparent challenges and obstacles.*	*Demonstrates inconsistent levels of productivity, and/or has to be monitored for peaks and valleys of performance.*

Takes personal responsibility to make decisions and take action.

Can always be counted on to act proactively, independently and with self-reliance; consistently takes the initiative to resolve difficult issues and problems when they arise.	*Acts independently and with self-reliance; takes the initiative to resolve difficult issues and problems when they arise.*	*Delays action when issues or problems arise; asks for assistance and direction even on routine matters which he/she has the authority and responsibility to handle alone.*

Does not easily give up in the face of unexpected obstacles.

Persists appropriately in the face of opposition, obstacles and setbacks, attacking the barriers from different perspectives to overcome them and move toward resolution.	*Does not give up easily when faced with unexpected obstacles or opposition.*	*Gives up or changes direction too quickly when faced with opposition, obstacles and setbacks.*

How would you score the behaviors of the main character in this video?

Results Leadership
Execute Efficiently

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Juggles many priorities and competing demands for one's time.

Consistently focuses on highest priority demands, while calmly and effectively tracking and making progress on other priorities.	*Manages multiple priorities and competing demands calmly and effectively.*	*May appear overloaded or lose track of and miss deadlines when faced with competing demands.*

Conveys clear expectations for assignments.

Conveys specific, observable and/or measurable expectations for each assignment, and verifies understanding and agreement on deliverables and timeframes.	*Conveys clear expectations for assignments, and effectively clarifies potential areas of confusion.*	*Is often unclear about expectations when assigning responsibilities, sometimes resulting in missed deadlines or off-target solutions.*

Removes obstacles in order to move the work forward and/or get efforts back on track.

Readily and decisively intervenes and finds resourceful ways to remove obstacles in order to move the work forward and/or get efforts back on track.	*Addresses obstacles that prevent the work from moving forward and ensures that efforts get back on track.*	*Is inconsistent in addressing obstacles that prevent the work from moving forward and may be slow to ensure efforts get back on track.*

Seeks additional resources to complete tasks when needed.

Ensures that tasks are completed by monitoring deadlines against progress and proactively requesting additional resources when deadlines or quality might be in jeopardy.	*Requests additional resources, when appropriate, to ensure tasks are completed on time.*	*Asks others for information but misses opportunities to leverage other resources to get things done on schedule; takes on too much him/herself.*

◀ **Back to Environment Builder**

How would you score the behaviors of the main character in this video?

People Leadership
Relate Well to Others

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Relates to people in an open, friendly and accepting manner.

Consistently relates to others effectively, projecting an extremely friendly, open and inclusive manner.	*Relates to people in an open, friendly and accepting manner.*	*Keeps distance from others and does not initiate conversation; may come across as distant, cold or aloof.*

Treats others with respect.

Consistently treats people with the utmost respect, acknowledging the validity of individual differences (e.g. views, positions, practices).	*Treats others with respect despite differing views and positions.*	*Does not treat others with respect when their views or positions differ from own.*

Maintains positive relationships even under difficult or heated circumstances.

Remains positive and constructive under even extremely difficult or heated discussions or unpleasant circumstances, communicating the desire to maintain a positive relationship while working through the issues.	*Works to maintain a constructive relationship during difficult or heated discussions or unpleasant circumstances.*	*Allows relationships to become negative or deteriorate during difficult or heated discussions or unpleasant circumstances; or acts in ways that could put a relationship at jeopardy.*

Works cooperatively with people from different cultural backgrounds.

Proactively acknowledges and embraces cultural differences to enhance cooperation and collaboration.	*Works cooperatively with people from different cultural backgrounds.*	*Does not work effectively or cooperatively with people from different cultural backgrounds.*

How would you score the behaviors of the main character in this video?

People Leadership
Communicate Effectively

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Provides clear and detailed information to others.

Conveys information with clarity and directness, ensuring the message is understood.	*Conveys information in a way others can understand.*	*May be unclear or imprecise when providing information.*

Expresses oneself effectively in one-on-one conversations and small groups.

Expresses ideas and positions clearly and effectively in a wide variety of one-on-one conversations and small groups.	*Expresses oneself effectively (gets the point across) in one-on-one conversations and small groups.*	*Has trouble communicating in one-on-one conversations and small groups; may be unclear about the message or difficult to follow.*

Listens carefully and attentively to others' opinions and ideas.

Demonstrates to others that their comments are heard by attentively listening and/or building on their opinions, ideas, or concerns during discussions.	*Listens carefully and attentively to others' opinions and ideas.*	*Demonstrates poor active listening skills (e.g., ignores, interrupts or disregards others' comments), which in turn discourages others from sharing their opinions, ideas, etc.*

Shares information and viewpoints openly and directly with others.

Consistently shares information and viewpoints with others, openly answering any questions and providing direct and honest answers that inspire confidence in the message.	*Shares information and viewpoints openly and directly with others.*	*Hesitates to openly or directly share information or viewpoints with others, holding back information that may be unexpected or that does not further own cause.*

How would you score the behaviors of the main character in this video?

People Leadership
Solicit Support

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Provides sound rationale for recommendations.

Provides logical, compelling rationale for ideas and recommendations, addressing all concerns.	*Provides sound rationale to support ideas.*	*Asserts position with little rationale and does not build a case that is persuasive to others.*

Solicits support for ideas.

Proactively solicits enthusiastic support for ideas and commitment to causes from others.	*Makes an effort to solicit support for ideas from others.*	*Gains little support from others, either by not making an effort to gain buy-in, or by pushing own position too hard.*

Ensures that own positions address others' needs and priorities.

Ensures that own positions effectively address others' needs and priorities, and that concerns are openly discussed and addressed.	*Ensures that own positions address others' needs and priorities.*	*Presents positions without articulating any benefits to others.*

Builds relationships to create a foundation for future influence.

Proactively builds relationships with others across functions to gain support for ideas, creating a foundation for future influence.	*Networks with others to gain support for ideas.*	*Makes few contacts before needing support; as a result, must work harder to convince others of own views.*

How would you score the behaviors of the main character in this video?

People Leadership
Select and Develop

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Identifies and recruits/refers qualified people.

Is an outstanding judge of qualifications and a great recruiter of talent for the organization; proactively and systematically pursues and attracts talented candidates for key roles.	*Identifies and recruits/refers qualified people.*	*Makes little effort to pursue and attract talented and qualified candidates for key roles.*

Makes accurate evaluations of people's capabilities and fit.

Carefully evaluates people's qualifications, skills, experience, interests and goals to make highly accurate evaluations of their capabilities as well as job and organizational fit.	*Makes accurate evaluations of people's capabilities and fit, placing the right people in the right jobs.*	*Makes inaccurate evaluations of people's capabilities and fit (overlooking key experiences, qualifications, goals, interests or skills), resulting in poor placement decisions.*

Provides honest, helpful feedback to others on their performance.

Provides balanced, accurate and helpful feedback on how others are performing, being specific and timely as well as tactful.	*Gives accurate and helpful feedback on specific, important performance issues.*	*Gives feedback that is either inaccurate, insensitive or unbalanced (e.g., focuses too much on either development needs or strengths); or shies away from providing feedback.*

Shares own experience and expertise with others.

Proactively and freely shares own seasoned experience and expertise, to benefit others.	*Shares own experience and expertise with others if asked, or when needed to resolve problems or issues.*	*Seldom shares own experience and expertise with others.*

How would you score the behaviors of the main character in this video?

People Leadership
Encourage Commitment

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Demonstrates a "can-do" spirit, a sense of optimism, ownership and commitment.

Conveys a strong "can-do" spirit, a sense of optimism, ownership and commitment, helping others overcome difficult or frustrating challenges.	*Demonstrates a sense of optimism, ownership and commitment.*	*May come across as pessimistic or seem to display a lack of ownership and commitment at times.*

Acknowledges others' efforts and accomplishments.

Provides highly motivating reinforcement (e.g., praise, rewards, celebrations) to others for significant efforts and accomplishments.	*Provides praise or encouragement to others for efforts and accomplishments.*	*Misses opportunities to praise or encourage others for their efforts and accomplishments.*

Conveys confidence in others' ability to do their best.

Explicitly expresses confidence in others' abilities and desire to do their best (e.g., assigns high profile projects to others).	*Implicitly shows confidence in others' abilities and desire to do their best (e.g., shares key assignments).*	*Expresses doubt about others' abilities and desire to do their best.*

Projects a positive image and serves as a role model for others.

Projects an enthusiastic and positive demeanor at all times, consistently serving as a role model for others.	*Projects a positive image and serves as a role model for others.*	*Tends to convey a negative attitude, and at times comes across as unprofessional.*

How would you score the behaviors of the main character in this video?

Personal Leadership
Demonstrate Credibility

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Treats others fairly and consistently.

Consistently treats all people fairly and with the utmost respect, even during heated circumstances or when disagreeing.	*Shows consistency and fairness in treatment of people, not letting friendships or differing viewpoints color actions or decision.*	*Treats most people fairly, but may occasionally show favoritism to those whose perspectives and styles are most similar to own.*

Acts consistently with stated policies and practices.

Conveys commitment to management decisions and company policies, even when these are unpopular or inconvenient.	*Conveys general commitment to management decisions and company policies.*	*Backs down on defending unpopular management decisions or company policies; criticizes unpopular policies.*

Does not cover up or blame others for problems or mistakes.

Focuses on solutions when mistakes are made, and does not try to cover up problems or assign blame.	*Does not cover up or blame others when mistakes are made.*	*Quickly assigns blame to others for mistakes, rather than focusing on problems and solutions.*

Protects confidential information.

Can consistently be trusted to maintain confidences, and encourages others to do the same.	*Honors requests to keep information confidential.*	*Shares information that would be best kept confidential.*

Follows through on commitments.

Can be counted on to always follow through on commitments made to others, building a reputation as a trusted resource for mission-critical projects.	*Regularly follows through on commitments made to others.*	*Occasionally over-commits or fails to follow through on all commitments, so that others feel that they have to regularly double-check on progress of projects.*

How would you score the behaviors of the main character in this video?

Personal Leadership
Readily Adapt

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Works productively in the face of ambiguity or uncertainty.

Consistently maintains productivity during periods of extreme ambiguity and uncertainty, remaining calm and identifying the best course of action to continue to move forward and meet goals/deadlines.	Handles ambiguity and uncertainty calmly and effectively, continuing to move forward.	Becomes confused, disorganized, and/or ineffective when faced with ambiguous or uncertain work situations.

Deals constructively with mistakes and setbacks.

Effectively deals with mistakes and setbacks, accepting responsibility and inviting criticism and performance feedback when problems occur. Uses criticism and feedback to adapt performance and improve results.	Consistently handles mistakes and setbacks constructively (e.g., accepts criticism non-defensively; takes responsibility for own mistakes; adapts performance based on experience and feedback).	Does not deal constructively with mistakes and setbacks (e.g., shows frustration or anger, rationalizes feedback or redirects blame, does not adapt performance based on experience or feedback).

Readily adapts to different ways of doing things.

Quickly and easily picks up on and adapts to different or new ways of doing things, showing enthusiasm and support for changes.	Readily adapts to new and different ways of doing things.	Struggles to adapt to new ways of doing things, resisting rather than embracing changes.

Seeks opportunities to acquire new knowledge and skills.

Actively pursues personal learning by continuously updating knowledge, skills, and abilities; pursues stretch assignments to build own capabilities.	Takes advantage of available opportunities to update knowledge, skills and abilities.	Relies on current knowledge, skills and abilities, and shows little interest in expanding horizons.

Accepts feedback openly, without becoming defensive.

Accepts constructive feedback openly and without becoming defensive; seeks and acknowledges own failures and mistakes.	Accepts constructive feedback without becoming defensive.	Accepts positive feedback, but tends to rationalize or push back on negative feedback.

How would an expert score the main character in the Front-Line Leader videos?

Find below the answers for each video:

| Highly Effective (5) |
| Meets Expectations (3) |
| Needs Development (1) |

Thought Leadership

VIDEO FLL 1 — Analyze Issues and Solve Problems
- Analyzes, incorporates, and applies new information and concepts. — **3**
- Recognizes symptoms that indicate problems. — **3**
- Makes sound decisions on everyday issues and problems. — **3**
- Makes timely decisions on problems/issues requiring immediate attention. — **3**

VIDEO FLL 2 — Understand Strategies
- Demonstrates understanding of the organization's mission and strategies. — **5**
- Sees the "big picture" (e.g., overall themes, trends, goals). — **4**
- Integrates and balances big-picture concerns with day-to-day activities. — **3**
- Establishes strategies for achieving individual or work unit goals. — **4**

VIDEO FLL 3 — Seek Customer Satisfaction
- Tracks performance against customer requirements, using existing tools. — **3**
- Seeks feedback from customers to identify improvement opportunities. — **4**
- Addresses customer needs by involving the right people (resources) at the right time. — **4**
- Follows up with customers to ensure problems are solved. — **n/a**

VIDEO FLL 4 — Identify Improvements
- Approaches problems with curiosity and open-mindedness. — **3**
- Generates innovative ideas and solutions to problems. — **5**
- Encourages others to look at problems and processes in new ways. — **3**
- Identifies opportunities to increase efficiency, simplicity and revenue. — **3**

Results Leadership

VIDEO FLL 5 — Establish Plans
- Identifies action steps needed to accomplish objectives. — **4**
- Identifies resources (e.g., financial, headcount) needed to accomplish objectives. — **3**
- Establishes realistic plans and work schedules. — **4**
- Coordinates planning efforts with other work units. — **5**

VIDEO FLL 6 — Show Initiative
- Identifies what needs to be done and does it. — **4**
- Maintains a consistent, high level of productivity. — **3**
- Takes personal responsibility to make decisions and take action. — **4**
- Does not easily give up in the face of unexpected obstacles. — **4**

VIDEO FLL 7 — Execute Efficiently
- Juggles many priorities and competing demands for one's time. — **5**
- Conveys clear expectations for assignments. — **4**
- Removes obstacles in order to move the work forward and/or get efforts back on track. — **4**
- Seeks additional resources to complete tasks when needed. — **3**

People Leadership

VIDEO FLL 8 — Relate Well to Others
- Relates to people in an open, friendly, and accepting manner. — 2
- Treats others with respect. — 2
- Maintains positive relationships even under difficult or heated circumstances. — 2
- Works cooperatively with people from different cultural backgrounds. — 2

VIDEO FLL 9 — Communicate Effectively
- Provides clear and detailed information to others. — 4
- Expresses oneself effectively in one-on-one conversations and small groups. — 3
- Listens carefully and attentively to others' opinions and ideas. — 4
- Shares information and viewpoints openly and directly with others. — 3

VIDEO FLL 10 — Solicit Support
- Provides sound rationale for recommendations. — 4
- Solicits support for ideas. — 3
- Ensures that own positions address others' needs and priorities. — 3
- Builds relationships to create a foundation for future influence. — 3

VIDEO FLL 11 — Select and Develop
- Identifies and recruits/refers qualified people. — n/a
- Makes accurate evaluations of people's capabilities and fit. — 3
- Provides honest, helpful feedback to others on their performance. — 5
- Shares own experience and expertise with others. — 5

VIDEO FLL 12 — Encourage Commitment
- Demonstrates a "can-do" spirit, a sense of optimism, ownership and commitment. — 4
- Acknowledges others' efforts and accomplishments. — 5
- Conveys confidence in others' ability to do their best. — 4
- Projects a positive image and serves as a role model for others. — 4

Personal Leadership

VIDEO FLL 13 — Demonstrate Credibility
- Treats others fairly and consistently. — 4
- Acts consistently with stated policies and practices. — 4
- Does not cover up or blame others for problems or mistakes. — 4
- Protects confidential information. — n/a
- Follows through on commitments. — 3

VIDEO FLL 14 — Readily Adapt
- Works productively in the face of ambiguity or uncertainty. — 2
- Deals constructively with mistakes and setbacks. — 2
- Readily adapts to different ways of doing things. — 2
- Seeks opportunities to acquire new knowledge and skills. — 3
- Accepts feedback openly, without becoming defensive. — 3

What is a behavioral anchored interview?

A behavioral anchored interview is a thorough, planned and systematic way to gather and evaluate information about what candidates have done in the past to show how they would handle future situations. These types of questions allow the candidate to describe what they actually did at an identified point in time and it allows you to "see" the candidate in action. The best predictor of future behavior is past behavior and utilizing behavioral anchored interview questions and probes allows you to gather and assess this information. A behavioral anchored interview doesn't want to ensure the objectivity but to reduce the subjectivity in selection decision making.

What's the process to complete a behavioral anchored interview?

STEP 1

Preparing for the Interview

Review the expectations of the target role, candidate resume/CV and interview questions in the next sections (level specific) in order to prepare for the interview.

STEP 2

Opening and Structuring the Interview

Greet the candidate and share the objectives of the interview. Once you complete the introductions you should use a structuring statement to ensure the objective is clear. Here is an example:

"Well, let's get started here. As you know, you are interviewing for the position of_____. I want to find out as much as I can in the next 90 minutes about the skills you have for this position. At the end of the interview, I will tell you about the job and you can ask any additional questions. I will be taking notes throughout the interview in order to capture your responses accurately. Why don't we begin…."

STEP 3

Facilitate the Interview

Utilize behavioral anchored interview questions to gather information and document the examples provided. You will also answer questions related to the role and the organization sharing some of the benefits, opportunities and challenges.

STEP 4

Closing and Evaluating Behaviors

It is important to close the interview in a concise manner sharing the next steps in the process. Here is an example:

"I would like to thank you for taking the time to interview with me today. I was able to learn about your career interests and experience and hope that I have answered your questions about the role and organization. We will contact you in one week to inform you of our decision."

In order to effectively evaluate the candidate, review the competencies, your interview notes, performance standards and record an overall rating.

For additional information and guidance, please see your
Leadership and Organizational Development Representative

Behavioral Questions

to explore behaviors, support the selection and coach a Front-Line Leader

*To customize your interview guide,
select your pages by clicking on the pdf icon*
located in the upper right hand corner of your screen.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Analyze Issues and Solve Problems

1. Describe the most challenging analysis you have performed.
- What was the situation or problem?
- How did you go about analyzing it?
- What did you find in your analysis?
- What difficulties or obstacles did you have to overcome?
- What was the outcome?

2. Tell me about the last time you had to make a difficult decision based on a lot of information in a short amount of time.
- What was the situation?
- What information did you have to gather and from where?
- What stuck out as the most critical information?
- What people did you have to involve?
- How did you ensure you correctly analyzed the problem?
- What solutions did you consider? Which one did you choose?
- What was the outcome?

3. Give me an example of a time that you were the first to identify a significant problem or issue that needed to be addressed.
- What was the problem or issue, and how did it come to your attention?
- What sources of information did you use to become aware of the problem or issue, and what additional sources did you use to gather additional information?
- At what point did you alert others (peers/supervisor)?
- What was the result?
- What would have been the impact of ignoring the original symptoms or problems?

4. A lot of times we have to make a decision with less than perfect information, either because the information is not available or there is not enough time. Think of the last time when you made the best possible decision despite less than perfect conditions.
- What was the situation and the decision?
- What were the limitations or conditions that required you to make a less than perfect decision?
- What trade-offs did you make?
- What alternatives did you consider?
- How did you make your decision?
- What was the result?

VIDEO FLL 1

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Understand Strategies

1. Tell me about the time you most effectively integrated the broader work unit or organizational goal(s) into your day-to-day activities.
- What was the work unit or organizational goal(s)?
- How did you integrate the goal into your daily activities?
- How did you ensure alignment between the goal(s) and your activities?
- How did that impact your work?

2. Describe the last time you were presented with information about the organization's new strategy and direction but you were unclear about its implications.
- What was the situation?
- What were you unclear about? What other information did you need?
- How did you clarify your understanding and go about seeking further information?
- What did you find out?
- How did you use the information?
- How did that help you align your work practices with the organization's strategic direction?

3. Describe a situation when it was most critical for you to have a clear understanding of your work unit or organization's strategy.
- What was the situation?
- Why was an understanding of the work unit or organization's strategy critical?
- What did you have to do?
- How well did you understand the strategy? Were you able to articulate the strategy?
- What was the outcome?

4. Tell me about the last time you updated your knowledge of the organization's latest direction and/or latest industry developments.
- How did you update your knowledge?
- What did you learn about your organization or the industry?
- What did you do with the information you learned?
- How did you incorporate the information into your daily practices?

VIDEO FLL 2

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Seek Customer Satisfaction

1. Tell me about the situation that best demonstrated your commitment to meeting customer needs.
- What was the situation? What were the customer's needs?
- What action did you take?
- How did the customer react?
- What results did you accomplish?
- What impact did your actions have on your customer?

2. Tell me about the last time you had to deal with a very difficult or dissatisfied customer.
- What was the situation? What was the customer dissatisfied about?
- How did you find out what the problem was?
- What actions did you take to resolve the situation?
- What commitments or follow-up actions did you make?
- How effective were these actions in solving the immediate problem? The longer-term issues?
- How did the customer respond to your actions?
- What was the outcome?

3. Describe the last time you successfully contributed to improving a client deliverable.
- What was the deliverable?
- Who identified the need for improvement?
- What were your specific contributions?
- What was your role in the implementation phase?
- What was the outcome? What was the impact on clients?

4. Tell me about the time you provided the most effective intervention to a problem that a customer was facing?
- What was the situation?
- How did you become aware of the situation?
- Describe the steps that you took to better understand the situation, needs and desired outcomes.
- How did you choose the particular intervention?
- What did you do?
- What was the outcome for the customer?
- What was your customer's response to your approach/efforts?

VIDEO FLL 3

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Identify Improvements

1. Tell me about the last time you came up with a creative, new idea to impact your/your team's performance.
- What was the idea? What impact on performance did it have?
- How did you come up with the idea?
- What steps did you take to implement the idea?
- What was the result?

2. Describe a time when someone came up with a unique solution that you and your peers were not sure about accepting.
- What was the situation?
- What was the solution presented? What was unique about it?
- How did you respond to the solution presented?
- Did you accept the solution and help to implement it? Why/Why not?
- What was the outcome?

3. Tell me about the last time you were challenged to come up with an innovative idea or novel solution to a problem.
- What was the situation?
- What was the challenge about?
- How did you meet the challenge?
- What innovative idea did you come up with?
- What outcome(s) did you accomplish?

4. Tell me about the most innovative idea that you have ever come up with.
- What was the situation and what led you to come up with the idea?
- What was the innovative idea?
- What did you do about your idea?
- What impact and benefits did the idea have?
- What steps did you take to implement the idea?
- What was the outcome?

VIDEO FLL 4

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Results Leadership
Establish Plans

1. **Tell me about the last time you developed a plan for a project in which you were involved.**
   - What was the project?
   - What were the key components of the plan?
   - How did you go about developing the plan?
   - What support, resources, time or costs did you estimate needing?
   - How did you break the plan down into smaller, actionable steps?
   - What impact did the plan have on the actual project?

2. **Tell me about the biggest event, project or program that you were held responsible for planning.**
   - What was the timeline for the project, and how did you plan and organize your time?
   - What were the objectives?
   - What steps were involved in completing the project?
   - What resources did you require?
   - What roadblocks or obstacles did you anticipate?
   - What obstacles did you actually encounter? How did you address them?
   - Who did you involve during the course of the project?
   - How did you ensure that others understood what was required of them?
   - What was the final outcome?

3. **Even the best and most detailed plans can encounter unexpected obstacles. Tell me about a plan or initiative that you led that encountered a significant obstacle such as a person who did not buy in, unexpected events or changes, etc.**
   - What was your plan?
   - What obstacle(s) did you encounter?
   - How did others contribute? React?
   - What did you do?
   - What was the result?
   - What did you learn from the situation?

4. **Tell me about the largest plan and most complex program, system or special project you developed for an organization.**
   - Describe how you went about developing the plan.
   - What were the objectives?
   - What action steps were included? Give examples.
   - What resources did you require?
   - How did you prepare estimates for staffing and financial resources? Give examples.
   - What roadblocks or obstacles did you anticipate? How did you prepare for them?
   - What obstacles did you actually encounter?
   - What interdependencies with other groups were built into the plan?
   - What was the final outcome?

VIDEO FLL 5

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Results Leadership
Show Initiative

1. Tell me about the last time you identified the need for an unassigned task to be done so that an upcoming project could be completed more efficiently.
- What was the situation? What needed to be done?
- How would it impact the project's efficiency?
- What did you do about the task?
- What was the outcome?

2. Tell me about the most difficult and frustrating task that you had to complete.
- What was the task?
- What was so difficult and frustrating about the task?
- What did you do to complete the task?
- What results did you accomplish?

3. Tell me about a recent project that you successfully completed despite running into obstacles.
- What was the project?
- What was your role in the project?
- What obstacles did you encounter? How did you overcome them?
- What was the outcome?

4. Describe a recent situation where you took the initiative to resolve a problem you encountered.
- What was the situation?
- What problem did you encounter?
- What steps did you take to resolve the problem?
- What was the outcome?

VIDEO FLL 6

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Results Leadership
Execute Efficiently

1. **What was the most difficult project that you have had to complete within a short timeframe?**
- What was the project and timeline involved?
- What steps were involved in completing the project?
- How did you fit the project into your other work activities?
- What challenges or obstacles did you need to overcome? How did you overcome them?
- What was the outcome of the project?

2. **Tell me about the biggest challenge in effectively handling several competing demands.**
- What was the situation?
- What tasks were you held accountable for?
- How did you prioritize the different tasks that you had to do?
- What resources or additional help did you need? How did you go about obtaining what you needed?
- What results did you accomplish?

3. **Tell me about the last time you completed a project that you felt pleased about.**
- What was the project? What were its objectives?
- What were the specific project task(s) that you were responsible for?
- What project management processes or tools did you use?
- What roadblocks or problems did you encounter? What did you do to resolve them?
- What was the final outcome?

4. **Describe the time when you were faced with the greatest obstacle(s) while trying to complete a work-related task.**
- What was the task, and what were your specific responsibilities?
- What obstacle(s) did you face?
- What specific action(s) did you take to overcome the obstacle(s)?
- What future obstacles were anticipated? What did you do to prepare for them?
- What was the outcome?

VIDEO FLL 7

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Relate Well to Others

1. Tell me about a time when it was critical, but very difficult, for you to build a relationship with an individual or a 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?
- How did they react?
- What was the outcome?

2. Tell me about your most difficult experience working with someone from a different cultural background.
- What was the situation?
- How did you end up working together?
- What were the difficulties you encountered?
- What did you do to try understanding the person's point of view?
- How did you overcome those difficulties?
- What was the outcome?

3. Tell me about the last time you worked really hard to develop a positive working relationship with someone.
- What was the situation?
- Why was it difficult to develop a positive relationship with the person?
- What difficulties did you face? What did you do to overcome them?
- How did you develop the relationship?
- How is your relationship with the person now?

4. Describe the last time you worked together with someone from a different background or culture.
- What was the situation?
- What was your reaction when you found out that you were would be working together?
- What steps did you take to understand each other?
- What problems did you encounter? How did you overcome them?
- What was the result?

VIDEO FLL 8

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Communicate Effectively

1. Tell me about your most recent experience in verbally sharing your point of view with a group of your peers or with your team members.
- What was the situation?
- How did you organize the information you wanted to share?
- How did you present your point of view?
- How well was it received by others?

2. Tell me about the last time you openly shared information or positions with others on a potentially controversial subject.
- What was the situation and the information or positions?
- How did you present the information or positions?
- What was the reaction?
- What was the result?

3. Describe a time when it was critical for you to clearly understand exactly what someone was telling you.
- What was the situation?
- What was the message? Why was it critical?
- What listening techniques did you use?
- How did you make sure you understood the message correctly?
- What clarification questions did you ask?

3. Describe the most difficult message you had to deliver to someone in person.
- What was the message?
- What made the message difficult to convey?
- How did you prepare to deliver the message?
- How did the person respond to your message?
- How did you handle the person's reaction(s)?
- What was the outcome?

VIDEO FLL 9

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Solicit Support

1. Tell me about the time it was most important for you to influence someone or a group to do something new.
- What was the situation?
- Why was it important for you to influence this person/these people?
- What approaches did you use to influence him/her/them?
- Which approach was most effective? Why?
- What points of resistance did others raise?
- How did you address those points of resistance?
- How successful were you in your attempt to influence?
- What did you learn from this experience?

2. Tell me about the most challenging time you had to obtain support or commitment for a project or effort/initiative.
- What was the situation?
- What made it challenging?
- From whom did you need to obtain support or commitment?
- How did you approach them?
- What specifically did you say and do to gain their support?
- What were the results of your attempt at obtaining support or commitment?
- How, if at all, has this attempt to gain support influenced your relationship with others?

3. Describe the last time you had a great idea that you needed to "sell" and get others to support.
- What was the situation? What was the idea?
- Whose buy-in and support did you need?
- How did you "sell" the idea?
- What were the stakeholder needs and concerns that you addressed?
- What did you do to convince them of the benefits/value of your idea and gain their support?
- What was the outcome?

4. Describe the time you felt best about winning someone over to your point of view.
- What was the situation?
- What was the general topic, and what was your point of view?
- What approach did you take to handle this situation?
- How did the person respond initially?
- How did the person respond at the end of the interaction?

VIDEO FLL 10

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Select and Develop

1. Describe the time you were most successful at helping a direct report or coworker improve his or her work performance.
- What was the situation?
- What prompted you to intervene?
- What specifically did you do to coach the individual, and what was his/her reaction to your feedback?
- What made this your most successful example?
- What was the outcome?

2. Tell me about the toughest performance feedback you have ever had to deliver.
- What was the situation?
- How did the situation come to your attention?
- After first becoming aware of the problem, how long did you wait before taking any action?
- What did you say when you delivered the feedback? (Ask him/her to quote what he/she said.)
- How did the person respond?
- What made this the most difficult feedback you have had to deliver?
- What follow-up actions, if any, did you arrange?
- What was the impact on the person's performance?

3. Tell me about a time when you were particularly successful in suggesting, recommending, or delegating assignments or opportunities that addressed another person's development needs.
- What areas did the employee need to develop?
- How did you identify those needs?
- What were the opportunities you presented to the employee?
- How did you identify these opportunities?
- How did the employee follow through and take advantage of these assignments and/or opportunities?
- What impact did your guidance have on the employee?

4. Tell me about the individual whom you have helped the most to develop and grow professionally.
- What role did you play in his/her development?
- In what developmental areas did you focus, and how did you identify them?
- Specifically, what did you do to help the person grow?
- How did you know that professional growth had occurred?
- What did you learn from helping this person that you would use the next time you have the opportunity to help someone develop?

VIDEO FLL 11

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Encourage Commitment

1. Tell me about the last time you were successful in getting people to pull together to achieve established goals.
- What were the circumstances, and what were the goals?
- Who did you need to pull together, and why?
- What did you do and say?
- What led you to believe you were effective?

2. Tell me about the most challenging time when you had to lead by example during a difficult project or initiative in order for the group to succeed, even though you and others on the team didn't fully agree with the direction or practices.
- What was the organization's direction or practices?
- Why was the project or initiative a challenge?
- What was your approach to getting others' commitment?
- What was the final outcome?

3. What is the biggest thing you have done to inspire your people and gain their commitment to common goals?
- **What were the goals?**
- Why did you feel it was important to inspire them and gain their commitment?
- What did you do or say to inspire them and gain their commitment?
- How effective were your efforts?

4. Describe the person you have had the most difficulty motivating.
- Who was the person and why did you feel he/she needed to be more motivated?
- What were the issues?
- What did you do?
- How did this person respond?
- What was the outcome?

VIDEO FLL 12

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Personal Leadership
Demonstrate Credibility

1. **Tell me about the last time you were not able to meet a commitment to a peer/colleague or customer.**
- What commitment did you make?
- What prevented you from meeting the commitment?
- How did you explain the situation to your peer/colleague or customer?
- What alternate plan of action or next steps did you offer?
- What follow-up actions did you take?
- What was the outcome?

2. **Tell me about a time you accidentally gave your peer or customer some inaccurate information and then realized your mistake later.**
- What was the mistake?
- What impact would the inaccurate information have?
- How did you handle the mistake?
- What explanation(s) did you offer?
- What did you do/say to ensure your peer or customer's continued confidence in you?
- What was the outcome?

3. **Tell me about the last time you were recognized for doing an excellent job, and you knew that others should be acknowledged as well.**
- What was the work for which you were recognized?
- What did you do?
- Did you acknowledge the others who helped? Why/Why not?
- What was the outcome?

4. **Tell me about a time when you had access to sensitive information and had to act on the situation, but did not want to break the confidence of your source.**
- What was the situation?
- What did you say to the person?
- How did you handle the situation?
- What was the outcome?

VIDEO FLL 13

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Personal Leadership
Readily Adapt

1. **Things don't always go as expected. Tell me about the time you faced the greatest difficulty and frustration because something did not work out as you anticipated.**
- What was the situation?
- Why was it difficult and/or frustrating?
- How did you react to the frustration?
- What did you do to resolve the situation?
- How did things turn out?

2. **Tell me about the last time you asked someone for feedback on your performance.**
- What made you ask him/her for feedback?
- What did you learn?
- What did you do with the feedback you received?
- What behaviors have you changed successfully?

3. **Tell me about a time you had to shift priorities or adjust plans to respond to a crisis situation.**
- What was the situation?
- How and when did you find out about the crisis?
- What did you do to respond to the crisis?
- What did you do to adjust to the changing priorities?
- What was the outcome?
- What impact did the crisis have on your other work?

4. **Tell me about the last time you proactively pursued a learning or development opportunity.**
- What was the opportunity?
- What made you decide to pursue it?
- What did you learn from the experience?
- How have you applied what you learned?

VIDEO FLL 14

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

"The growth and development of people is the highest calling of leadership."

(Harvey S. Firestone)

Leading@O-I
Driving Change

Mid-Level Leader
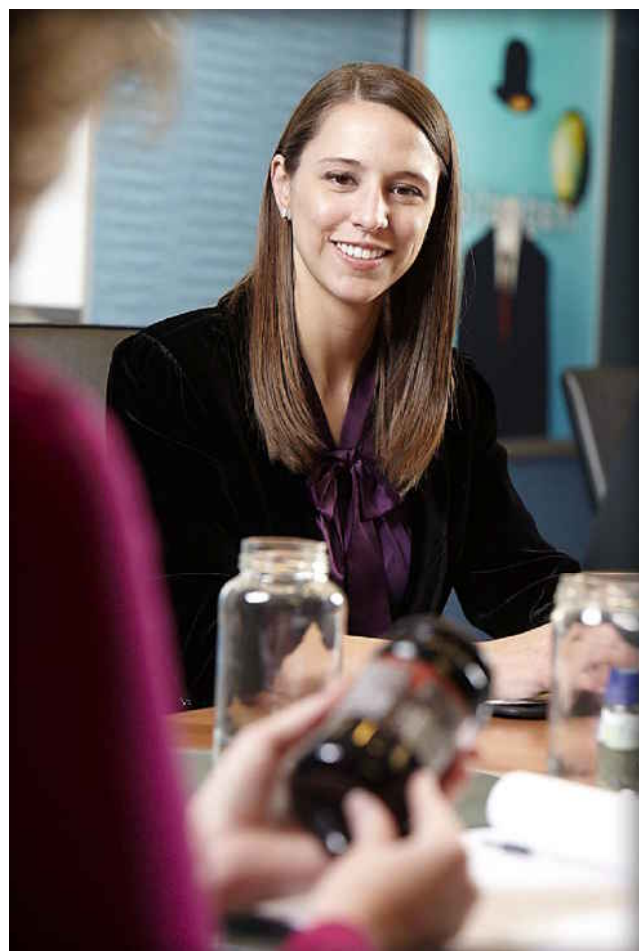
Mid-Level Leader

Leadership Competency Model

Individuals leading part of a function, typically managing employees with direct reports (Example: Plant Manager, Category Directors…)

THOUGHT LEADERSHIP

PERSONAL LEADERSHIP

RESULTS LEADERSHIP

PEOPLE LEADERSHIP

Strategist

Market Analyser

Self-Developer

Results Driver

Environment Builder

Talent Developer

Change Leader

Make Sound Decisions
Act Strategically
Use Financial Data
Display Global Awareness

Understand the Market
Meet Customer Needs
Think Creatively

Establish Trust
Demonstrate Courage
Adapt and Learn

Build Realistic Plans
Show Drive and Initiative
Manage Execution

Establish Relationships
Foster Open Communication
Promote Collaboration
Build Support

Develop Others
Motivate Others
Develop Teams

Thought Leadership

Strategist

Analysis

INTERVIEW QUESTIONS

VIDEO MLL 1

Make Sound Decisions

- Focuses on important information without getting bogged down in unnecessary detail.
- Probes and looks past symptoms to determine the underlying causes of problems and issues.
- Brings to bear the appropriate knowledge, information and expertise in making decisions.
- Makes decisions in the face of uncertainty.

Strategic Thinking

INTERVIEW QUESTIONS

VIDEO MLL 2

Act Strategically

- Recognizes underlying patterns and interconnections among different ideas, issues, and events.
- Integrates and balances big-picture concerns with day-to-day activities.
- Conveys a thorough understanding of own area's strengths, weaknesses, opportunities and threats.
- Evaluates and pursues initiatives, opportunities, and priorities based on their fit with organizational strategies.

Financial Acumen

INTERVIEW QUESTIONS

VIDEO MLL 3

Use Financial Data

- Understands key financial indicators and the drivers of financial performance.
- Makes prudent decisions regarding expenditures.
- Draws accurate conclusions from financial and quantitative information.
- Accurately forecasts costs and revenues.

Global Perspective

INTERVIEW QUESTIONS

VIDEO MLL 4

Display Global Awareness

- Keeps up with global trends and events, especially those that impact the business.
- Shows respect for people from different countries, cultures, and ethnic groups.
- Takes cultural and geographic differences into account when making plans and decisions.
- Works effectively across organization and geographic borders.

Market Analyzer

Understand the Market

INTERVIEW QUESTIONS

VIDEO MLL 5

Understand the Market

- Demonstrates understanding of customer industries, including their markets and consumers.
- Stays abreast of key competitor actions and their implications for the business.
- Recognizes and supports opportunities to build business with existing and new customers.
- Understands the unique features of different geographic markets and the need to adapt to them.

Focus on Customers

INTERVIEW QUESTIONS

VIDEO MLL 6

Meet Customer Needs

- Identifies and anticipates customer requirements, expectations and needs.
- Creates systems and processes that make it easy for customers to do business with the company.
- Ensures that customer issues are resolved.
- Tracks performance against customer requirements using existing tools.

Innovation

INTERVIEW QUESTIONS

VIDEO MLL 7

Think Creatively

- Approaches problems with curiosity and open-mindedness.
- Identifies new cost saving or revenue opportunities.
- Promotes new ways of looking at problems and processes.
- Generates innovative ideas and solutions to problems.

Results Leadership

Results Driver

Planning

VIDEO MLL 8

Build Realistic Plans

- Defines clear goals and desired outcomes for new initiatives and assignments.
- Identifies action steps needed to accomplish objectives.
- Prepares realistic estimates of resource requirements (e.g., budget, headcount) needed to accomplish team or work group objectives.
- Identifies risks and develops mitigation plans to address them.
- Establishes clear, realistic timelines for goal accomplishment.

Results Orientation

VIDEO MLL 9

Show Drive and Initiative

- Does not easily give up in the face of unexpected obstacles.
- Sets high standards of performance for self and others.
- Puts in extra effort and work to accomplish critical or difficult tasks.
- Tackles tough challenges or problems quickly and directly.

Managing Execution

VIDEO MLL 10

Manage Execution

- Maintains a clear focus on priorities while juggling many demands.
- Delegates assignments to the lowest appropriate level.
- Monitors progress of others and redirects efforts when goals change or are not met.
- Holds people accountable for achieving their goals.

People Leadership

Environment Builder

Building Relationships

INTERVIEW QUESTIONS

VIDEO MLL 11

Establish Relationships

- Relates to others in an accepting and respectful manner regardless of their organizational level, personality or background.
- Maintains positive relationships even under difficult or heated circumstances.
- Treats others fairly and consistently.
- Expresses own viewpoints tactfully to avoid creating unnecessary conflict.

Open Communication

INTERVIEW QUESTIONS

VIDEO MLL 12

Foster Open Communication

- Conveys spoken information clearly and concisely.
- Listens carefully and attentively to others' opinions and ideas.
- Encourages others to share information and viewpoints frankly and openly.
- Proactively shares timely updates and information with relevant parties.

Collaboration

INTERVIEW QUESTIONS

VIDEO MLL 13

Promote Collaboration

- Discourages "we vs. they" thinking.
- Appropriately involves others in decisions and plans that affect them.
- Works to remove barriers to collaboration.
- Seeks to understand and address the concerns and interests of others with opposing viewpoints.

Influence

INTERVIEW QUESTIONS

VIDEO MLL 14

Build Support

- Provides sound rationale for recommendations.
- Ensures that own positions address others' needs and priorities.
- Asserts own positions and ideas with confidence and conviction.
- Recognizes and overcomes resistance to change efforts.
- Gains the support of key stakeholders.

People Leadership

Talent Developer

Talent Enhancement

VIDEO MLL 15

Develop Others

- Identifies the key capabilities required for successful job performance.
- Provides honest, helpful feedback to others on their performance.
- Helps others identify and address their development objectives.
- Promotes sharing of expertise and a free flow of learning across the organization.
- Ensures that everyone in the work group is developing to their potential.

Engage and Inspire

VIDEO MLL 16

Motivate Others

- Conveys confidence in others' ability to do their best.
- Encourages others to set challenging goals and high standards of performance.
- Fosters a sense of energy, ownership and personal commitment to the work.
- Celebrates and rewards significant achievements of others.

Team Development

VIDEO MLL 17

Develop Teams

- Clarifies individual roles and contributions to team efforts.
- Unifies the team around shared goals and priorities.
- Appreciates and leverages the diverse capabilities of team members.
- Encourages open discussion and constructive debate on controversial issues.
- Helps resolve conflicts and works through differences among team members.

Personal Leadership

Self-Developer

Demonstrate Ethics and Integrity

Establish Trust

- Exemplifies company values and the highest standards of ethics and integrity.
- Shows consistency between words and actions.
- Accepts responsibility for own actions and mistakes and those of his/her people.
- Confronts actions that are or border on the unethical.
- Creates an environment in which others can talk and act without fear of repercussion.

Courage

Demonstrate Courage

- Challenges the status quo: "the way it has always been done."
- Takes personal stands on important issues to support company policies and values.
- Does what is right, despite personal risk or discomfort.
- Is appropriately tough-minded and willing to make difficult decisions.

Adapting and Learning

Adapt and Learn

- Adjusts thinking and behavior when new information and changing situations warrant.
- Adapts well to shifting or competing priorities.
- Demonstrates composure and patience under trying circumstances.
- Demonstrates a willingness to try new things and tackle new challenges, even at the risk of failure.
- Seeks feedback to enhance performance.
- Accurately appraises own strengths and weaknesses.
- Actively plans and pursues self-development.

What does it mean being a Mid-Level Leader as Change Leader ?

Change Leader

The change leader is a role that draws on competencies from each of the other roles and is reflected in the behaviors of each.

Change Leadership

- Defines clear goals and desired outcomes for new initiatives and assignments.

- Identifies risks and develops mitigation plans to address them.

- Gains the support of key stakeholders.

- Recognizes and overcomes resistance to change efforts.

- Appropriately involves others in decisions and plans that affect them.

- Fosters a sense of energy, ownership and personal commitment to the work.

- Does not easily give up in the face of unexpected obstacles.

- Adjusts thinking and behavior when new information and changing situations warrant.

- Adapts well to shifting or competing priorities.

- Demonstrates composure and patience under trying circumstances.

- Demonstrates a willingness to try new things and tackle new challenges, even at the risk of failure.

Let's observe the Behaviors and Performance Standards

*To know how an expert would score the main character
in the following Mid-Level Leader videos,
print pages 124 and 125.*

How would you score the behaviors of the main character in this video?

Thought Leadership
Make Sound Decisions

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Focuses on important information without getting bogged down in unnecessary detail.

Clearly focuses on the most relevant information needed to understand the problem or issue; does not waste time on details that will not add significantly to resolution of the problem or issue.	*Focuses on important information without getting bogged down in unnecessary detail.*	*Gets caught up in unnecessary detail, slowing decisions and progress.*

Probes and looks past symptoms to determine the underlying causes of problems and issues.

Probes deeply into issues and problems and looks past symptoms to determine their underlying root causes.	*Probes sufficiently into issues and problems to understand some of their underlying causes.*	*Takes issues and problems at face value, failing to recognize their underlying causes.*

Brings to bear the appropriate knowledge, information and expertise in making decisions.

Fully utilizes and applies the best available knowledge, information and expertise (e.g., of self or others) in decision-making.	*Draws on relevant knowledge, information and expertise (e.g., of self or others) in decision-making.*	*Makes decisions without careful consideration of knowledge, information or expertise that is available.*

Makes decisions in the face of uncertainty.

Advances problems to the point of resolution despite ambiguity or uncertainty, driving them to closure.	*Makes progress on resolving problems, despite ambiguity or uncertainty, by identifying important intervention points.*	*Makes little progress on resolving problems under conditions of ambiguity or uncertainty (e.g., has difficulty making decisions).*

How would you score the behaviors of the main character in this video?

Thought Leadership
Act Strategically

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Recognizes underlying patterns and interconnections among different ideas, issues and events.

Quickly and accurately identifies even subtle interrelationships and patterns among a variety of problems and issues.	*Recognizes the most evident interrelationships and patterns among a variety of problems and issues.*	*Deals with related issues as separate problems, missing some critical interrelationships, patterns and implications.*

Integrates and balances big-picture concerns with day-to-day activities.

Fully balances big-picture concerns with day-to-day activities; advances broader and longer- term priorities through day-to-day actions.	*Maintains a good balance between focusing on long-term priorities and addressing day-to-day needs.*	*Does not balance big-picture or long-term concerns with day-to-day activities; focuses on one at the expense of the other.*

Conveys a thorough understanding of own area's strengths, weaknesses, opportunities and threats.

Conveys deep insight and understanding of own area's strengths, weaknesses, opportunities and threats, and the implications for the business.	*Conveys a good understanding of own area's strengths, weaknesses, opportunities and threats.*	*Conveys a limited understanding of own area's strengths, weaknesses, opportunities and threats.*

Evaluates and pursues initiatives, opportunities and priorities based on their fit with organizational strategies.

Evaluates and pursues those initiatives, opportunities and priorities that fully align and integrate with company strategies, while simultaneously improving business results.	*Evaluates and pursues initiatives, opportunities and priorities based on their fit with company strategies.*	*Pursues initiatives, opportunities, and priorities with little, if any, consideration of their fit with company strategies.*

How would you score the behaviors of the main character in this video?

Thought Leadership
Use Financial Data

INTERVIEW
QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Understands key financial indicators and the drivers of financial performance.

Fully understands, clearly describes, and insightfully analyzes the key factors that drive financial performance.	*Understands how the company makes money; focuses on the key indicators that contribute to overall financial performance.*	*Doesn't fully understand key financial indicators and how they contribute to overall financial performance.*

Makes prudent decisions regarding expenditures.

Makes informed and prudent decisions regarding significant expenditures, balancing all major considerations (e.g., benefit or payback, timing, level, allocation).	*Makes prudent decisions regarding significant expenditures.*	*Makes questionable decisions regarding significant expenditures.*

Draws accurate conclusions from financial and quantitative information.

Systematically and consistently draws accurate conclusions from financial and quantitative information.	*Generally draws accurate conclusions from financial and quantitative information.*	*Draws inaccurate conclusions from financial and quantitative information.*

Accurately forecasts costs and revenues.

Maintains a deep understanding of revenues and costs associated with the business so that accurate forecasts can quickly be created for new opportunities.	*Accurately forecasts the costs and revenue potential in business opportunities.*	*Has difficulty forecasting cost and revenue potential in business opportunities; often relies on others to identify and define these variables.*

◀ **Back to Strategist**

How would you score the behaviors of the main character in this video?

Thought Leadership
Display Global Awareness

INTERVIEW
QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Keeps up with global trends and events, especially those that impact the business.

Maintains a thorough and current understanding of global activities and trends (e.g., competitive, technological, social, economic and political) that have an impact on the business.	*Demonstrates awareness of major global activities and trends directly relevant to the business.*	*Does little to stay abreast of global activities and trends that may have an impact on the business.*

Shows interest in and respect for people from different countries, cultures and ethnic groups.

Consistently displays genuine interest in and respect for people from all cultural and ethnic backgrounds.	*Shows respect for people from different cultural and ethnic backgrounds.*	*Shows a lack of respect for people from different cultural and ethnic backgrounds.*

Takes cultural and geographic differences into account when making plans and decisions.

Fully addresses and effectively leverages important cultural and geographic differences when making plans and decisions.	*Considers cultural issues and geographical differences when making plans and decisions.*	*Neglects to consider cultural issues and geographic differences when making plans and decisions.*

Works effectively across organization and geographic borders.

Consistently recognizes and adapts to even subtle organization and regional differences when doing business across geographies and cultures.	*Adapts to important organization and regional differences, including cultural traditions and taboos, when doing business across geographies and cultures.*	*Doesn't recognize or adapt to organization or regional differences when doing business across geographies and cultures.*

How would you score the behaviors of the main character in this video?

Thought Leadership
Understand the Market

INTERVIEW
QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Demonstrates understanding of customer industries, including their markets and consumers.

Displays in-depth knowledge of customer industries and uses it to anticipate and address emerging market opportunities and consumer needs.	*Understands essential features of customer industries, including their key markets and the needs of the consumers.*	*Demonstrates little knowledge of customer industries and the trends and needs that impact their consumers.*

Stays abreast of key competitor actions and their implications or threats to the business.

Closely tracks and anticipates the actions of key competitors in the industry, and fully realizes their implications for the business.	*Stays abreast of the actions of O-I's key competitors and their implications—opportunities and threats—for the business.*	*Shows little awareness of or concern for the actions of O-I's key competitors and their implications for the business.*

Recognizes and supports opportunities to build business with existing and new customers.

Identifies and actively pursues opportunities to build business with existing and new customers.	*Recognizes and supports opportunities to build new business.*	*Misses opportunities to build new business or support others' efforts to do so.*

Understands the unique features of different geographic markets and the need to adapt to them.

Conveys a deep understanding of the business dynamics (e.g., market needs, marketing practices, labor practices, legal issues...) in the host country, and how the organization must change its own business practices to adapt.	*Shows an understanding of most of the key business dynamics in the host country and the general ways that the organization must change its business practices to adapt.*	*Shows little understanding of even the most obvious business dynamics of the host country, making very few organizational changes to business practices.*

How would you score the behaviors of the main character in this video?

Thought Leadership
Meet Customer Needs

INTERVIEW
QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Identifies and anticipates customer requirements, expectations and needs.

Proactively identifies and anticipates customer requirements, expectations and needs.	*Identifies customers' current requirements, expectations and needs.*	*Takes limited steps to identify and anticipate customer requirements, expectations and needs.*

Creates systems and processes that make it easy for customers to do business with the company.

Creates systems and processes that make it as easy as possible for customers to do business with the company.	*Takes steps to systemically support ease of doing business with the company.*	*Does little to improve systems or processes to make it easier for customers to do business with the company.*

Ensures that customer issues are resolved.

Consistently ensures that customer issues are fully and effectively resolved.	*Takes steps to ensure customer issues are resolved.*	*Leaves important customer issues unresolved.*

Tracks performance against customer requirements using existing tools.

Effectively uses existing tools to consistently track performance against customer requirements and ensure progress is being made.	*Uses some tools or takes some steps to monitor performance against customer requirements.*	*Takes minimal action, or does not leverage tools, to track performance against customer requirements.*

How would you score the behaviors of the main character in this video?

Thought Leadership
Think Creatively

INTERVIEW
QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Approaches problems with curiosity and open-mindedness.

Consistently approaches problems with strong curiosity and open-mindedness.	*Demonstrates openness and curiosity when approaching problems.*	*Displays little curiosity or open-mindedness when presented with problems to resolve.*

Identifies new cost saving or revenue opportunities.

Identifies and communicates significant new cost saving or revenue opportunities.	*Suggests opportunities to cut costs or generate revenue.*	*Pays little attention to potential opportunities to identify ways to cut costs or increase revenues.*

Promotes new ways of looking at problems and processes.

Consistently offers innovative alternatives, ideas and options when problem-solving or reviewing existing processes.	*Suggests alternative points of view or options when problem-solving or reviewing existing processes.*	*Provides limited alternatives or options when resolving issues.*

Generates innovative ideas and solutions to problems.

Generates highly innovative ideas, solutions and opportunities that challenge status-quo thinking and assumptions.	*Generates innovative ideas, solutions and new perspectives in reaction to issues; is open to challenging current processes and procedures.*	*Generates status-quo ideas and solutions, and/or resists others' efforts to challenge current processes and procedures.*

How would you score the behaviors of the main character in this video?

Results Leadership

Build Realistic Plans

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Defines clear goals and desired outcomes for new initiatives and assignments.

Conveys clear expectations for every new initiative and assignment, ensuring full understanding and agreement on deliverables, timeframes and measures of success.	*Conveys clear expectations for new initiatives and assignments; effectively clarifies potential areas of confusion or ambiguity.*	*Is often unclear about expectations when assigning responsibilities, sometimes resulting in missed deadlines and unsatisfactory results.*

Identifies action steps needed to accomplish objectives.

Identifies appropriate and specific action steps to accomplish objectives; takes into account contingencies, constraints and thorough process knowledge.	*Identifies and plans key action steps to accomplish objectives.*	*Attempts to accomplish objectives without a clear plan that identifies key action steps.*

Prepares realistic estimates of resource requirements (e.g., budget, headcount) needed to accomplish team or work group objectives.

Prepares realistic estimates of resource requirements (e.g., budget, headcount) needed to efficiently and effectively accomplish team or work group objectives, addressing all known requirements and contingencies.	*Prepares realistic estimates of resource requirements (e.g., budget, headcount) needed to accomplish team or work group objectives.*	*Tends to under- or over-estimate resource requirements (e.g., budget, headcount) needed to accomplish team or work group objectives.*

Identifies risks and develops mitigation plans to address them.

Makes sure plans anticipate and address all possible risks; is rarely surprised or side-tracked by unexpected obstacles.	*Identifies the most important obstacles and risks and develops plans to address them.*	*May neglect to consider important obstacles or realistic risks that can derail plans and objectives.*

Establishes clear, realistic timelines for goal accomplishment.

Sets timeframes for achieving goals that are clear, realistic and appropriately challenging.	*Sets timeframes for achieving goals that are clear and realistic.*	*Sets inappropriate timeframes for achieving goals (e.g., unclear, unrealistic).*

How would you score the behaviors of the main character in this video?

Results Leadership
Show Drive and Initiative

INTERVIEW
QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Does not easily give up in the face of unexpected obstacles.

Perseveres in the face of significant opposition, obstacles and setbacks; skillfully removes barriers to achieve goals.	*Does not give up easily when faced with unexpected obstacles or opposition.*	*Gives up or changes direction too quickly when faced with opposition, obstacles and setbacks.*

Sets high standards of performance for self and others.

Sets bold and aggressive standards for self and others that raise expectations for performance.	*Consistently sets challenging goals/ standards for self and others.*	*Establishes readily achievable goals for self and others; or establishes few goals, leaving it unclear as to what is expected or should be accomplished.*

Puts in extra effort and work to accomplish critical or difficult tasks.

Proactively and willingly puts in extra time and effort to accomplish critical or difficult tasks.	*Puts in extra effort and time as requested to accomplish critical or difficult tasks.*	*Does not contribute extra time and effort when critical or difficult tasks need to be accomplished.*

Tackles tough challenges or problems quickly and directly.

Tackles tough challenges or problems with confidence and without hesitation, working quickly and directly to resolve them; directly and adeptly delivers tough messages.	*Addresses tough challenges or problems promptly and directly; delivers tough messages when needed.*	*Shies away from tackling tough challenges or problems; may be indirect or slow in dealing with tough issues or delivering tough messages.*

How would you score the behaviors of the main character in this video?

Results Leadership
Manage Execution

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Maintains a clear focus on priorities while juggling many demands.

Maintains a clear focus on high priorities while skillfully handling many challenging tasks and competing demands.	*Manages multiple priorities and competing demands calmly and effectively*	*May appear overloaded and lose track of tasks and deadlines when faced with competing demands.*

Delegates assignments to the lowest appropriate level.

Delegates significant responsibility and authority to appropriate staff, allowing others to make substantive contributions and efficiently utilize available resources.	*Delegates tasks and the associated accountabilities that are within the capabilities and responsibility of the assigned staff.*	*Delegates few assignments, staying overly involved in tasks or making less-than-optimal use of others (e.g., mismatches tasks to their skills, gives them insignificant roles).*

Monitors progress of others and redirects efforts when goals change or are not met.

Consistently monitors the progress of others in all key activities or goal areas, quickly intervening to redirect efforts when goals change or are not met.	*Tracks progress of others in key activities or goal areas and reacts to emerging issues by redirecting efforts when necessary.*	*Pays loose attention to how others are progressing in key activities or goal areas, taking limited steps to redirect efforts when work is off-track.*

Holds people accountable for achieving their goals.

Consistently holds people fully accountable for hitting their targeted goals and results, proactively monitors and manages progress and performance.	*Consistently holds people accountable for meeting their plans, targets, and commitments, allowing only minor deviations from plans.*	*Is too loose in holding people accountable for achieving their goals; may allow missed targets and commitments to go unaddressed.*

How would you score the behaviors of the main character in this video?

People Leadership
Establish Relationships

INTERVIEW
QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Relates to others in an accepting and respectful manner regardless of their organizational level, personality or background.

Consistently relates to all others in an accepting and respectful manner, regardless of their organizational level, personality or background.	*Is accepting and respectful to others, regardless of their role.*	*Interacts with others in a guarded, overly task-focused or disengaged manner, making them feel uneasy.*

Maintains positive relationships even under difficult or heated circumstances.

Remains positive and constructive even during extremely difficult discussions or unpleasant circumstances; others leave such situations feeling good about the interaction.	*Works to maintain a constructive relationship during difficult discussions or unpleasant circumstances.*	*Allows relationships to become negative or deteriorate during difficult discussions; may act in ways that could put an important relationship in jeopardy.*

Treats others fairly and consistently.

Consistently treats all people fairly and with the utmost respect, even during heated circumstances or when disagreeing.	*Shows consistency and fairness in treatment of people, not letting friendships or differing viewpoints color actions or decision.*	*Treats most people fairly, but may occasionally show favoritism to those whose perspectives and styles are most similar to own.*

Expresses own viewpoints tactfully to avoid creating unnecessary conflict.

Expresses even significant disagreements with utmost tact and sensitivity, avoiding unnecessary conflict in the process.	*Expresses disagreement tactfully, working to avoid unnecessary conflict.*	*Expresses disagreements bluntly, without regard for others positions or feelings, resulting in unnecessary conflict.*

How would you score the behaviors of the main character in this video?

People Leadership
Foster Open Communication

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Conveys spoken information clearly and concisely.

Conveys even highly complex information by speaking clearly and concisely.	*Typically conveys spoken information clearly and concisely.*	*Speaks in a rambling or unclear manner.*

Listens carefully and attentively to others' opinions and ideas.

Demonstrates to others that their comments are heard by attentively listening and/or building on their opinions, ideas or concerns during discussions.	*Listens carefully and attentively to others' opinions and ideas.*	*Demonstrates poor active listening skills (e.g., ignores, interrupts or disregards others' comments), which in turn discourages others from sharing their opinions, ideas, etc.*

Encourages others to share information and viewpoints frankly and openly.

Consistently encourages others to express their real views fearlessly, even on tough issues; promotes a frank discussion.	*Supports the open expression of all information and viewpoints.*	*Acts in ways that discourage the open and frank expression of information or viewpoints (e.g., continually interrupts or disagrees with others) or shows little interest in others' views and ideas.*

Proactively shares timely updates and information with relevant parties.

Proactively shares timely updates and information with interested others, openly answering any questions and providing direct and honest answers that inspire confidence in the message.	*Shares updates and information with relevant parties as they require it (e.g., in a "just in time" manner).*	*Shares updates and information only when asked, or only with a limited number of people, leaving others feeling uninformed.*

How would you score the behaviors of the main character in this video?

People Leadership
Promote Collaboration

INTERVIEW
QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Discourages "we vs. they" thinking.

Identifies instances of "we vs. they" thinking, and addresses them quickly and effectively so that own and other groups work collaboratively toward common goals and keep the best interests of all in mind.	Encourages own group to work cooperatively with other groups by focusing on common goals and mutual interests.	Displays a "we vs. they" mentality; allows workgroups to ignore or work at odds with each other, keeping only their own, limited interests in mind.

Appropriately involves others in decisions and plans that affect them.

Consistently and proactively reaches out to others to involve them appropriately in decisions and plans that affect them.	Collaborates with others by involving them appropriately in decisions and plans that affect them.	Makes plans and decisions affecting people without involving them.

Works to remove barriers to collaboration.

Actively builds bridges between areas by uncovering and working to remove barriers to cooperation (e.g., facilitates connections, promotes sharing of resources and practices).	Takes some steps to remove barriers to cooperation (e.g., encourages cooperation).	Seldom acknowledges barriers to cooperation, or is reluctant to deal with them.

Seeks to understand and address the concerns and interests of others with opposing viewpoints.

Shows a strong commitment to getting to the root of the concerns and interests of others with opposing viewpoints, and ensures that they are addressed to everyone's satisfaction.	Probes to understand and address the main concerns and interests of others with opposing viewpoints.	Tends to discount or ignore the concerns and interests of others who possess an opposing viewpoint; lets differences in perspective or disagreement go unaddressed.

How would you score the behaviors of the main character in this video?

People Leadership
Build Support

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Provides sound rationale for recommendations.

Provides logical, compelling rationale for ideas and recommendations, addressing all concerns.	Provides sound rationale to support ideas.	Asserts position with little rationale and does not build a case that is persuasive to others.

Ensures that own positions address others' needs and priorities.

Ensures that own positions effectively address others' needs and priorities, and that concerns are openly discussed and addressed.	Ensures that own positions address the needs and priorities of others.	Presents positions without articulating any benefits to others.

Asserts own positions and ideas with confidence and conviction.

Promotes positions and asserts ideas with conviction and confidence in a way that wins the support of critics and skeptics.	States ideas with confidence and conviction; gains the support of others for plans and solutions.	States ideas with little energy or conviction, missing opportunities to exert influence in important situations.

Recognizes and overcomes resistance to change efforts.

Anticipates and identifies pockets of resistance to constructive change; is able to turn resisters into enthusiastic supporters.	Voices support for constructive changes and works to overcome resistance on the part of others to constructive change.	Is slow to voice support for and may even display resistance to constructive changes.

Gains the support of key stakeholders.

Establishes credibility with all key stakeholders and cultivates a strong network of support throughout the organization.	Identifies key stakeholders and positions ideas and proposals in a way that satisfies their needs, interests and concerns.	Makes little attempt to identify key stakeholders or address the needs and concerns.

How would you score the behaviors of the main character in this video?

People Leadership
Develop Others

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Identifies the key capabilities required for successful job performance.

Sees that the key responsibilities and requirements of all positions and job assignments are clearly defined, including the specific skills, abilities and experiences necessary for success.	*Clarifies major job responsibilities and identifies the qualifications required for successful job performance.*	*Does not make an effort to define the key responsibilities and requirements of positions; may make poor staff selection and deployment decisions as a result.*

Provides honest, helpful feedback to others on their performance.

Provides balanced, accurate and helpful feedback on how others are performing, being specific and timely as well as tactful.	*Gives accurate and helpful feedback on specific, important performance issues.*	*Gives feedback that is either inaccurate, insensitive or unbalanced (e.g., focuses too much on either development needs or strengths); or shies away from providing feedback.*

Helps others identify and address their development objectives.

Makes it a personal priority to help others identify their strengths and development needs; provides ongoing feedback, coaching and support to help them work on their development priorities.	*Sees that direct reports identify their development needs and prepare plans to address them; monitors their progress and provides assistance when asked and needed.*	*Invests little time and attention to assisting or supporting others as they identify and prioritize their development objectives.*

Promotes sharing of expertise and a free flow of learning across the organization.

Promotes and fosters the sharing of expertise and a free flow of learning across the organization.	*Supports efforts to exchange expertise and learning between individuals and work groups.*	*Allows individuals and work groups to work in "silos", rarely sharing expertise or learning across organizational boundaries.*

Ensures that everyone in the work group is developing to their potential.

Demonstrates commitment to continuous development by holding individuals accountable for working on their development goals and all supervisors accountable for supporting the development of their people.	*Expects all staff to prepare and implement development plans and all supervisors to see that they do.*	*Seems to attach a low priority to development planning efforts or helping staff improve their skills and realize their career aspirations.*

How would you score the behaviors of the main character in this video?

People Leadership
Motivate Others

INTERVIEW
QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Conveys confidence in others' ability to do their best.

Explicitly expresses confidence in others' abilities and desire to do their best (e.g., assigns high profile projects to others).	*Implicitly shows confidence in others' abilities and desire to do their best (e.g., shares key assignments).*	*Expresses doubt about others' abilities and desire to do their best.*

Encourages others to set challenging goals and high standards of performance.

Encourages and convinces others to set aggressive and challenging stretch goals and high standards of performance.	*Encourages others to strive for high standards of performance.*	*Accepts status quo performance and provides little encouragement for others to move beyond this level.*

Fosters a sense of energy, ownership and personal commitment to the work.

Conveys and instills in others a strong sense of energy, excitement, ownership, and personal commitment to their work.	*Fosters ownership and personal commitment in others toward their work.*	*Makes limited attempts to build a shared sense of energy, ownership or commitment (e.g., relies on the intrinsic motivation in each team member).*

Celebrates and rewards significant achievements of others.

Celebrates and rewards significant achievements of others.	*Provides praise or other rewards to others for significant achievements.*	*Does not take advantage of opportunities to acknowledge or praise others for their achievements.*

How would you score the behaviors of the main character in this video?

People Leadership
Develop Teams

INTERVIEW
QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Clarifies individual roles and contributions to team efforts.

Explains the importance of each individual's role and clarifies the unique value of each individual's contribution to the success of the team.	*Clarifies and conveys appreciation for each individual's role and contribution to the team.*	*Misses opportunities to clarify the nature and value of each individual's contribution to the success of the team.*

Unifies the team around shared goals and priorities.

Builds a strong spirit of unity by helping the work group/team to clarify and stay focused on their collective purpose, common goals and shared priorities.	*Develops a sense of unity within the work group or team by clarifying and reinforcing their common goals and values.*	*Misses opportunities to unify the work group/team around shared goals and priorities.*

Appreciates and leverages the diverse capabilities of team members.

Fully appreciates and continually looks for ways to enhance and build upon the diverse skills, experience and perspectives represented in the work group/team.	*Appreciates differences and often includes or adds people with diverse capabilities to strengthen the work of the team.*	*May find diverse views frustrating or diverse talents difficult to integrate. May fail to see the positive potential of diversity within the team.*

Encourages open discussion and constructive debate on controversial issues.

Creates an environment where honest and open discussion of all issues, even controversial ones, is encouraged, nurtured and fully supported.	*Encourages others to express and discuss their views honestly and openly, even when they cause controversy.*	*Discourages the expression of views that are contrary to popular opinion.*

Helps resolve conflicts and works through differences among team members.

Skillfully facilitates open and constructive discussions of disagreements and conflicts among work group members; helps individuals to appreciate each others' views and work through their differences.	*Identifies and address conflicts among work group members, helping the parties to reach agreement or compromise solutions as appropriate.*	*Ignores, avoids, or downplays conflicts among work group members; may act in ways that provoke conflict or increase competition among them.*

How would you score the behaviors of the main character in this video?

Personal Leadership
Establish Trust

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Exemplifies company values and the highest standards of ethics and integrity.

Personally exemplifies and actively promotes behaviors that are consistent with the highest values and ethical standards of the organization.	*Voices agreement and behaves in accord with the company's values and ethical standards.*	*Behaves in a manner inconsistent with the company's values and ethical standards; may compromise these values or act unethically when under pressure.*

Shows consistency between words and actions.

Can always be counted on to behave in a manner that is consistent with stated beliefs, principles and positions.	*Acts in ways that are consistent with stated beliefs, principles and positions.*	*Acts in ways that seem to be inconsistent with stated beliefs, principles or positions.*

Accepts responsibility for own actions and mistakes and those of his/her people.

Accepts full responsibility for own actions, errors, and their consequences; assumes responsibility for the performance shortfalls and mistakes of the work group as well.	*Accepts responsibility for own actions, errors and their consequences.*	*Does not acknowledge responsibility for own actions and their consequences (e.g., deflects blame, does not admit mistakes, resists feedback) or the performance of his/her work group.*

Confronts actions that are or border on the unethical.

Directly and promptly identifies and confronts the actions of others that are or border on unethical and redirects their efforts.	*Confronts the actions of others that are or border on unethical.*	*Ignores potentially unethical actions of others, not taking responsibility for raising or addressing them.*

Creates an environment in which others can talk and act without fear of repercussion.

Actively helps others to speak their minds and share contrary views; encourages others to seek differing views when developing plans and making decisions.	*Encourages others to speak openly, exchange views, and offer differing perspectives.*	*Acts in ways that discourage or dampen open discussion (e.g., ignores, interrupts or disregards others' input); may act in ways that instill fear of retribution in others if they complain or speak openly.*

How would you score the behaviors of the main character in this video?

Personal Leadership
Demonstrate Courage

INTERVIEW
QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Challenges the status quo: "the way it has always been done."

Challenges "the way it has always been done" to identify positive changes that improve performance.	Questions "the way it has always been done" to stimulate discussion about change.	Shows limited interest in questioning current procedures or practices; is reactive rather than proactive when improvement opportunities exist.

Takes personal stands on important issues to support company policies and values.

Makes tough or unpopular decisions that promote the best interests of the company, despite the pressures of specific individuals or special constituencies.	Demonstrates willingness to make tough or unpopular decisions in the best interests of the company.	Has difficulty making tough or unpopular decisions (e.g., postpones action, avoids the situation, calls for consensus).

Does what is right, despite personal risk or discomfort.

Never hesitates to do the right thing, no matter how difficult, risky or uncomfortable.	Demonstrates willingness to do what is right despite personal risk or discomfort.	Tries to do what is right, but may show hesitation when faced with personal risk or discomfort; may be deterred or back down too easily.

Is appropriately tough-minded, and willing to make difficult decisions.

Never shies away from tough issues or difficult decisions; can always be counted on to tackle and resolve difficult issues as soon as they arise.	Takes independent initiative to resolve difficult issues and problems when they arise.	Delays action when faced with difficult issues or decisions; may seek direction even for routine matters within current scope of authority and responsibility.

How would you score the behaviors of the main character in this video?

Personal Leadership — **Adapt and Learn**

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Adjusts thinking and behavior when new information and changing situations warrant.

Quickly assimilates and applies new knowledge; shows versatility in adapting to a wide range of new situations and challenges.	Grasps and integrates new information and readily adapts to changing situations.	Struggles to adapt to new information; may adhere to old mindsets and current ways of operating that are no longer effective.

Adapts well to shifting or competing priorities.

Adapts resiliently and resourcefully to shifting priorities and rapid change; and finds creative ways to take advantage of the new opportunities change offers.	Adapts appropriately to competing demands and shifting priorities.	Has difficulty keeping up with new demands and shifting priorities; may spend more time and effort resisting change than dealing constructively with it.

Demonstrates composure and patience under trying circumstances.

Demonstrates a high degree of composure and patience under adverse and trying circumstances; calms others' anxiety and helps them maintain a positive outlook.	Demonstrates an appropriate level of composure and patience and works to maintain a positive outlook under trying circumstances.	Loses composure or confidence when faced with tense or stressful situations, becoming discouraged or letting frustrations show in ways that are not constructive.

Demonstrates a willingness to try new things and tackle new challenges, even at the risk of failure.

Actively pursues new learning opportunities and volunteers to try new things, even when others may hesitate due to the risks of failing.	Demonstrates a willingness to try new things, even at the risk of failure.	Resists or is unwilling to try new things, and/or seems overly concerned about the possibility of failing when a task is unfamiliar.

Seeks feedback to enhance performance.

Actively seeks out feedback from others, even if negative, to try to learn something valuable from every opportunity.	Listens to and accepts feedback from others, even if negative.	Readily dismisses or seems to ignore feedback from others that is less than positive.

Accurately appraises own strengths and weaknesses.

Demonstrates keen awareness and objective and insightful assessment of own strengths and development needs.	Demonstrates awareness of own capabilities and development needs.	Shows little insight into own strengths and weaknesses; avoids, ignores or discounts the evaluation of others.

Actively plans and pursues self-development.

Identifies and pursues a wide range of development opportunities (e.g., challenging assignments, reading, education and training, coaching) and actively applies new skills on the job.	Prepares meaningful development goals and plans to continue to learn and grow; pursues recommendations that are offered.	Rarely seeks out opportunities to develop and apply new skills; prepares development plans only if required.

How would an expert score the main character in the Mid-Level Leader videos?

Find below the answers for each video:

Highly Effective (5)	
Meets Expectations (3)	
Needs Development (1)	

Thought Leadership

VIDEO MLL 1 — Make Sound Decisions
- Focuses on important information without getting bogged down in unnecessary detail. — 4
- Probes and looks past symptoms to determine the underlying causes of problems and issues. — 5
- Brings to bear the appropriate knowledge, information, and expertise in making decisions. — 3
- Makes decisions in the face of uncertainty. — 3

VIDEO MLL 2 — Act Strategically
- Recognizes underlying patterns and interconnections among different ideas, issues and events. — 3
- Integrates and balances big-picture concerns with day-to-day activities. — 3
- Conveys a thorough understanding of own area's strengths, weaknesses, opportunities and threats. — 3
- Evaluates and pursues initiatives, opportunities and priorities based on their fit with organizational strategies. — 3

VIDEO MLL 3 — Use Financial Data
- Understands key financial indicators and the drivers of financial performance. — 5
- Makes prudent decisions regarding expenditures. — 4
- Draws accurate conclusions from financial and quantitative information. — 5
- Accurately forecasts costs and revenues. — 4

VIDEO MLL 4 — Display Global Awareness
- Keeps up with global trends and events, especially those that impact the business. — 4
- Shows respect for people from different countries, cultures and ethnic groups. — 2
- Takes cultural and geographic differences into account when making plans and decisions. — 3
- Works effectively across organization and geographic borders. — 3

VIDEO MLL 5 — Understand the Market
- Demonstrates understanding of customer industries, including their markets and consumers. — 5
- Stays abreast of key competitor actions and their implications for the business. — 3
- Recognizes and supports opportunities to build business with existing and new customers. — 5
- Understands the unique features of different geographic markets and the need to adapt to them. — 3

VIDEO MLL 6 — Meet Customer Needs
- Identifies and anticipates customer requirements, expectations and needs. — 5
- Creates systems and processes that make it easy for customers to do business with the company. — 3
- Ensures that customer issues are resolved. — 3
- Tracks performance against customer requirements using existing tools. — 5

VIDEO MLL 7 — Think Creatively
- Approaches problems with curiosity and open-mindedness. — 4
- Identifies new cost saving or revenue opportunities. — n/a
- Promotes new ways of looking at problems and processes. — 4
- Generates innovative ideas and solutions to problems. — 4

Results Leadership

VIDEO MLL 8 — Build Realistic Plans
- Defines clear goals and desired outcomes for new initiatives and assignments. — 5
- Identifies action steps needed to accomplish objectives. — 5
- Prepares realistic estimates of resource requirements (e.g., budget, headcount) needed to accomplish team or work group objectives. — 3
- Identifies risks and develops mitigation plans to address them. — 5
- Establishes clear, realistic timelines for goal accomplishment. — 5

VIDEO MLL 9 — Show Drive and Initiative
- Does not easily give up in the face of unexpected obstacles. — 4
- Sets high standards of performance for self and others. — 3
- Puts in extra effort and work to accomplish critical or difficult tasks. — 3
- Tackles tough challenges or problems quickly and directly. — 5

VIDEO MLL 10 — Manage Execution
- Maintains a clear focus on priorities while juggling many demands. — 4
- Delegates assignments to the lowest appropriate level. — 3
- Monitors progress of others and redirects efforts when goals change or are not met. — 4
- Holds people accountable for achieving their goals. — 3

People Leadership

VIDEO MLL 11 — Establish Relationships
- Relates to others in an accepting and respectful manner regardless of their organizational level, personality or background. — **3**
- Maintains positive relationships even under difficult or heated circumstances. — **2**
- Treats others fairly and consistently. — **3**
- Expresses own viewpoints tactfully to avoid creating unnecessary conflict. — **3**

VIDEO MLL 12 — Foster Open Communication
- Conveys spoken information clearly and concisely. — **3**
- Listens carefully and attentively to others' opinions and ideas. — **4**
- Encourages others to share information and viewpoints frankly and openly. — **5**
- Proactively shares timely updates and information with relevant parties. — **4**

VIDEO MLL 13 — Promote Collaboration
- Discourages "we vs. they" thinking. — **3**
- Appropriately involves others in decisions and plans that affect them. — **3**
- Works to remove barriers to collaboration. — **2**
- Seeks to understand and address the concerns and interests of others with opposing viewpoints. — **2**

VIDEO MLL 14 — Build Support
- Provides sound rationale for recommendations. — **5**
- Ensures that own positions address others' needs and priorities. — **5**
- Asserts own positions and ideas with confidence and conviction. — **5**
- Recognizes and overcomes resistance to change efforts. — **5**
- Gains the support of key stakeholders. — **5**

VIDEO MLL 15 — Develop Others
- Identifies the key capabilities required for successful job performance. — **3**
- Provides honest, helpful feedback to others on their performance. — **3**
- Helps others identify and address their development objectives. — **4**
- Promotes sharing of expertise and a free flow of learning across the organization. — **n/a**
- Ensures that everyone in the work group is developing to their potential. — **3**

VIDEO MLL 16 — Motivate Others
- Conveys confidence in others' ability to do their best. — **3**
- Encourages others to set challenging goals and high standards of performance. — **3**
- Fosters a sense of energy, ownership and personal commitment to the work. — **3**
- Celebrates and rewards significant achievements of others. — **2**

VIDEO MLL 17 — Develop Teams
- Clarifies individual roles and contributions to team efforts. — **3**
- Unifies the team around shared goals and priorities. — **3**
- Appreciates and leverages the diverse capabilities of team members. — **n/a**
- Encourages open discussion and constructive debate on controversial issues. — **4**
- Helps resolve conflicts and works through differences among team members. — **4**

Personal Leadership

VIDEO MLL 18 — Establish Trust
- Exemplifies company values and the highest standards of ethics and integrity. — **4**
- Shows consistency between words and actions. — **n/a**
- Accepts responsibility for own actions and mistakes and those of his/her people. — **3**
- Confronts actions that are or border on the unethical. — **5**
- Creates an environment in which others can talk and act without fear of repercussion. — **3**

VIDEO MLL 19 — Demonstrate Courage
- Challenges the status quo: "the way it has always been done." — **4**
- Takes personal stands on important issues to support company policies and values. — **5**
- Does what is right, despite personal risk or discomfort. — **4**
- Is appropriately tough-minded and willing to make difficult decisions. — **4**

VIDEO MLL 20 — Adapt and Learn
- Adjusts thinking and behavior when new information and changing situations warrant. — **3**
- Adapts well to shifting or competing priorities. — **3**
- Demonstrates composure and patience under trying circumstances. — **4**
- Demonstrates a willingness to try new things and tackle new challenges, even at the risk of failure. — **3**
- Seeks feedback to enhance performance. — **4**
- Accurately appraises own strengths and weaknesses. — **4**
- Actively plans and pursues self-development. — **3**

What is a behavioral anchored interview?

A behavioral anchored interview is a thorough, planned and systematic way to gather and evaluate information about what candidates have done in the past to show how they would handle future situations. These types of questions allow the candidate to describe what they actually did at an identified point in time and it allows you to "see" the candidate in action. The best predictor of future behavior is past behavior and utilizing behavioral anchored interview questions and probes allows you to gather and assess this information. A behavioral anchored interview doesn't want to ensure the objectivity but to reduce the subjectivity in selection decision making.

What's the process to complete a behavioral anchored interview?

STEP 1

Preparing for the Interview

Review the expectations of the target role, candidate resume/CV and interview questions in the next sections (level specific) in order to prepare for the interview.

STEP 2

Opening and Structuring the Interview

Greet the candidate and share the objectives of the interview. Once you complete the introductions you should use a structuring statement to ensure the objective is clear. Here is an example:

> *"Well, let's get started here. As you know, you are interviewing for the position of_____. I want to find out as much as I can in the next 90 minutes about the skills you have for this position. At the end of the interview, I will tell you about the job and you can ask any additional questions. I will be taking notes throughout the interview in order to capture your responses accurately. Why don't we begin…."*

STEP 3

Facilitate the Interview

Utilize behavioral anchored interview questions to gather information and document the examples provided. You will also answer questions related to the role and the organization sharing some of the benefits, opportunities and challenges.

STEP 4

Closing and Evaluating Behaviors

It is important to close the interview in a concise manner sharing the next steps in the process. Here is an example:

> *"I would like to thank you for taking the time to interview with me today. I was able to learn about your career interests and experience and hope that I have answered your questions about the role and organization. We will contact you in one week to inform you of our decision."*

In order to effectively evaluate the candidate, review the competencies, your interview notes, performance standards and record an overall rating.

For additional information and guidance, please see your
Leadership and Organizational Development Representative

Behavioral Questions

to explore behaviors, support the selection and coach a Mid-Level Leader

To customize your interview guide, select your pages by clicking on the pdf icon located in the upper right hand corner of your screen.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Make Sound Decisions

1. Tell me about the last time you had to make a difficult decision based on a lot of information in a short amount of time.

- What was the situation?
- What information did you have to gather and from where?
- What stuck out as the most critical information?
- What people did you have to involve?
- How did you ensure you correctly analyzed the problem?
- What solutions did you consider? Which one did you choose?
- What was the outcome?

2. Tell me about the most recent problem or issue where you had to look past the immediate symptoms to determine the underlying causes or conditions.

- What was the problem or issue?
- Describe the immediate or obvious symptoms.
- What approach did you use to gather and analyze the problem or issue?
- What did you find?
- What was the result?

3. A lot of times we have to make a decision with less than perfect information, either because the information is not available or there is not enough time. Think of the last time when you made the best possible decision despite less than perfect conditions.

- What was the situation and the decision?
- What were the limitations or conditions that required you to make a less than perfect decision?
- What trade-offs did you make?
- What alternatives did you consider?
- How did you make your decision?
- What was the result?

4. Tell me about a recent decision where you had to draw significantly on your own or others' experiences.

- What was the nature of the decision?
- What experience did you bring to the problem?
- Who did you draw upon?
- How did you choose these people?
- How did you pull all the information or people together?
- How did you make the final decision?
- What was the result?

VIDEO MLL 1

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Act Strategically

1. Describe a situation when it was most critical for you to have a clear understanding of your work unit or organization's strategy.
- What was the situation?
- Why was an understanding of the work unit or organization's strategy critical?
- What did you have to do?
- How well did you understand the strategy? Were you able to articulate the strategy?
- What was the outcome?

2. Tell me about the most recent competitive strategy that your work unit formulated.
- What was the situation?
- Who were your competitors? How did you match up with them?
- What strategies did you formulate to take advantage of the match-up?
- What did you do to address the areas of improvement?
- How did you shape your future strategy to remain competitive in the long term?
- What was the outcome?

3. Tell me about the last time you proactively evaluated your external business environment.
- What led you to conduct an external environment scan?
- What were the emerging market needs and opportunities?
- What future developments in the market did you identify?
- How did you use the information gathered?
- What strategies did you develop and implement?
- What was the outcome?

4. Tell me about the most difficulty you had trying to decide whether you should implement an initiative you liked, even though it wasn't fully aligned with the organization's strategy.
- What was the initiative? What did you like about it?
- How was the initiative in conflict with the broader organizational strategy?
- What were the pros and cons of the initiative?
- What did you do?
- Did you implement the initiative? Why/Why not?
- What was the outcome?

VIDEO MLL 2

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Use Financial Data

1. Tell me about the most recent decision you had to make that required a review of some financial data.

- What was the decision you had to make?
- What financial data did you have to review?
- What did you conclude from the data?
- What was your decision? What was the rationale behind your decision?
- What was the outcome?

2. Tell me about the last time you underestimated the costs and expenses required for a project you managed.

- What was the project? What was your role in the project?
- What was your estimated cost and expenses? How did you come up with those figures?
- How were the actual costs and expenses incurred?
- What caused the costs and expenses to run above your estimate?
- What was the outcome? What would you do differently in the future?

3. Tell me about the last time you were responsible for tracking and reporting costs and expenses.

- What was the situation?
- What were your responsibilities?
- What financial metrics and tools did you use?
- How did you track the costs and expenses information?
- What did you do when the figures veered off the forecasted numbers?
- What did you accomplish?

4. Describe the last time you identified a way to help your business unit/organization identify costs.

- What was the situation?
- How did you identify the costs?
- What did you do with the information?
- What was the impact?

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Display Global Awareness

1. Tell me about the last time you needed to review and/or learn more about global developments that could impact the business or industry you are in.
- How did you identify that this was an area where you needed information/expertise?
- What did you do to gather relevant information?
- What did you learn from your review/investigations?
- What implications did you identify for the business, organization and/or your work unit?

2. Tell me about the last time you recognized that a global event would greatly impact your industry, organization or work unit.
- What was the global event?
- What impact did you think the event would have on your industry/organization/work unit?
- What steps did you identify to respond to the impact?
- How did you carry those steps out?
- What was the outcome? What impact did the event really have?

3. Tell me about the time you had to most significantly adapt your business practices or interpersonal style because of a global project that you were working on.
- What was the project? What was your role?
- What did you have to change or adapt? Why?
- What difficulties did you face? How did you overcome them?
- What did you learn from this experience?
- What was the outcome of the project?

4. Tell me about the biggest challenge you have encountered while working on a global initiative.
- What was the initiative? What was your role?
- How did you prepare yourself for the role/work?
- What was the biggest challenge you encountered? What was the source of the challenge?
- What steps did you take to overcome the challenge?
- What did you learn?
- What did you do to anticipate and manage future challenges?

5. Describe the biggest challenges you find in working with people from different countries.
- What was the challenge?
- Where they were different?
- How you managed differences?
  Tell me about plan/ decisions you've put in place when people from different cultures were involved.
- Who were these people?
- What were the important aspects to be taken in consideration?

6. In dealing with your business tell me the last time you had to take in consideration global trends and activities.
- What was the situation?
- What trend was taken into consideration?
- How did you learn this trend?

VIDEO MLL 4

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Understand the Market

1. Tell me about a time when you built business with a customer, new or existing.
- How did you identify the opportunity?
- What did you do to get an audience with the customer?
- What were the more difficult questions they raised and how did you address them?
- How did you sell the business within your organization?
- What was the outcome for your company and your customer?

2. Describe a time when you've worked with a customer in a market outside your own culture.
- What was the situation/what were you trying to achieve?
- What did you do to learn about differences and common use?
- How did you apply what you learned?
- What surprises/misunderstandings did you encounter and how did you handle them?
- What was the outcome?

3. Tell me about a time when you were effective anticipating a competitors actions
- What was the situation?
- How did you go about identifying the potential impacts?
- How did you position your thoughts/analysis so the organization could be prepared?
- What was the outcome?
- Can you please describe to me some competitors you had in your experience?

VIDEO MLL 5

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Meet Customer Needs

1. Describe the last time you successfully contributed to improving a client deliverable.
- What was the deliverable?
- Who identified the need for improvement?
- What were your specific contributions?
- What was your role in the implementation phase?
- What was the outcome? What was the impact on clients?

2. We all have customers, internal or external, we deal with regularly. These customers' needs are not always obvious at first. Tell me about a time you were effective at identifying a customer's needs that were not immediately obvious.
- What was the situation?
- How did you go about identifying these needs?
- What obstacles did you face in identifying the customer's needs?
- How did you position your idea/service/assistance to meet those needs?
- How did the customer respond?
- What was the outcome?

3. Tell me about the situation that best demonstrated your commitment to meeting customer needs.
- What was the situation? What were the customer's needs?
- What action did you take?
- How did the customer react?
- What results did you accomplish?
- What impact did your actions have on your customer?

4. Tell me about the time you provided the most effective intervention to a problem that a customer was facing?
- What was the situation?
- How did you become aware of the situation?
- Describe the steps that you took to better understand the situation, needs and desired outcomes.
- How did you choose the particular intervention?
- What did you do?
- What was the outcome for the customer?
- What was your customer's response to your approach/efforts?

VIDEO MLL 6

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Think Creatively

1. Tell me about the last time you came up with a creative, new idea to impact your/your team's performance.
- What was the idea? What impact on performance did it have?
- How did you come up with the idea?
- What steps did you take to implement the idea?
- What was the result?

2. Describe the most recent actions you have taken to promote innovation among your team or department.
- What was the situation? Why was it important to promote innovation?
- What did you do to encourage creative ideas and smart risk taking?
- What barriers in the environment did you have to overcome?
- What was the impact of your actions?

3. Tell me about the last time you were challenged to come up with an innovative idea or novel solution to a problem.
- What was the situation?
- What was the challenge about?
- How did you meet the challenge?
- What innovative idea did you come up with?
- What outcome(s) did you accomplish?

4. Tell me about the last time you challenged your team to look at a problem differently and experiment with new ideas.
- What was the situation?
- What made you challenge your team to engage in innovation?
- How did you present the challenge?
- How did you help each other work through your novel ideas?
- What outcome(s) did you accomplish?

VIDEO MLL 7

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Results Leadership
Build Realistic Plans

1. Tell me about the biggest event, project or program that you were held responsible for planning.
- What was the timeline for the project, and how did you plan and organize your time?
- What were the objectives?
- What steps were involved in completing the project?
- What resources did you require?
- What roadblocks or obstacles did you anticipate?
- What obstacles did you actually encounter? How did you address them?
- Who did you involve during the course of the project?
- How did you ensure that others understood what was required of them?
- What was the final outcome?

2. Even the best and most detailed plans can encounter unexpected obstacles. Tell me about a plan or initiative that you led that encountered a significant obstacle such as a person who did not buy in, unexpected events or changes, etc.
- What was your plan?
- What obstacle(s) did you encounter?
- How did others contribute? React?
- What did you do?
- What was the result?
- What did you learn from the situation?

3. Tell me about the most significant business strategy or initiative where you were responsible for planning the implementation.
- What was the strategy?
- What were the planned objectives or outcomes?
- Who did you involve as you worked through the plan?
- What action steps were included? Give examples.
- What resource needs did you include in the plan?
- How were staff and financial needs outlined? Give examples.
- What did you do to ensure that your time frames, cost quotes, staffing and other resources were accurate?
- What interdependencies with other groups were built into the plan?
- What obstacles did you anticipate? How did you plan to overcome those obstacles?

4. Describe the initiative that you've planned most recently, and what you did.
- What goals and objectives did you set, and what metrics did you plan to evaluate its success?
- What roles, structures and processes did you plan?
- What other functions, locations and/or businesses across the organization were impacted?
- Who were the key stakeholders whose support you needed to approve the plan?
- How did you address their concerns, overcome their resistance, and/or gain their commitment to the plan?

VIDEO MLL 8

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Results Leadership
Show Drive Initiative

1. Tell me about the most challenging assignment you have ever been given.
- What made it challenging?
- What were the expectations, and how were those expectations set?
- What did you do to meet those expectations?
- Specifically, what steps or actions did you take?
- What obstacles or setbacks did you encounter along the way?
- What did you do to overcome them?
- What did you have to compromise (if anything) to achieve success?

2. Describe a recent situation when you went beyond the requirements of your job to accomplish a goal or objective.
- What was the situation?
- How did the need for extra effort arise?
- Specifically, what steps or actions did you take?
- What obstacles did you encounter?
- How did you work around them?
- Who else was involved?
- How did you communicate the importance of this to them?
- How did you get feedback on this?
- How did the situation turn out?

3. Tell me about the most recent situation where you were involved in a project, part of a project, or an initiative that was "bogged down" or delayed.
- What was the situation?
- What outcomes were in jeopardy?
- What did you do?
- How successful was the project?
- What was the final outcome of the project/initiative?

4. Describe a recent situation where you took the initiative to resolve a problem that was affecting many people.
- What was the situation?
- How did the problem affect you and others?
- How did you decide to address the problem?
- What steps did you take to resolve the problem?
- What was the outcome?

VIDEO MLL 9

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Results Leadership
Manage Execution

1. Tell me about the biggest project that you were held responsible for implementing.
- What was the project?
- What steps were involved in implementing the project?
- Who did you have to involve (e.g., other units, peers) in implementing the project? How did you coordinate your work?
- What obstacles did you encounter? How did you address them?
- What was the outcome of the project?

2. Tell me about the last time you successfully assigned a task/project to someone else.
- What was the task/project?
- How did you select the person to whom you assigned the task?
- How did you ensure that the person understood what was required of him/her?
- What assistance or resources did you offer?
- How did you ensure the task was accomplished correctly?
- What was the outcome?

3. Tell me about the most complex initiative your team/department/functional area implemented.
- What was the situation and initiative?
- What was your role?
- What action steps were followed? Give examples.
- What resources did you personally work with?
- What roadblocks or obstacles did you encounter, and how did you address them?
- What interdependencies with other groups were built into the initiative?
- What steps did you follow to monitor progress and keep the initiative on track?
- What was the final outcome?

4. Tell me about the time you had the most difficulty managing a team toward the accomplishment of an organizational goal.
- What was the organizational goal?
- How did you develop your plan of execution?
- What obstacles did you encounter?
- What actions did you take to overcome the obstacles?
- What did you do to ensure that the team continued to stay on track and was held accountable for achieving results?
- What was the outcome?

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

VIDEO MLL 10

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Establish Relationships

1. **Describe the most difficult working relationship you have had with a co-worker.**
- Describe what contributed to making it difficult.
- How did you attempt to build trust?
- How did he/she react?
- What was the outcome?

2. **Describe the time you felt best about relating to a person or group from a different level, personality or background.**
- What was the situation? What differences existed between you and others?
- What did you do to convey acceptance of others?
- What reaction(s) did you get?
- What was the final result in your working relationship in this situation?

3. **Tell me about the last time you proactively approached a co-worker to establish and cultivate a relationship.**
- What was the situation?
- How did you approach the person?
- How did you demonstrate your interest in getting to know him/her and understanding his/her business needs?
- How did you follow up on your initial meeting?
- What is your relationship with the person now?

4. **Describe the time you most successfully resolved a disagreement with a colleague.**
- What was the disagreement?
- What was your point of view on the issue?
- What steps were taken to resolve the conflict?
- What was your role in resolving the conflict? What role did your colleague play?
- How satisfied were both of you with the solution?

VIDEO MLL 11

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Foster Open Communication

1. Describe the most recent time when you were leading a project where it was important for everyone to gain the most up-to-date information about the project status.
- What was the situation?
- Why was it critical for others to obtain timely updates?
- What did you do to proactively share timely information and updates?
- How did people respond to your information?
- What was the outcome?

2. Tell me about the last time you encouraged others to share their viewpoints about an issue that could have an affect on them.
- What was the situation? What was the issue?
- What made you decide to involve others and allow them to share their viewpoints first?
- How did you make it comfortable for them to share their true feelings and viewpoints?
- What did you do with the information?
- What was the outcome?

3. Tell me about the last time you openly shared information or positions with others on a potentially controversial subject.
- What was the situation and the information or positions?
- How did you present the information or positions?
- What was the reaction?
- What was the result?

4. Tell me about the time you were most successful in providing a safe environment for others to openly express their viewpoints.
- What was the situation?
- What steps did you take to ensure that people could communicate fearlessly?
- How did you encourage others to share their viewpoints?
- How did you use the information and different viewpoints gathered?
- What results did you accomplish?

VIDEO MLL 12

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Promote Collaboration

1. Tell me about the most challenging time when you and your team members did not see eye-to-eye on an approach and how you attempted to resolve the disagreement.
- What was the disagreement?
- How did you share your disagreement with others?
- How did you facilitate discussion about the disagreement?
- What steps did you take to resolve the disagreement?
- What was the outcome?

2. Tell me about the last time you took the initiative to bring a team together and encouraged the members to work collaboratively.
- What was the situation?
- How did you go about taking control of the team?
- How did you coordinate and encourage them?
- What obstacles did you face?
- How did they respond to your efforts?
- What was the outcome?

3. Tell me about the most difficult team you have had to work with where there was a lot of conflict or disagreement between group members.
- What was the team's purpose and goal?
- What was the nature of the conflict and disagreement? What impact did this have on the team's effectiveness?
- What were the critical issues that drove conflict?
- What was your role in the team?
- What things did you say or do to resolve or reduce the conflict and disagreement?

4. Tell me about the last time you involved your team in a decision that could have an affect on them.
- What was the situation? What decision did you have to make?
- What made you decide you should have the team share their viewpoints first?
- How did you make it comfortable for them to share their true feelings and viewpoints?
- What did you do with the information?
- What was the outcome?

VIDEO MLL 13

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Build Support

1. Tell me about the most challenging time you had to obtain support or commitment for a project or effort/initiative.
- What was the situation?
- What made it challenging?
- From whom did you need to obtain support or commitment?
- How did you approach them?
- What specifically did you say and do to gain their support?
- What were the results of your attempt at obtaining support or commitment?
- How, if at all, has this attempt to gain support influenced your relationship with others?

2. Tell me about the most skeptical audience you had to persuade to commit to a course of action.
- Why did you need to convince these people?
- What approaches did you use to try to influence them?
- Which approach was most effective? Why?
- What points of resistance did they raise?
- How did you address them?
- What was the outcome?

3. Describe the last time you had a great idea that you needed to "sell" and get others to support.
- What was the situation? What was the idea?
- Whose buy-in and support did you need?
- How did you "sell" the idea?
- What were the stakeholder needs and concerns that you addressed?
- What did you do to convince them of the benefits/value of your idea and gain their support?
- What was the outcome?

4. Tell me about a time when you were not successful in persuading a skeptical audience to commit to a course of action at first, but then you were eventually able to convince.
- Why did you need to convince these people?
- What approaches did you use to try to influence them?
- What early points of resistance did you face? How did you address them?
- Why weren't you successful at the first opportunity?
- How did you overcome the resistance?
- Why was the second approach more effective?
- What was the outcome?
- What did you learn from the experience?

VIDEO MLL 14

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Develop Others

1. **Tell me about a time when you were particularly successful in suggesting, recommending, or delegating assignments or opportunities that addressed another person's development needs.**
   - What areas did the employee need to develop?
   - How did you identify those needs?
   - What were the opportunities you presented to the employee?
   - How did you identify these opportunities?
   - How did the employee follow through and take advantage of these assignments and/or opportunities?
   - What impact did your guidance have on the employee?

2. **Describe your last effort in promoting the sharing of expertise within the organization.**
   - What prompted you to take action?
   - What did you do to encourage people to share expertise upward, downward and across functional areas?
   - How did you make it attractive for people to share their experience broadly?
   - How did people respond to the effort?
   - What did you accomplish?

3. **Tell me about the toughest performance feedback you have ever had to deliver.**
   - What was the situation?
   - How did the situation come to your attention?
   - After first becoming aware of the problem, how long did you wait before taking any action?
   - What did you say when you delivered the feedback? (Ask him/her to quote what he/she said.)
   - How did the person respond?
   - What made this the most difficult feedback you have had to deliver?
   - What follow-up actions, if any, did you arrange?
   - What was the impact on the person's performance?

4. **Describe the time you were most successful at helping a direct report or co-worker improve his or her work performance.**
   - What was the situation?
   - What prompted you to intervene?
   - What specifically did you do to coach the individual, and what was his/her reaction to your feedback?
   - What made this your most successful example?
   - What was the outcome?

VIDEO MLL 15

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Motivate Others

1. **Tell me about the most challenging time when you had to lead by example during a difficult project or initiative in order for the group to succeed, even though you and others on the team didn't fully agree with the direction or practices.**
   - What was the organization's direction or practices?
   - Why was the project or initiative a challenge?
   - What was your approach to getting others' commitment?
   - What was the final outcome?

2. **Describe your biggest challenge in motivating your group to achieve a significantly higher level of performance than they had previously achieved.**
   - What did you do to get their attention?
   - What did you do or say to get them motivated?
   - (If still unaddressed) How did you show the value of higher performance to them?
   - Was everyone prepared for this change? If not, how did you prepare them?
   - What other kind(s) of support or assistance was needed?
   - What led you to believe that you were effective?

3. **What are the most recent processes you have implemented to make work enjoyable and motivating for others?**
   - Describe the process(es).
   - What did you do?
   - How did you come up with the idea(s)?
   - What feedback have you received from others?
   - How often do you do this?

4. **Tell me about the time it was most important for you to bring about extra effort from others.**
   - Describe the situation.
   - What made the extra effort important?
   - How did you approach it?
   - What specifically did you say and do to motivate others?
   - What was the result?

VIDEO MLL 16

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Develop Teams

1. Tell me about a time when you've had to bring a team together around common goals?
- What was the situation?
- What did you do to unite the team?
- Did you encounter resistance from any of the team members? How did you overcome it?
- What was the result?

2. Not everyone on a team brings the same perspective. Talk to me about a time when you had a team where there was significant disagreement.
- What was the situation?
- What did you do to help the team resolve the conflict?
- Did it work? If so, what was the outcome?
  If not, what was the outcome, what did you learn and what would you do differently next time?

3. Tell me about the most challenging team/project you have managed in your experience.
- Everyone brings different skills to the table. Describe how you have made the most of the skills on your team?
- Describe the situation
- What did you do to leverage the different capabilities on the team?
- How did you recognize and build on the capabilities of the team?

4. Tell me about a time when you had to resolve a disagreement between two or more direct reports or co-workers.
- What was the issue?
- Walk me through, step by step, how you addressed it.
- What were the results?

5. Tell me about a time when you were facilitating a group that was having difficulty reaching a consensus.
- What was the situation?
- What was your role in the group?
- How did you handle the situation?
- What was the outcome?

6. Tell me about the most difficult time you have had pulling a group together to accomplish a goal.
- What was the situation?
- Why was it so difficult?
- What approach did you use to try to pull them together?
- What skills or resources were lacking? How did you handle that?
- What barriers did you encounter? How did you address them?
- What was the outcome?

VIDEO MLL 17

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Personal Leadership
Establish Trust

1. **Tell me about the most recent time when you were adamant in standing up for what you believed in even though you were pressured to conform to a group consensus you felt was unethical.**
   - What was the situation?
   - What gave you to courage to stand up for your own beliefs?
   - What did you do to uphold your beliefs?
   - How did you manage the pressure from others?
   - How was the situation resolved?

2. **Tell me about a time when you had access to sensitive information and had to act on the situation, but did not want to break the confidence of your source.**
   - What was the situation?
   - What did you say to the person?
   - How did you handle the situation?
   - What was the outcome?

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

4. **Describe the last situation you faced in which you could be rewarded for compromising your integrity.**
   - What was the situation?
   - What were you asked to do?
   - How did you respond to the request? Why did you choose to do so?
   - What was the outcome of this situation?

VIDEO MLL 18

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Personal Leadership
Demonstrate Courage

1. Tell me about a time when you challenged the "status quo"
- What was the situation?
- What did you do?
- What resistance did you encounter? How did you handle it?
- What was the outcome?

2. Tell me about a tough/unpopular decision you made in support of company values or policy?
- What was the situation?
- What decision did you make? Context – why was it tough/ unpopular?
- What did you do to gain acceptance of the decision?
- How did you handle the resistance?
- What was the outcome?

3. Tell me about a time when you had to make a difficult decision to do the "right thing"
- What was the situation? What made the decision difficult?
- What did you do? What were the consequences and what did you do in response to them?
- What was the outcome?

4. Describe for me the most significant change in the organization you have initiated in the last few years
- What did you do to build support for it?
- How did the organization and others impacted by the change react?
- What is the most significant resistance you encountered? How did you handle it?
- How successful is this change viewed?

5. Tell me about a recent situation where you took a significant risk in making a decision or advocating an unpopular position
- What was the issue?
- What about it posed a risk to you? How significant was the risk?
- What led you take the risk?
- How did you handle the situation?

VIDEO MLL 19

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Personal Leadership
Adapt and Learn

1. Tell me about a time you had to shift priorities or adjust plans to respond to a crisis situation.
- What was the situation?
- How and when did you find out about the crisis?
- What did you do to respond to the crisis?
- What did you do to adjust to the changing priorities?
- What was the outcome?
- What impact did the crisis have on your other work?

2. Tell me about the last time you asked someone for feedback even though you knew the feedback might be negative.
- What was the situation?
- What was your motivation for seeking the feedback?
- What did you learn?
- What did you do with the feedback you received?
- What behaviors have you changed successfully?

3. Tell me about a situation where you started out with a good plan, but the situation changed such that it became impossible, or virtually impossible, for you to succeed.
- What was your plan?
- How quickly did it change?
- How did you react or respond to the change?
- What was the outcome?

4. Tell me about the last time you volunteered for a task or project because you saw it as an opportunity to develop.
- What was the task or project?
- What made you volunteer?
- What did you have to do?
- What knowledge or skills did you gain from it?
- How did you make sure you learned from the experience?
- How have you applied the knowledge and skills?
- What did you learn from the experience?

VIDEO MLL 20

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

"One key to successful leadership is continuous personal change. Personal change is a reflection of our inner growth and empowerment."

(Robert E. Quinn)

Leading@O-I
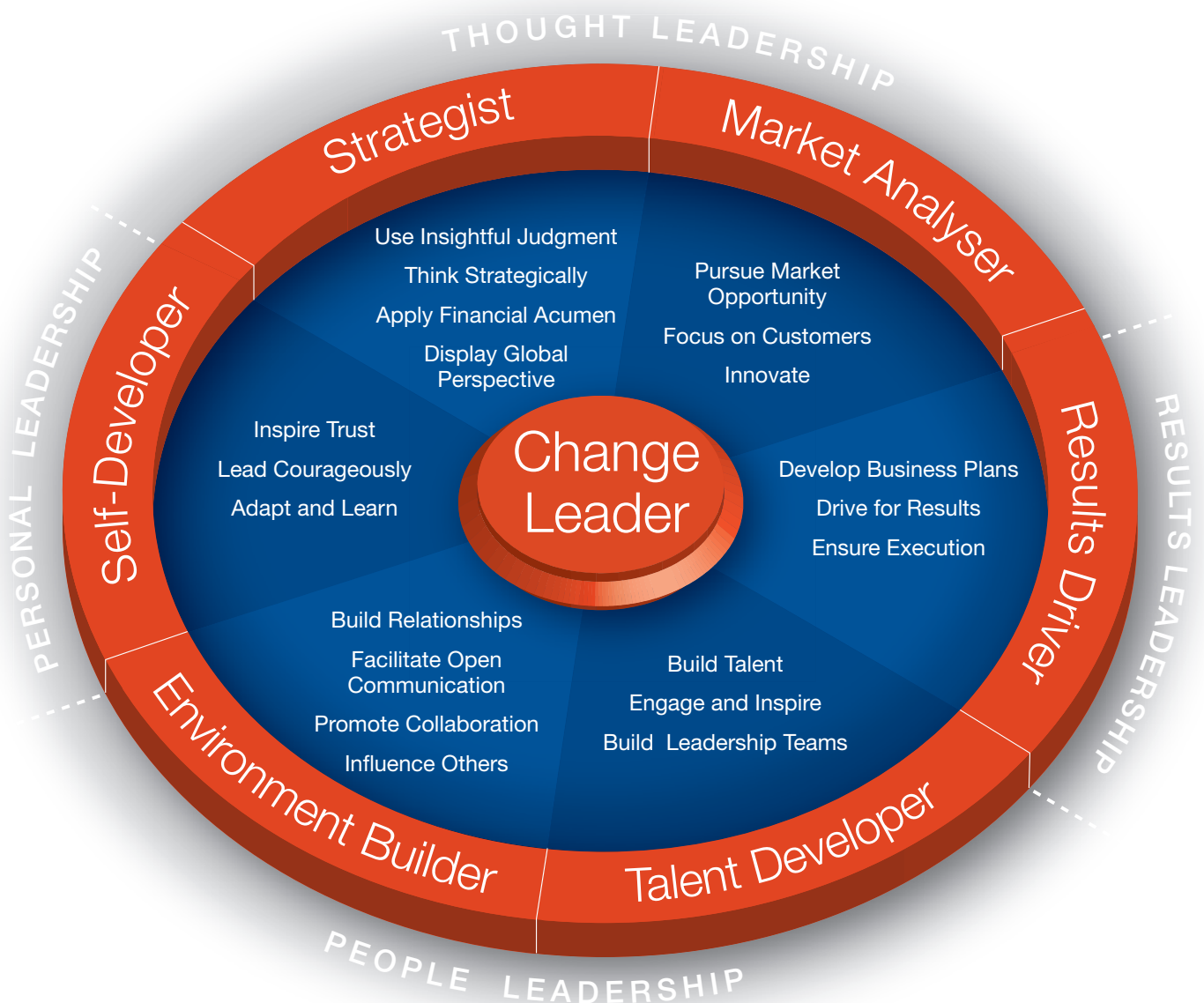# Driving Change

Business Unit Leader

Business Unit Leader

Leadership Competency Model

Leaders with full P&L or functional responsibility
(Country General Manager, Corporate Functional Leaders,
some Regional Functional Leaders...)

THOUGHT LEADERSHIP

PERSONAL LEADERSHIP

RESULTS LEADERSHIP

PEOPLE LEADERSHIP

Strategist
- Use Insightful Judgment
- Think Strategically
- Apply Financial Acumen
- Display Global Perspective

Market Analyser
- Pursue Market Opportunity
- Focus on Customers
- Innovate

Self-Developer
- Inspire Trust
- Lead Courageously
- Adapt and Learn

Change Leader

Results Driver
- Develop Business Plans
- Drive for Results
- Ensure Execution

Environment Builder
- Build Relationships
- Facilitate Open Communication
- Promote Collaboration
- Influence Others

Talent Developer
- Build Talent
- Engage and Inspire
- Build Leadership Teams

◀ **Back to LCM Progression by level**

Thought Leadership

Strategist

Analysis

INTERVIEW QUESTIONS   VIDEO BUL 1

Use Insightful Judgment

- Integrates information from a variety of sources to arrive at optimal problem solutions.
- Probes and looks past symptoms to determine the underlying causes of problems and issues.
- Chooses the best alternative based on consideration of pros, cons, tradeoffs, timing and available resources.
- Makes decisions in the face of uncertainty.

Strategic Thinking

INTERVIEW QUESTIONS   VIDEO BUL 2

Think Strategically

- Considers industry, market and other external business factors when making decisions.
- Pursues organization initiatives that capitalize on organization strengths and counter competitive threats.
- Aligns the strategic priorities of own area with the direction and strategic priorities of the broader organization.
- Creates strategies to balance short-term requirements with long-range business plans.

Financial Acumen

INTERVIEW QUESTIONS   VIDEO BUL 3

Apply Financial Acumen

- Draws accurate conclusions from financial and quantitative information.
- Makes prudent decisions regarding expenditures.
- Prepares realistic estimates of budget, staff and other resources.
- Understands the key drivers of financial performance and manages them to meet short- and long-term goals.

Global Perspective

INTERVIEW QUESTIONS   VIDEO BUL 4

Display Global Perspective

- Takes cultural issues and geographic differences into account when making plans and decisions.
- Anticipates how other cultures/countries will react to the organization's strategies and products.
- Conveys an understanding of the organization's global market position, opportunities, capabilities and competitive threats.
- Helps others to develop a global mindset when looking at issues and problems.

Market Analyzer

Understand the Market

Pursue Market Opportunity

- Has deep insight into consumer and industry trends that impact the business.
- Stays abreast of key competitor actions and their implications for the business.
- Develops strategies to adapt to the unique needs and opportunities of target markets.
- Seizes opportunities to build business with existing and new customers.

Focus on Customers

Focus on Customers

- Identifies and anticipates customer requirements, expectations and needs.
- Fosters a customer-focused environment.
- Ensures that customer issues are resolved.
- Creates systems and processes that make it easy for customers to do business with the company.

Innovation

Innovate

- Generates innovative ideas and solutions to problems.
- Promotes new ways of looking at problems and processes.
- Leverages fresh perspectives, breakthrough ideas and new paradigms to create value in the market.
- Creates an environment that encourages innovation and risk taking.

Results Leadership

Results Driver

Planning

VIDEO BUL 8

Develop Business Plans

- Sees that work and business plans are coordinated and appropriately integrated across work groups.
- Translates broad strategies into specific objectives, metrics, and action plans.
- Prepares realistic business plans that identify and address key assumptions and risks.

Results Orientation

VIDEO BUL 9

Drive for Results

- Establishes aggressive goals for the organization.
- Takes immediate and independent action to resolve issues or problems when they arise.
- Conveys a strong sense of urgency and drives issues to closure.
- Gets results that have a clear, positive and direct impact on business performance.

Managing Execution

VIDEO BUL 10

Ensure Execution

- Delegates assignments to the lowest appropriate level.
- Monitors progress of others and redirects efforts when goals change or are not met.
- Ensures that others have the resources, information, authority and support needed to achieve objectives.
- Holds people accountable for achieving their goals.

People Leadership

Environment Builder

Building Relationships

Build Relationships

- Relates to others in an accepting and respectful manner regardless of their organizational level, personality or background.
- Cultivates networks with people across a variety of functions and locations within the organization.
- Listens attentively and with empathy to concerns expressed by others.
- Maintains positive relationships even under difficult or heated circumstances.

Open Communication

Facilitate Open Communication

- Conveys own view and positions clearly and concisely.
- Listens objectively and attentively to others' opinions and ideas.
- Encourages others to share information and differing viewpoints frankly and openly.
- Fosters and facilitates open channels of communication up, down and across the organization.

Collaboration

Promote Collaboration

- Appropriately involves others in decisions and plans that affect them.
- Addresses and resolves conflict directly and constructively, focusing on issues rather than people.
- Actively pursues opportunities to involve and integrate those from different backgrounds and perspectives.
- Collaborates with others to share information so there are no unnecessary "surprises."

Influence

Influence Others

- Identifies the agendas, concerns and motivations of others.
- Ensures that proposals or arguments are supported by strong logic and a compelling business case, addressing all relevant factors.
- Negotiates persuasively to create win-win solutions for all parties.
- Recognizes and overcomes resistance to change efforts.
- Cultivates networks throughout the organization to garner support and create a foundation for future influence.

People Leadership

Talent Developer

Talent Enhancement

INTERVIEW QUESTIONS · **VIDEO BUL 15**

Build Talent

- Provides feedback, coaching and guidance where appropriate to enhance others' skill development.
- Shapes roles and assignments in ways that leverage and develop people's capabilities.
- Develops successors and talent pools to ensure availability of future talent.
- Actively promotes the recruitment, advancement and success of people from different backgrounds.
- Ensures that everyone in the work group is developing to their potential.

Engage and Inspire

INTERVIEW QUESTIONS · **VIDEO BUL 16**

Engage and Inspire

- Encourages others to set challenging goals and high standards of performance.
- Fosters a sense of energy, ownership and personal commitment to the work.
- Inspires others to stretch beyond what they thought they could do.
- Creates an environment in which performance excellence is rewarded.

Team Development

INTERVIEW QUESTIONS · **VIDEO BUL 17**

Build Leadership Teams

- Builds a strong, diverse team whose members have complementary strengths.
- Unifies the leadership team around shared goals and priorities.
- Facilitates open discussion and constructive debate within the team on controversial issues.
- Helps resolve conflicts and works through differences among team members.
- Encourages and overcomes obstacles to cross-organization teamwork.

Personal Leadership

Self-Developer

Demonstrate Ethics and Integrity

INTERVIEW QUESTIONS   VIDEO BUL 18

Inspire Trust

- Treats others fairly and consistently.
- Models and inspires high levels of integrity.
- Communicates across constituencies without compromising the integrity of the message.
- Has a consistent track record of delivering on commitments.
- Actively creates and maintains a culture that reinforces the values of the organization.

Courage

INTERVIEW QUESTIONS   VIDEO BUL 19

Lead Courageously

- Challenges "the way it has always been done."
- Encourages others to take appropriate risks and helps them deal with the failure of well-reasoned ventures.
- Makes tough decisions and takes principled stands on important issues.
- Demonstrates the courage to do what is right despite personal risk or discomfort.

Adapting and Learning

INTERVIEW QUESTIONS   VIDEO BUL 20

Adapt and Learn

- Responds resourcefully and constructively to new demands, priorities, challenges or obstacles.
- Demonstrates resilience in the face of rejection, setbacks or resistance.
- Seeks feedback to enhance performance.
- Seeks out and learns from others who are different from oneself.
- Accurately appraises own strengths and weaknesses.
- Actively plans and pursues self-development.

What does it mean being a Business Unit Leader as Change Leader ?

Change Leader

The change leader is a role that draws on competencies from each of the other roles and is reflected in the behaviors of each.

Change Leadership

- Pursues initiatives that capitalize on organization strengths and market opportunities and counter competitive threats.

- Identifies the agendas, concerns and motivations of others.

- Ensures that proposals or arguments are supported by strong logic and a compelling business case, addressing all relevant factors.

- Cultivates networks throughout the organization to garner support and create a foundation for future influence.

- Recognizes and overcomes resistance to change efforts.

- Monitors progress of others and redirects efforts when goals change or are not met.

- Encourages others to set challenging goals and high standards of performance.

- Fosters a sense of energy, ownership and personal commitment to the work.

- Inspires others to stretch beyond what they thought they could do.

- Creates an environment in which performance excellence is rewarded.

- Responds resourcefully and constructively to new demands, priorities, challenges or obstacles.

- Demonstrates resilience in the face of rejection, setbacks or resistance.

Videos

Let's observe the Behaviors and Performance Standards

*To know how an expert would score the main character
in the following Business Unit Leader videos,
print pages 180 and 181.*

How would you score the behaviors of the main character in this video?

Thought Leadership
Use Insightful Judgment

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Integrates information from a variety of sources to arrive at optimal problem solutions.

Integrates information from a wide variety of sources to arrive at optimal problem solutions (e.g., focuses on high leverage intervention points, fully addresses all aspects of the issues).	*Incorporates information from a variety of sources to arrive at sound problem solutions (e.g., targets the critical issues).*	*Takes into account information from only a limited range of sources, resulting in solutions that are sometimes off-target, unworkable and/or inadequate.*

Probes and looks past symptoms to determine the underlying causes of problems and issues.

Probes deeply into issues and problems and looks past symptoms to determine their underlying root causes.	*Probes sufficiently into issues and problems to understand some of their underlying causes.*	*Takes issues and problems at face value, failing to recognize their underlying causes.*

Chooses the best alternative based on consideration of pros, cons, tradeoffs, timing and available resources.

Chooses the course of action or alternative that targets the most critical issues and has the greatest impact on the business, while fully considering the pros and cons, tradeoffs, timing and available resources.	*Chooses a course of action or alternative that targets the important issues and has a positive impact on the business, while considering the major pros and cons.*	*Chooses a course of action or alternative that is off-target, fails to address the important aspects of the problem, or has little impact on the business.*

Makes decisions in the face of uncertainty.

Advances problems to the point of resolution despite ambiguity or uncertainty, driving them to closure.	*Makes progress on resolving problems, despite ambiguity or uncertainty, by identifying important intervention points.*	*Makes little progress on resolving problems under conditions of ambiguity or uncertainty (e.g., has difficulty making decisions).*

◀ **Back to Strategist**

How would you score the behaviors of the main character in this video?

Thought Leadership
Think Strategically

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Considers industry, market and other external business factors when making decisions.

Keeps up-to-date on and thoroughly considers industry, market and other external business factors when making decisions.	*Considers market and other external business factors affecting own area when making decisions.*	*Considers mostly short-term tactical issues when making decisions; fails to consider industry, market and other external business factors when making decisions.*

Pursues organization initiatives that capitalize on organization strengths and counter competitive threats.

Is quick to identify and actively pursue initiatives that capitalize on strengths and counter competitive threats.	*Supports and pursues initiatives that build on strengths and counter competitive threats.*	*Misses opportunities to build on strengths and is slow to counter competitive threats.*

Aligns the strategic priorities of own area with the direction and strategic priorities of the broader organization.

Fully aligns the strategic priorities of own area with the direction and strategic priorities of the broader organization.	*Establishes strategic priorities within own area that are generally aligned with the direction and strategic priorities of the broader organization.*	*Pursues priorities within own area with little consideration of their fit with strategic priorities of the broader organization.*

Creates strategies to balance short-term requirements with long-range business plans.

Creates strategies that optimally balance and integrate short-term requirements with long-range business plans.	*Creates strategies that consider both short- and long-term needs.*	*Focuses on the near-term tactical issues without giving full consideration to broad, long-term implications of issues.*

◀ **Back to Strategist**

How would you score the behaviors of the main character in this video?

Thought Leadership
Apply Financial Acumen

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Draws accurate conclusions from financial and quantitative information.

Systematically and consistently draws accurate conclusions from financial and quantitative information.	*Generally draws accurate conclusions from financial and quantitative information.*	*Draws inaccurate conclusions from financial and quantitative information.*

Makes prudent decisions regarding expenditures.

Makes prudent decisions regarding expenditures that effectively balance all considerations (e.g., benefit or payback, cost and impact).	*Makes sound decisions regarding expenditures.*	*Makes questionable decisions regarding expenditures, overlooking some factors (e.g., key budget constraints, precedent, policy, the organization's interests).*

Prepares realistic estimates of budget, staff and other resources.

Prepares realistic estimates of all major budgeting, staffing and resource needs, using all relevant information and based on reasonable assumptions that are neither overly optimistic nor conservative.	*Prepares realistic estimates of most of the major budgeting, staffing and resource needs, using relevant information and based on valid assumptions.*	*Prepares estimates of budgeting, staffing and resource needs that make little use of available information and/or are based on ill-founded assumptions, and so may be off-target.*

Understands the key drivers of financial performance and manages them to meet short- and long-term goals.

Fully understands and insightfully analyzes the key factors that drive financial performance and manages them adeptly to meet and exceed financial goals.	*Understands and explains to others how the company makes money; focuses on and manages the key drivers of financial performance to meet goals.*	*Doesn't fully understand, analyze or explain key financial indicators to others; tends to miss financial targets.*

Back to Strategist

How would you score the behaviors of the main character in this video?

Thought Leadership
Display Global Perspective

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Takes cultural issues and geographic differences into account when making plans and decisions.

Fully addresses and effectively leverages important cultural and geographic differences when making plans and decisions.	*Considers important cultural issues and geographic differences when making plans and decisions.*	*Neglects to consider cultural issues and geographic decisions when making plans and decisions.*

Anticipates how other cultures/countries will react to the organization's strategies and products.

Modifies or adjusts business practices to take into account the unique business dynamics within a country in order to optimize business success in that market.	*Shows an understanding of the unique business dynamics within a country that would affect doing business in that market.*	*Discounts or downplays the unique business dynamics within a country when pursuing or conducting business in that market.*

Conveys an understanding of the organization's global market position, opportunities, capabilities and competitive threats.

Demonstrates a thorough understanding of the organization's position within the global marketplace, including its unique opportunities, capabilities and competitive threats.	*Demonstrates a general understanding of the organization's position within the global marketplace.*	*Shows little understanding of the organization's position within the global marketplace.*

Helps others to develop a global mindset when looking at issues and problems.

Coaches others to develop a global mindset and to take a global perspective when looking at issues and problems.	*Encourages others to think about global implications when looking at issues and problems.*	*Misses opportunities to help others develop a global mindset when looking at issues and problems.*

How would you score the behaviors of the main character in this video?

Thought Leadership
Pursue Market Opportunity

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Has deep insight into consumer and industry trends that impact the business.

Shows keen insight into all the trends, factors and events that shape the industry, impact target market and affect the consumer (e.g., technological, social, economic, political, demographic, etc.).	*Demonstrates awareness of the most relevant trends and events that shape the industry, impact target markets and affect the consumer.*	*Does little to stay abreast of important trends and events that shape the industry, impact target markets or affect the consumer.*

Stays abreast of key competitor actions and their implications for the business.

Closely tracks and often anticipates the actions of key competitors in the industry, fully realizing their implications for business.	*Stays abreast of the actions of key competitors in the industry and understands their implications for the business.*	*Shows insufficient concern for the actions of key competitors or understanding of their implications for the business.*

Develops strategies to adapt to the unique needs and opportunities of target markets.

Conveys a deep understanding of the business dynamics (e.g., market needs, marketing practices, labor practices, legal issues, etc.) in target countries and how the organization must change its own business practices to adapt.	*Shows an understanding of most of the key business dynamics in target countries and the general ways that the organization must change its business practices to adapt.*	*Shows little understanding of even the most obvious business dynamics in target countries, making very few organizational changes to business practices.*

Seizes opportunities to build and grow business with existing and new customers.

Proactively identifies and aggressively pursues opportunities to build business with new customers and expand business with existing customers.	*Recognizes and pursues opportunities to build business with new customers and expand business with existing customers.*	*Is slow to recognize or may overlook opportunities to pursue new business or expand current business.*

How would you score the behaviors of the main character in this video?

Thought Leadership
Focus on Customer

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Identifies and anticipates customer requirements, expectations and needs.

Proactively identifies and anticipates customer requirements, expectations and needs.	*Identifies customers' current requirements, expectations and needs.*	*Takes limited steps to identify and anticipate customer requirements, expectations and needs.*

Fosters a customer-focused environment.

Fosters a customer-focused environment where people are committed to maximizing customer satisfaction, loyalty and commitment.	*Supports efforts to build customer satisfaction, loyalty and commitment.*	*Demonstrates an interest in customers and their needs, but misses opportunities to create a customer-focused environment or does not make customer satisfaction a high priority.*

Ensures that customer issues are resolved.

Consistently ensures that customer issues are fully and effectively resolved.	*Takes steps to ensure customer issues are resolved.*	*Leaves important customer issues unresolved.*

Creates systems and processes that make it easy for customers to do business with the company.

Creates systems and processes that make it as easy as possible for customers to do business with the company.	*Takes steps to systemically support ease of doing business with the company.*	*Does little to improve systems or processes to make it easier for customers to do business with the company.*

How would you score the behaviors of the main character in this video?

Thought Leadership
Innovate

INTERVIEW
QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Generates innovative ideas and solutions to problems.

Generates highly innovative ideas, solutions and opportunities that challenge status-quo thinking and assumptions.	*Generates innovative ideas, solutions and new perspectives in reaction to issues; is open to challenging current processes and procedures.*	*Generates status-quo ideas and solutions, and/or resists others' efforts to challenge current processes and procedures.*

Promotes new ways of looking at problems and processes.

Consistently offers innovative alternatives, ideas and options when problem-solving or reviewing existing processes.	*Suggests alternative points of view or options when problem-solving or reviewing existing processes.*	*Provides limited alternatives or options when resolving issues.*

Leverages fresh perspectives, breakthrough ideas and new paradigms to create value in the market.

Proactively leverages fresh perspectives, breakthrough ideas and new paradigms to create value in the market.	*Draws on fresh perspectives to make recommendations on how the organization should change in order to create marketplace value.*	*Accepts current operating practices despite the opportunities that exist to leverage new perspectives and ideas to create value in the market.*

Creates an environment that encourages innovation and risk taking.

Nurtures an organizational environment that challenges and encourages others to generate breakthrough ideas and initiatives.	*Demonstrates support for people to generate new ideas and initiatives.*	*Provides little support and encouragement for others to develop new ideas and initiatives (e.g., quickly finds fault with their ideas).*

◀ Back to Results Driver

How would you score the behaviors of the main character in this video?

Results Leadership
Develop Business Plans

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Sees that work and business plans are coordinated and appropriately integrated across work groups.

Ensures that plans and efforts across functions, locations and organizations are fully coordinated, aligned and integrated to support broader business goals and strategies.	*Promotes the coordination, alignment, and integration of plans and efforts across functions, locations or organizations.*	*Misses opportunities to coordinate, align, or integrate plans and efforts across functions, locations, or organizations.*

Translates broad strategies into specific objectives, metrics and action plans.

Ensures that all broad strategies are translated into specific objectives, metrics and action plans.	*Sees that most broad strategies are translated into objectives, metrics and action plans.*	*Allows broad strategies to remain poorly or loosely defined, without specific objectives, metrics or action plans.*

Prepares realistic business plans that identify and address key assumptions and risks.

Ensures that business plans are achievable, make underlying assumptions and risk factors explicit, and include effective mitigation or contingency plans to address risks.	*Ensures that business plans identify key assumptions and risks factors and include plans to address risks.*	*Produces unrealistic business plans (i.e., overly optimistic or too pessimistic); tends to overlook or underestimate important risks.*

How would you score the behaviors of the main character in this video?

Results Leadership
Drive for Results

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Establishes aggressive goals for the organization.

Establishes and pursues bold and aggressive goals for the organization to significantly "raise the bar" of business performance and deliver exceptional results for stakeholders.	Sets and pursues challenging goals that stretch the organization and deliver results for stakeholders.	Establishes conservative goals that fail to stretch the organization.

Takes immediate and independent action to resolve issues or problems when they arise.

Takes immediate, decisive, and, when necessary, independent action to resolve issues or problems in a timely manner.	Shows willingness to take the necessary action and make the necessary decisions to resolve issues or problems.	Delays taking the necessary action to resolve issues or problems (e.g., asks for too much assistance and direction even on matters that he/she has the authority to handle alone).

Conveys a strong sense of urgency and drives issues to closure.

Conveys a strong sense of urgency for resolving key issues in a timely manner, driving these issues to closure.	Conveys urgency for high-profile issues, driving progress on those issues.	Conveys little sense of urgency for issues others may consider critical, making some progress but possibly endangering key deadlines.

Gets results that have a clear, positive and direct impact on business performance.

Achieves breakthrough results that have a clear, positive and direct impact on business performance.	Drives for results that have a positive impact on business performance.	Pursues activities that are related to business performance, but that may not deliver desired results.

How would you score the behaviors of the main character in this video?

Results Leadership
Ensure Execution

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Delegates assignments to the lowest appropriate level.

Delegates significant responsibility and authority to appropriate staff, allowing others to make substantive contributions and efficiently utilize available resources.	*Delegates tasks and the associated accountabilities that are within the capabilities and responsibility of the assigned staff.*	*Delegates few assignments, staying overly involved in tasks or making less-than-optimal use of others (e.g., mismatches tasks to their skills, gives them insignificant roles).*

Monitors progress of others and redirects efforts when goals change or are not met.

Consistently monitors the progress of others in all key activities or goal areas, quickly intervening to redirect efforts when goals change or are not met.	*Tracks progress of others in key activities or goal areas and reacts to emerging issues by redirecting efforts when necessary.*	*Pays loose attention to how others are progressing in key activities or goal areas, taking limited steps to redirect efforts when work is off-track.*

Ensures that others have the resources, information, authority and support needed to achieve objectives.

Proactively ensures that others consistently have access to the necessary resources, information, authority and support to achieve objectives and optimize organizational performance.	*Provides the resources and support people need to achieve objectives and move initiatives forward.*	*Provides insufficient resources, information, authority and support for others to carry out actions, achieve their objectives and move initiatives forward.*

Holds people accountable for achieving their goals.

Consistently holds people fully accountable for hitting their targeted goals and results, proactively managing progress and performance.	*Consistently holds people accountable for hitting their targeted results, allowing only rare, slight deviations from plans.*	*Shies away from holding others accountable for achieving their goals; may hold people loosely or partially accountable for achieving their goals; may allow deviations to go unaddressed.*

How would you score the behaviors of the main character in this video?

People Leadership

Build Relationships

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Relates to others in an accepting and respectful manner regardless of their organizational level, personality or background.

Consistently relates to all others in an accepting and respectful manner, regardless of their organizational level, personality or background.	*Is accepting and respectful to others, regardless of their role.*	*Interacts with others in a guarded, overly task-focused or disengaged manner, making them feel uneasy.*

Cultivates networks with people across a variety of functions and locations within the organization.

Proactively establishes and cultivates broad networks of professionals across a variety of functions, disciplines, and locations within the organization.	*Cultivates a network of people across a variety of disciplines and functions within the organization.*	*Shows little interest in relating with others outside one's area.*

Listens attentively and with empathy to concerns expressed by others.

Listens with genuine interest and empathy when confronted with concerns or issues presented by others.	*Shows interest in and consideration of others when listening to them.*	*Demonstrates poor active listening skills (e.g., ignores, or interrupts), or fails to communicate empathy, when others are expressing concerns or opinions.*

Maintains positive relationships even under difficult or heated circumstances.

Remains positive and constructive under even extremely difficult or heated discussions or unpleasant circumstances, communicating the desire to maintain a positive relationship while working through the issues.	*Works to maintain a constructive relationship during difficult or heated discussions or unpleasant circumstances.*	*Allows relationships to become negative or deteriorate during difficult or heated discussions or unpleasant circumstances; or acts in ways that could put a relationship at jeopardy.*

VIDEO BUL 12

◀ **Back to Environment Builder**

How would you score the behaviors of the main character in this video?

People Leadership
Facilitate Open Communication

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Conveys own view and positions clearly and concisely.

Conveys even highly complex information and positions clearly and concisely.	*Typically conveys ideas and information clearly and concisely.*	*Speaks and/or writes in a rambling or unclear manner.*

Listens objectively and attentively to others' opinions and ideas.

Demonstrates to others that their comments are heard by attentively listening and/or building on their opinions, ideas or concerns during discussions.	*Listens carefully and attentively to others' opinions and ideas.*	*Demonstrates poor active listening skills (e.g., ignores, interrupts or disregards others' comments), which in turn discourages others from sharing their opinions, ideas, etc.*

Encourages others to share information and differing viewpoints frankly and openly.

Consistently encourages others to express their real views fearlessly, even on tough issues; promotes a frank discussion.	*Supports the open expression of all information and viewpoints.*	*Acts in ways that discourage the open and frank expression of information or viewpoints (e.g., continually interrupts or disagrees with others) or shows little interest in others' views and ideas.*

Fosters and facilitates open channels of communication up, down and across the organization.

Actively and consistently promotes and supports a free flow of information across all levels of the organization (e.g., upward, downward and across).	*Supports the free flow of information throughout the organization.*	*Acts in ways that discourage or hamper the flow of communication within some levels of the organization and/ or in certain directions (e.g., upward, downward or across).*

How would you score the behaviors of the main character in this video?

People Leadership
Promote Collaboration

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Appropriately involves others in decisions and plans that affect them.

Consistently and proactively reaches out to others to appropriately involve them in decisions and plans that affect them.	*Collaborates with others by appropriately involving them in decisions and plans that affect them.*	*Makes plans and decisions affecting people without involving them.*

Addresses and resolves conflict directly and constructively, focusing on issues rather than people.

Addresses and resolves conflicts openly, directly and constructively, in a way that ensures discussions are focused on the issues and not on the people involved.	*Addresses conflict directly and constructively, focusing primarily on issues rather than people.*	*Allows or even creates discussion that is not constructive in resolving conflicts (e.g., focuses on complaining about people).*

Actively seeks out opportunities to involve or integrate those from different backgrounds and perspectives.

Proactively seeks out diverse ideas, people and points of view; vigorously supports building a culture of diversity by providing opportunities to include and integrate people with different backgrounds.	*Consistently supports involving those with different backgrounds and perspectives when making decisions or generating solutions.*	*Tends to prefer and promote the ideas and perspectives of those that are similar to himself/herself; may ignore, exclude or discount those from other backgrounds.*

Collaborates with others to share information so there are no unnecessary "surprises."

Proactively collaborates and communicates with all stakeholders, ensuring everyone has specific, relevant and timely information.	*Regularly collaborates or "touches base" with others to share relevant information and keep them informed.*	*Misses opportunities to collaborate with others and/or keep them informed of relevant information.*

How would you score the behaviors of the main character in this video?

People Leadership
Influence Others

**INTERVIEW
QUESTIONS**

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Identifies the agendas, concerns and motivations of others.

Identifies the agendas, concerns and motivations of interested others, and is persuasive when positioning ideas and arguments to address them.	*Identifies the agendas, concerns and motivations of others and links them to own ideas or arguments.*	*Does not make sufficiently strong attempts to explore the agendas, concerns or motivations of others or link ideas and arguments to them.*

Ensures that proposals or arguments are supported by strong logic and a compelling business case, addressing all relevant factors.

Ensures that all proposals or arguments are fully supported by strong logic and a compelling business case, addressing all relevant factors.	*Offers a strong rationale and business case to support proposals or arguments.*	*Makes proposals or arguments without offering a sufficient rationale or business case to support them.*

Negotiates persuasively to create win-win solutions for all parties.

Negotiates persuasively and effectively to achieve win-win outcomes that meet the interests and needs of all parties.	*Negotiates to reach solutions that meet the primary interests of key parties.*	*Forces solutions that create "winners" and "losers."*

Recognizes and overcomes resistance to change efforts.

Anticipates and identifies pockets of resistance to constructive change; is able to turn resisters into enthusiastic supporters.	*Voices support for constructive changes and works to overcome resistance on the part of others to change efforts.*	*Is slow to voice support for and may even display resistance to constructive changes.*

Cultivates networks throughout the organization to garner support and create a foundation for future influence.

Proactively cultivates networks with key individuals across functions to gain support for ideas, creating a foundation for future influence.	*Networks with others to gain the requisite support for ideas.*	*Builds few coalitions or networks in the organization; as a result, must work harder to convince others of own views.*

How would you score the behaviors of the main character in this video?

People Leadership

Build Talent

INTERVIEW
QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Provides feedback, coaching and guidance where appropriate to enhance others' skill development.

Consistently provides specific feedback, coaching and guidance on how others can improve (e.g., models effective skills, role plays tough situations).	*Provides useful development suggestions, coaching and guidance to others when needed.*	*Provides few suggestions, and little coaching, guidance or advice to help others improve (e.g., does not identify and take advantage of "coachable moments").*

Shapes roles and assignments in ways that leverage and develop people's capabilities.

Carefully grooms talent by shaping roles and assignments in ways that both leverage and develop people's capabilities while ensuring a consistent record of success.	*Provides roles and assignments that both leverage and develop people's capabilities.*	*Makes decisions regarding roles and assignments that do not fully consider individual's current capabilities, interests or development needs, or that do not address business needs.*

Develops successors and talent pools to ensure availability of future talent.

Skillfully identifies and proactively develops successors and talent pools to ensure superior bench strength for future talent needs.	*Identifies successors for key positions, and arranges for appropriate development opportunities for them.*	*Treats succession management as a lower priority, and is slow to identify successors or develop talent pools.*

Actively promotes the recruitment, advancement and success of people from different backgrounds.

Actively promotes the recruitment and advancement of a diverse pool of talented individuals and works to ensure that they are successful.	*Attracts and recruits a diverse pool of talented individuals and identifies ways to help them be successful.*	*Puts little effort into attracting or developing a diverse talent pool, or does little to ensure the success of people from different backgrounds.*

Ensures that everyone in the work group is developing to their potential.

Demonstrates commitment to continuous development by holding individuals accountable for working on their development goals and all supervisors accountable for supporting the development of their people.	*Expects all staff to prepare and implement development plans and all supervisors to see that they do.*	*Seems to attach a low priority to development planning efforts or helping staff improve their skills and realize their career aspirations.*

How would you score the behaviors of the main character in this video?

People Leadership

Engage and Inspire

INTERVIEW
QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Encourages others to set challenging goals and high standards of performance.

Encourages and convinces others to set aggressive and challenging stretch goals and high standards of performance.	*Encourages others to strive for high standards of performance.*	*Accepts status-quo performance and provides little encouragement for others to move beyond this level.*

Fosters a sense of energy, ownership and personal commitment to the work.

Conveys and instills in others a strong sense of energy, excitement, ownership, and personal commitment to their work.	*Fosters ownership and personal commitment in others toward their work.*	*Makes limited attempts to build a shared sense of energy, ownership or commitment (e.g., relies on the intrinsic motivation in each team member).*

Inspires others to stretch beyond what they thought they could do.

Inspires others to stretch well beyond what they thought they could do and to strive for breakthrough performance.	*Motivates others to strive to excel and stretch their capabilities.*	*Provides little encouragement for others to stretch beyond what they thought they could do.*

Creates an environment in which performance excellence is rewarded.

Creates an environment where performance excellence is rewarded with specific, highly reinforcing praise, visibility, and tangible, appropriate rewards.	*Rewards others for strong performance and encourages others to do the same.*	*Misses opportunities to acknowledge or reward others for their above average performance or achievements.*

How would you score the behaviors of the main character in this video?

People Leadership

Build Leadership Teams

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Builds a strong, diverse team whose members have complementary strengths.

Attracts, selects and develops strong individuals for the leadership team who have diverse but complementary leadership skills and styles.	*Builds a well-balanced leadership team comprising diverse but complementary leadership skills and styles.*	*Tends to select individuals for the team with skills and styles similar to own; may be intimidated by strong individuals who have complementary skills.*

Unifies the leadership team around shared goals and priorities.

Creates a highly cohesive leadership team by continually clarifying and reinforcing the team's shared values, goals and priorities.	*Builds a sense of unity within the leadership team by clarifying and emphasizing the team's shared goals.*	*Does not focus on the shared goals of the leadership team; may even encourage internal competition or allow it to persist.*

Facilitates open discussion and constructive debate within the team on controversial issues.

Creates an environment where honest and open discussion of all issues, even controversial ones, is encouraged, nurtured and fully supported.	*Encourages others to express and discuss their views honestly and openly, even when they cause controversy.*	*Discourages the expression of views that are contrary to popular opinion.*

Helps resolve conflicts and works through differences among team members.

Identifies and addresses conflicts directly and constructively; equips team members to work through their differences, identify common ground and reach consensus.	*Addresses conflicts openly and, when needed, facilitates constructive dialogue between team members to resolve their differences.*	*Ignores or avoids conflicts and downplays differences, letting them fester and impeding constructive dialogue to resolve them.*

Encourages and overcomes obstacles to cross-organization teamwork.

Breaks down cross-organizational barriers that interfere with effective teamwork and collaboration (e.g., silos, lack of conflict mediation, poor communication channels).	*Takes steps to address or remove cross-organizational barriers to collaboration and teamwork.*	*Makes no attempt to address existing cross-organizational barriers to collaboration or to foster teamwork.*

◄ **Back to Self-Developer**

How would you score the behaviors of the main character in this video?

Personal Leadership
Inspire Trust

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Treats others fairly and consistently.

| Consistently treats all people fairly and with the utmost respect, even during heated circumstances or when disagreeing. | | Shows consistency and fairness in treatment of people, not letting friendships or differing viewpoints color actions or decision. | | Treats most people fairly, but may occasionally show favoritism to those whose perspectives and styles are most similar to own. |

Models and inspires high levels of integrity.

| Models and inspires high standards of personal integrity and promotes the rules of ethical conduct in interaction with others (e.g., protects interests of others, keeps confidences). | | Behaves with personal integrity that is consistent with the rules of ethical conduct (e.g., protects interests of others, keeps confidences). | | May have on occasion failed to model consistent standards of personal integrity or failed to take a leadership role during discussions of ethical issues. |

Communicates across constituencies without compromising the integrity of the message.

| Delivers difficult messages consistently across audiences, even if the message conflicts with audience opinion or preconceptions. | | Delivers messages or information consistently across audiences, ensuring the accuracy and integrity of the message. | | Puts a spin on most information, so it sometimes may not be clear what the truth or the real message is. |

Has a consistent track record of delivering on commitments.

| Consistently delivers on even difficult commitments, demonstrating trustworthiness and responsibility. | | Has a well-established track record of delivering on commitments. | | Is not consistent in delivering on commitments made to others. |

Actively creates and maintains a culture that reinforces the values of the organization.

| Promotes and nurtures personal commitment to the organization's vision, values and direction. | | Expresses and encourages support for the organization's vision, values and direction. | | Misses opportunities to convey and encourage support for the organization's vision, values and direction. |

How would you score the behaviors of the main character in this video?

Personal Leadership
Lead Courageously

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Challenges "the way it has always been done."

Challenges "the way it has always been done" to identify positive changes that improve performance.	Questions "the way it has always been done" to stimulate discussion about change.	Shows limited interest in questioning current procedures or practices; is reactive rather than proactive when improvement opportunities exist.

Encourages others to take appropriate risks and helps them deal with the failure of well-reasoned ventures.

Actively encourages others in tangible ways to take appropriate risks, and openly communicates support, regardless of outcome.	Encourages others to take risks and voices support for their efforts if the opportunity arises.	Provides limited encouragement for others to take appropriate risks, and may avoid voicing support for their efforts.

Makes tough decisions and takes principled stands on important issues.

Makes tough decisions and takes principled stands on important issues, listening to opposing views but standing firm, even if own position is very unpopular or politically risky.	Takes principled stands on important issues when necessary, even if unpopular or politically risky.	Hesitates to make tough decisions or take clear positions on important issues if doing so may be unpopular or politically risky.

Demonstrates the courage to do what is right despite personal risk or discomfort.

Never hesitates to do the right thing, no matter how difficult, risky or uncomfortable.	Demonstrates willingness to do what is right, despite personal risk or discomfort.	Tries to do what is right, but may show hesitation when faced with personal risk or discomfort; may be deterred or back down too easily.

How would you score the behaviors of the main character in this video?

Personal Leadership
Adapt and Learn

INTERVIEW
QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Responds resourcefully and constructively to new demands, priorities, challenges or obstacles.

Responds resourcefully and constructively to new demands, priorities, challenges or obstacles (e.g., develops novel solutions for handling problems).	*Responds appropriately to new demands, priorities or changes in direction when necessary.*	*Continues to follow the same path despite new demands, without shifting priorities or addressing challenges and obstacles.*

Demonstrates resilience in the face of rejection, setbacks or resistance.

Demonstrates strong resilience in response to rejection, setbacks or resistance, recovering quickly from failures or disappointments and displaying a positive attitude during even the most stressful times.	*Shows resilience in response to rejection, setbacks or resistance, and handles stress appropriately.*	*Shows little resilience and becomes visibly stressed in response to rejection, setbacks or resistance (e.g., recovers slowly, learns little from the experience).*

Seeks feedback to enhance performance.

Actively seeks out feedback from others, even if negative, to try to learn something valuable from every opportunity.	*Listens to and accepts feedback from others, even if negative.*	*Readily dismisses or seems to ignore feedback from others that is less than positive.*

Seeks out and learns from others who are different from oneself.

Proactively seeks out people who are different from oneself in order to stretch one's worldview and learn from others.	*Shows openness to learning from others who are different from oneself.*	*Seems to ignore or discount possible learning opportunities when working with people who are different from oneself.*

Accurately appraises own strengths and weaknesses.

Demonstrates keen awareness and objective and insightful assessment of own strengths and development needs.	*Demonstrates awareness of own capabilities and development needs.*	*Shows little insight into own strengths and weaknesses; avoids, ignores or discounts the evaluation of others.*

Actively plans and pursues self-development.

Identifies and pursues a wide range of development opportunities (e.g., challenging assignments, reading, education and training, coaching) and actively applies new skills on the job.	*Prepares meaningful development goals and plans to continue to learn and grow; pursues recommendations that are offered.*	*Rarely seeks out opportunities to develop and apply new skills; prepares development plans only if required.*

How would an expert score the main character in the Business Unit Leader videos?

Find below the answers for each video:

Highly Effective (5)
Meets Expectations (3)
Needs Development (1)

Thought Leadership

VIDEO BUL 1 — Use Insightful Judgment
- Integrates information from a variety of sources to arrive at optimal problem solutions. **4**
- Probes and looks past symptoms to determine the underlying causes of problems and issues. **n/a**
- Chooses the best alternative based on consideration of pros, cons, tradeoffs, timing and available resources. **4**
- Makes decisions in the face of uncertainty. **3**

VIDEO BUL 2 — Think Strategically
- Considers industry, market and other external business factors when making decisions. **4**
- Pursues organization initiatives that capitalize on organization strengths and counter competitive threats. **4**
- Aligns the strategic priorities of own area with the direction and strategic priorities of the broader organization. **2**
- Creates strategies to balance short-term requirements with long-range business plans. **3**

VIDEO BUL 3 — Apply Financial Acumen
- Draws accurate conclusions from financial and quantitative information. **3**
- Makes prudent decisions regarding expenditures. **4**
- Prepares realistic estimates of budget, staff and other resources. **3**
- Understands the key drivers of financial performance and manages them to meet short- and long-term goals. **3**

VIDEO BUL 4 — Display Global Perspective
- Takes cultural issues and geographic differences into account when making plans and decisions. **3**
- Anticipates how other cultures/countries will react to the organization's strategies and products. **3**
- Conveys an understanding of the organization's global market position, opportunities, capabilities and competitive threats. **3**
- Helps others to develop a global mindset when looking at issues and problems. **3**

VIDEO BUL 5 — Pursue Market Opportunity
- Has deep insight into consumer and industry trends that impact the business. **3**
- Stays abreast of key competitor actions and their implications for the business. **4**
- Develops strategies to adapt to the unique needs and opportunities of target markets. **3**
- Seizes opportunities to build business with existing and new customers. **5**

VIDEO BUL 6 — Focus on Customers
- Identifies and anticipates customer requirements, expectations and needs. **3**
- Fosters a customer-focused environment. **4**
- Ensures that customer issues are resolved. **5**
- Creates systems and processes that make it easy for customers to do business with the company. **4**

VIDEO BUL 7 — Innovate
- Generates innovative ideas and solutions to problems. **4**
- Promotes new ways of looking at problems and processes. **4**
- Leverages fresh perspectives, breakthrough ideas and new paradigms to create value in the market. **5**
- Creates an environment that encourages innovation and risk taking. **5**

Results Leadership

VIDEO BUL 8 — Develop Business Plans
- Sees that work and business plans are coordinated and appropriately integrated across work groups. **4**
- Translates broad strategies into specific objectives, metrics and action plans. **4**
- Prepares realistic business plans that identify and address key assumptions and risks. **4**

VIDEO BUL 9 — Drive for Results
- Establishes aggressive goals for the organization. **5**
- Takes immediate and independent action to resolve issues or problems when they arise. **4**
- Conveys a strong sense of urgency and drives issues to closure. **4**
- Gets results that have a clear, positive and direct impact on business performance. **5**

VIDEO BUL 10 — Ensure Execution
- Delegates assignments to the lowest appropriate level. **3**
- Monitors progress of others and redirects efforts when goals change or are not met. **3**
- Ensures that others have the resources, information, authority and support needed to achieve objectives. **3**
- Holds people accountable for achieving their goals. **3**

People Leadership

VIDEO BUL 11 — Build Relationships
- Relates to others in an accepting and respectful manner regardless of their organizational level, personality or background. — 3
- Cultivates networks with people across a variety of functions and locations within the organization. — 3
- Listens attentively and with empathy to concerns expressed by others. — 2
- Maintains positive relationships even under difficult or heated circumstances. — 3

VIDEO BUL 12 — Facilitate Open Communication
- Conveys own view and positions clearly and concisely. — 5
- Listens objectively and attentively to others' opinions and ideas. — 5
- Encourages others to share information and differing viewpoints frankly and openly. — 5
- Fosters and facilitates open channels of communication up, down and across the organization. — 4

VIDEO BUL 13 — Promote Collaboration
- Appropriately involves others in decisions and plans that affect them. — 2
- Addresses and resolves conflict directly and constructively, focusing on issues rather than people. — 4
- Actively pursues opportunities to involve and integrate those from different backgrounds and perspectives. — 2
- Collaborates with others to share information so there are no unnecessary "surprises." — 3

VIDEO BUL 14 — Influence Others
- Identifies the agendas, concerns and motivations of others. — 4
- Ensures that proposals or arguments are supported by strong logic and a compelling business case, addressing all relevant factors. — 4
- Negotiates persuasively to create win-win solutions for all parties. — 4
- Recognizes and overcomes resistance to change efforts. — 5
- Cultivates networks throughout the organization to garner support and create a foundation for future influence. — 4

VIDEO BUL 15 — Build Talent
- Provides feedback, coaching and guidance where appropriate to enhance others' skill development. — 1
- Shapes roles and assignments in ways that leverage and develop people's capabilities. — 4
- Develops successors and talent pools to ensure availability of future talent. — 3
- Actively promotes the recruitment, advancement and success of people from different backgrounds. — 2
- Ensures that everyone in the work group is developing to their potential. — 3

VIDEO BUL 16 — Engage and Inspire
- Encourages others to set challenging goals and high standards of performance. — 3
- Fosters a sense of energy, ownership and personal commitment to the work. — 4
- Inspires others to stretch beyond what they thought they could do. — 5
- Creates an environment in which performance excellence is rewarded. — 4

VIDEO BUL 17 — Build Leadership Teams
- Builds a strong, diverse team whose members have complementary strengths. — n/a
- Unifies the leadership team around shared goals and priorities. — 3
- Facilitates open discussion and constructive debate within the team on controversial issues. — 5
- Helps resolve conflicts and works through differences among team members. — 3
- Encourages and overcomes obstacles to cross-organization teamwork. — 3

Personal Leadership

VIDEO BUL 18 — Inspire Trust
- Treats others fairly and consistently. — 4
- Models and inspires high levels of integrity. — 4
- Communicates across constituencies without compromising the integrity of the message. — 5
- Has a consistent track record of delivering on commitments. — n/a
- Actively creates and maintains a culture that reinforces the values of the organization. — 5

VIDEO BUL 19 — Lead Courageously
- Challenges "the way it has always been done." — 4
- Encourages others to take appropriate risks and helps them deal with the failure of well-reasoned ventures. — 4
- Makes tough decisions and takes principled stands on important issues. — 5
- Demonstrates the courage to do what is right despite personal risk or discomfort. — 5

VIDEO BUL 20 — Adapt and Learn
- Responds resourcefully and constructively to new demands, priorities, challenges or obstacles. — 4
- Demonstrates resilience in the face of rejection, setbacks or resistance. — 3
- Seeks feedback to enhance performance. — 2
- Seeks out and learns from others who are different from oneself. — 2
- Accurately appraises own strengths and weaknesses. — 2
- Actively plans and pursues self-development. — 3

What is a behavioral anchored interview?

A behavioral anchored interview is a thorough, planned and systematic way to gather and evaluate information about what candidates have done in the past to show how they would handle future situations. These types of questions allow the candidate to describe what they actually did at an identified point in time and it allows you to "see" the candidate in action. The best predictor of future behavior is past behavior and utilizing behavioral anchored interview questions and probes allows you to gather and assess this information. A behavioral anchored interview doesn't want to ensure the objectivity but to reduce the subjectivity in selection decision making.

What's the process to complete a behavioral anchored interview?

STEP 1
Preparing for the Interview
Review the expectations of the target role, candidate resume/CV and interview questions in the next sections (level specific) in order to prepare for the interview.

STEP 2
Opening and Structuring the Interview
Greet the candidate and share the objectives of the interview. Once you complete the introductions you should use a structuring statement to ensure the objective is clear. Here is an example:

> *"Well, let's get started here. As you know, you are interviewing for the position of_____. I want to find out as much as I can in the next 90 minutes about the skills you have for this position. At the end of the interview, I will tell you about the job and you can ask any additional questions. I will be taking notes throughout the interview in order to capture your responses accurately. Why don't we begin…."*

STEP 3
Facilitate the Interview
Utilize behavioral anchored interview questions to gather information and document the examples provided. You will also answer questions related to the role and the organization sharing some of the benefits, opportunities and challenges.

STEP 4
Closing and Evaluating Behaviors
It is important to close the interview in a concise manner sharing the next steps in the process. Here is an example:

> *"I would like to thank you for taking the time to interview with me today. I was able to learn about your career interests and experience and hope that I have answered your questions about the role and organization. We will contact you in one week to inform you of our decision."*

In order to effectively evaluate the candidate, review the competencies, your interview notes, performance standards and record an overall rating.

For additional information and guidance, please see your
Leadership and Organizational Development Representative

Behavioral Questions

to explore behaviors, support the selection and coach a Business Unit Leader

To customize your interview guide, select your pages by clicking on the pdf icon located in the upper right hand corner of your screen.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Use Insightful Judgment

1. **Tell me about a recent problem you addressed that required you to evaluate a wide range of issues, symptoms or alternatives.**
   - What were the circumstances surrounding this problem?
   - What were the facts or symptoms of the problem?
   - Describe the steps you took in the analysis.
   - What were the biggest challenges or roadblocks you encountered?
   - What was the result?

2. **Tell me about a recent decision where you had to draw significantly on your own or others' experiences.**
   - What was the nature of the decision?
   - What experience did you bring to the problem?
   - Who did you draw upon?
   - How did you choose these people?
   - How did you pull all the information or people together?
   - How did you make the final decision?
   - What was the result?

3. **Tell me about a business challenge or problem where there was no perfect solution where all of the apparent solutions led to some risks, costs or trade-offs.**
   - What was the challenge or problem?
   - How did you go about analyzing it?
   - What did you find in your analysis?
   - What was the eventual solution, and how was it determined?
   - What were the unique challenges or obstacles this challenge or problem presented?
   - What were the potential impacts of the alternative solutions?
   - What was the outcome?

4. **There are always times when managers have to make a decision with less than perfect information, either because the information is not available, is too costly, or there is not enough time. Tell me about a time when you made the best possible decision despite less than perfect conditions.**
   - What was the situation and decision?
   - What were the limitations or conditions that required you to make a less than perfect decision?
   - What trade-offs did you make?
   - How did you make your decision?
   - What was the result?

VIDEO BUL 1

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Think Strategically

1. Describe the last time you established a strategy and implemented it.
- What was the strategy you came up with? What was it for?
- What factors did you consider in deciding on the strategy?
- What strategies did you consider but decided not to pursue? Why did you reject them?
- How did you go about implementing that strategy?
- How did the strategy you pursued give the organization a competitive advantage?
- How sustainable was that advantage?
- What was the outcome?

2. Tell me about the last time you proactively evaluated your external business environment.
- What led you to conduct an external environment scan?
- What were the emerging market needs and opportunities?
- What future developments in the market did you identify?
- How did you use the information gathered?
- What strategies did you develop and implement?
- What was the outcome?

3. Tell me about the last time you identified the impact of external trends and developments on the organization.
- What were the trends and developments that related to your business?
- How did you identify those trends and developments?
- What changes did you make to address those external trends and developments?
- What impact did those changes have on your strategy and business performance?

4. Tell me about the most recent competitive strategy that your work unit formulated.
- What was the situation?
- Who were your competitors? How did you match up with them?
- What strategies did you formulate to take advantage of the match-up?
- What did you do to address the areas of improvement?
- How did you shape your future strategy to remain competitive in the long term?
- What was the outcome?

VIDEO BUL 2

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Apply Financial Acumen

1. Tell me about the last time you successfully managed your work unit's financial results against stated goals.

- How were the goals established?
- How did you monitor your unit's performance against the goals?
- What specific steps did you take to achieve the desired results?
- What challenges or obstacles did you encounter? How did you handle those challenges or obstacles?
- What did you have to sacrifice in order to achieve your results?

2. Describe the last time that you detected an unusual trend in your unit's performance that could derail your forecast.

- What was the trend you detected? How did you identify it?
- What potential impact would it have on your forecast?
- What did you do about it? What corrective action did you take?
- What impact did your action(s) have?

3. Tell me about the most recent opportunity you missed because you were too conservative in forecasting returns.

- What was the situation?
- How much information was available to you?
- What additional information did you collect and analyze?
- What risks and payoffs did you consider?
- What was your decision? How did you arrive at your decision?
- What caused you to be conservative?
- What did you use to support your decision?
- What was the outcome? What did you learn?

4. Tell me about the last time you accurately forecasted your work unit's revenue and costs.

- What was the situation?
- What financial indicators did you use?
- How did you arrive at your forecast?
- What steps did you take to ensure its accuracy?
- What results did you achieve?

VIDEO BUL 3

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Display Global Perspective

1. Tell me about the biggest challenge you have encountered while working on a global initiative.
- What was the initiative? What was your role?
- How did you prepare yourself for the role/work?
- What was the biggest challenge you encountered? What was the source of the challenge?
- What steps did you take to overcome the challenge?
- What did you learn?
- What did you do to anticipate and manage future challenges?

2. Tell me about the last time you needed to review and/or learn more about global developments that could impact the business or industry you are in.
- How did you identify that this was an area where you needed information/expertise?
- What did you do to gather relevant information?
- What did you learn from your review/investigations?
- What implications did you identify for the business, organization and/or your work unit?

3. Tell me about the time you had to most significantly adapt your business practices or interpersonal style because of a global project that you were working on.
- What was the project? What was your role?
- What did you have to change or adapt? Why?
- What difficulties did you face? How did you overcome them?
- What did you learn from this experience?
- What was the outcome of the project?

4. Tell me about the last time you recognized that a global event would greatly impact your industry, organization or work unit.
- What was the global event?
- What impact did you think the event would have on your industry/organization/work unit?
- What steps did you identify to respond to the impact?
- How did you carry those steps out?
- What was the outcome? What impact did the event really have?

VIDEO BUL 4

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Pursue Market Opportunity

1. Tell me about a time when you built business with a customer, new or existing.
- How did you identify the opportunity?
- What did you do to get an audience with the customer?
- What were the more difficult questions they raised and how did you address them?
- How did you sell the business within your organization?
- What was the outcome for your company and your customer?

2. Describe a time when you've worked with a customer in a market outside your own culture.
- What was the situation/what were you trying to achieve?
- What did you do to learn about differences and common use?
- How did you apply what you learned?
- What surprises/misunderstandings did you encounter and how did you handle them?
- What was the outcome?

3. Tell me about a time when you were effective anticipating a competitor's actions
- What was the situation?
- How did you go about identifying the potential impacts?
- How did you position your thoughts/analysis so the organization could be prepared?
- What was the outcome?

VIDEO BUL 5

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Focus on Customer

1. **Describe the last time you successfully contributed to improving a client deliverable.**
   - What was the deliverable?
   - Who identified the need for improvement?
   - What were your specific contributions?
   - What was your role in the implementation phase?
   - What was the outcome? What was the impact on clients?

2. **Tell me about the most recent time you anticipated a change in a customer's needs/expectations that was not seen by others.**
   - What was the situation?
   - What did you see that others didn't?
   - What led you to anticipate the change?
   - What aspects of the change did you not anticipate accurately?
   - What recommendations did you offer the customer?

3. **Tell me about the last time you took the initiative to learn about global developments that could impact the business or industry you are in.**
   - What did you do to gather relevant information?
   - What did you learn?
   - What implications did you identify for the business, organization and/or your work?

4. **Tell me about the last time you helped a customer identify and define his/her needs.**
   - What was the situation?
   - How did you help the customer identify his/her needs?
   - How did you help him/her think about industry trends and their implications to the business?
   - What was the result of your efforts?

VIDEO BUL 6

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Innovate

1. Tell me about the most innovative idea you have championed to enhance your organization's products, services and/or processes.
- What was the situation?
- What made the idea innovative?
- How did you evaluate the idea?
- How did you involve others?
- How did you go about implementing your idea?
- What results were achieved from the idea?

2. Describe the most recent actions you have taken to promote innovation among your team or department.
- What was the situation? Why was it important to promote innovation?
- What did you do to encourage creative ideas and smart risk taking?
- What barriers in the environment did you have to overcome?
- What was the impact of your actions?

3. Tell me about the most significant innovative idea that you have championed in your organization.
- How was the need identified, and what was the context in which you championed it?
- What was the idea?
- What steps did you take to champion or implement the idea?
- What was the end result?

4. Tell me about the last time you challenged your team to look at a problem differently and experiment with new ideas.
- What was the situation?
- What made you challenge your team to engage in innovation?
- How did you present the challenge?
- How did you help each other work through your novel ideas?
- What outcome(s) did you accomplish?

VIDEO BUL 7

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Results Leadership
Develop Business Plans

1. **Tell me about a time when you had to work with other teams to coordinate work.**
   - What was the situation?
   - What did you do to ensure coordination?
   - How did you align the parties?
   - What was the outcome?

2. **As you think about executing on large projects, it's important to break them down into manageable pieces.**
   - Describe a time that you translated a broad strategy into manageable pieces for execution
   - What did you do? What elements did you build into your plan?
   - How did you use these elements to guide execution?

3. **Even the best laid plan has challenges associated. Tell me about the most recent business plan you put together.**
   - How did you capture the assumptions?
   - What risks did you identify?
   - How did you reflect them in your plans?
   - What surprises did you encounter when you executed?

4. **Tell me about the most significant business strategy or initiative where you were responsible for planning and implementing the strategy.**
   - What was the strategy?
   - What were the planned objectives or outcomes?
   - Who did you involve as you worked through your plan?
   - What actions/ steps were included?
   - What obstacles did you anticipate? How did you plan to cover those obstacles?

5. **Tell me about the plan you developed to carry out the largest and most complex program, system or special project for an organization.**
   - Describe how you went about developing the plan.
   - What were the objectives?
   - How did you go about reaching those objectives?
   - What action steps were included?
   - What resources did you require?
   - What obstacle did you encounter? How did you address them?
   - What was the final outcome?

VIDEO BUL 8

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Results Leadership
Drive for Results

1. **What are the most aggressive goals or expectations you have set for your team in key business areas?**
   - What were the goals?
   - How did you go about setting these goals?
   - How did you communicate these goals to your team?
   - What actions did you take in support of these goals?
   - What was the result?

2. **Sometimes an urgent need or issue surfaces that must be handled immediately. Tell me about the last time you encountered such a need, and how you responded.**
   - What was the urgent need or issue that arose?
   - What did you do in response to the need or issue?
   - What impact did your response have on the situation?
   - How did others react to your actions?
   - What results were accomplished?

3. **Tell me about the most recent situation where you were involved in a project, part of a project, or an initiative that was "bogged down" or delayed.**
   - What was the situation?
   - What outcomes were in jeopardy?
   - What did you do?
   - How successful was the project?
   - What was the final outcome of the project/initiative?

4. **When was the last time you were faced with a trade-off decision between a short- and a long-term result?**
   - What were the circumstances?
   - What was the long-term result?
   - What was the short-term result?
   - How did you weigh the trade-offs?
   - What did you do?
   - What was the outcome?

VIDEO BUL 9

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Results Leadership
Ensure Execution

1. **Describe the situation that best demonstrates your ability to manage a project that required complex coordination of resources over different areas.**
   - What needed to be coordinated?
   - Were you able to delegate? (What did you delegate? or Why didn't you delegate?)
   - How did you delegate the responsibilities? How did you break the work into manageable tasks?
   - What obstacles did you need to overcome? How did you overcome them?
   - What mid-course corrections did you need to make? How did you identify the need for these corrections?
   - What did you do to keep things on track?
   - What was the outcome of this project?

2. **Tell me about the last time you successfully assigned a critical project to someone else.**
   - What was the project?
   - Why was the project important?
   - How did you select the person to whom you assigned the task?
   - How did you ensure that the person understood what was required of him/her?
   - What assistance or resources did you offer?
   - How did you ensure the task was accomplished correctly?
   - What was the outcome?

3. **Tell me about the time you had the most difficulty managing a team toward the accomplishment of an organizational goal.**
   - What was the organizational goal?
   - How did you develop your plan of execution?
   - What obstacles did you encounter?
   - What actions did you take to overcome the obstacles?
   - What did you do to ensure that the team continued to stay on track and was held accountable for achieving results?
   - What was the outcome?

4. **Even the best and most detailed plans can encounter unexpected obstacles. Tell me about a project you led that encountered a significant obstacle.**
   - What was the project/initiative?
   - What obstacle(s) did you encounter?
   - What did you do to inform other stakeholders or team members of the obstacle and its impact on the project?
   - What did you do to overcome the obstacle(s)?
   - What was the result?
   - What did you learn from the situation?

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Build Relationships

1. **Describe the time you felt best about relating to a person or group from a different level, personality or background.**
   - What was the situation? What differences existed between you and the other person or group?
   - What did you do to gain acceptance and nurture the relationship?
   - What reaction(s) did you get?
   - What was the final result in your working relationship in this situation?

2. **Tell me about the last time you turned a conflict situation into an opportunity to address both parties' needs.**
   - What was the conflict? What were the conflict sources?
   - How did you get involved with the conflict?
   - Describe exactly what you did to turn the conflict into an opportunity.
   - What was the solution, and who came up with the idea?
   - How satisfied were both parties with the solution?

3. **Describe the most difficult working relationship you have had with a co-worker.**
   - Describe what contributed to making it difficult.
   - How did you attempt to build a workable relationship?
   - How did he/she react?
   - (If the relationship is ongoing) How are you currently trying to maintain or strengthen the relationship
   - What has been the outcome of your efforts?

4. **Describe the last time you were involved with teams with opposing viewpoints on a critical issue.**
   - What was the issue?
   - What were the opposing viewpoints?
   - How did you make sure you heard and considered both teams' needs and perspectives?
   - How did you address the differing viewpoints?
   - What was the outcome?
   - What steps did you take to ensure that the conflict is not repeated?

VIDEO BUL 11

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Facilitate Open Communication

1. **Describe the most recent time when you were leading a project where it was important for everyone to gain the most up-to-date information about the project status.**
   - What was the situation?
   - Why was it critical for others to obtain timely updates?
   - What did you do to proactively share timely information and updates?
   - How did people respond to your information?
   - What was the outcome?

2. **Tell me about the last time you encouraged others to share their viewpoints about an issue that could have an affect them.**
   - What was the situation? What was the issue?
   - What made you decide to involve others and allow them to share their viewpoints first?
   - How did you make it comfortable for them to share their true feelings and viewpoints?
   - What did you do with the information?
   - What was the outcome?

3. **Tell me about the last time you openly shared information or positions with others on a potentially controversial subject.**
   - What was the situation and the information or positions?
   - How did you present the information or positions?
   - What was the reaction?
   - What was the result?

4. **Tell me about the time you were most successful in providing a safe environment for others to openly express their viewpoints.**
   - What was the situation?
   - What steps did you take to ensure that people could communicate fearlessly?
   - How did you encourage others to share their viewpoints?
   - How did you use the information and different viewpoints gathered?
   - What results did you accomplish?

VIDEO BUL 12

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Promote Collaboration

1. Tell me about the last time you involved your team in researching or finalizing an important decision that could have an affect on their work.
- What was the situation? What decision did you have to make?
- What made you decide to involve the team to share their viewpoints or research options?
- How did you make it comfortable for them to share their true feelings and viewpoints?
- What did you do with the information?
- What was the outcome?

2. Tell me about the team you led that you had the hardest time getting to work together because of different points of view.
- What was the team's charter?
- What were the issues?
- What steps did you take to understand the team's differing needs and concerns?
- How did you help the team manage their differences?
- How did you facilitate constructive discussions between the team members?
- What was the outcome?

3. Tell me about the last time you took the initiative to bring a team together and encouraged the members to work collaboratively.
- What was the situation?
- How did you go about taking control of the team?
- How did you coordinate and encourage them?
- What obstacles did you face?
- How did they respond to your efforts?
- What was the outcome?

4. It can be difficult working on a team made up of people with perspectives and ideas different from your own. Describe the last time you worked on such a team.
- What was the purpose or task of the team?
- What was your role on the team?
- How did you present your own perspectives?
- How did you handle ideas that were directly in opposition to yours?
- How did you help the team deal with the differing perspectives and ideas?
- What steps were taken to resolve differences?
- What was the outcome?

VIDEO BUL 13

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Influence Others

1. Describe a situation in which you had to get the broadest or most senior level support for an initiative, project or strategy.
- Whose support did you need?
- Why did you need support from each of these individuals?
- What approaches did you use to try to influence these people? (Provide specific instances.)
- Who was most difficult to persuade? Why?
- What approach did you use to try to get their support?
- Which approach was most effective? Why?
- What was the outcome?

2. Tell me about the most skeptical audience you had to persuade to commit to a course of action.
- Why did you need to convince these people?
- What approaches did you use to try to influence them?
- Which approach was most effective? Why?
- What points of resistance did they raise?
- How did you address them?
- What was the outcome?

3. Describe the most recent time when you needed to gain the commitment of someone who started off with a position that was totally opposed to yours.
- Who was the person?
- What was his/her position?
- What was your position, and what were you trying to achieve?
- What was your approach?
- How did he/she react?
- How did you respond?
- What was the outcome?

4. Tell me about a time when you were not successful in persuading a skeptical audience to commit to a course of action at first, but then you were eventually able to convince.
- Why did you need to convince these people?
- What approaches did you use to try to influence them?
- What early points of resistance did you face? How did you address them?
- Why weren't you successful at the first opportunity?
- How did you overcome the resistance?
- Why was the second approach more effective?
- What was the outcome?
- What did you learn from the experience?

VIDEO BUL 14

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Build Talent

1. **Tell me about a time when you were particularly successful in suggesting, recommending or delegating assignments or opportunities that addressed another person's development needs.**
   - What areas did the employee need to develop?
   - How did you identify those needs?
   - What were the opportunities you presented to the employee?
   - How did you identify these opportunities?
   - How did the employee follow through and take advantage of these assignments and/or opportunities?
   - What impact did your guidance have on the employee?

2. **What are you doing to retain and develop people with the capabilities you will need in the next few years?**
   - How did you determine the type of talent you will need for the future?
   - What are you doing to build and retain the necessary capabilities in your organization?
   - What resources have you committed to support development?
   - What are you doing to ensure the ongoing learning and development of people in your organization?
   - What are you doing to ensure you have a steady pipeline of talent in your area?

3. **Tell me about your most recent efforts at enhancing the overall level of talent in your team or work group.**
   - What prompted your efforts?
   - What things have you done?
   - How have others responded?
   - What impact have your efforts had?
   - What follow-up actions, if any, are you planning?

4. **Tell me about the last time you took an active role in removing cultural or language barriers in the work environment and ensured that people from different cultural backgrounds had opportunities for development and advancement.**
   - What was the situation in the work environment that needed attention?
   - What were the circumstances that led you to take an active role?
   - What issues did you consider?
   - What steps/actions did you take?
   - What was the outcome?
   - What steps were taken to resolve differences?
   - What was the outcome?

VIDEO BUL 15

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Engage and Inspire

1. Describe your biggest challenge in motivating your group to achieve a significantly higher level of performance than they had previously achieved.
- What did you do to get their attention?
- What did you do or say to get them motivated?
- (If still unaddressed) How did you show the value of higher performance to them?
- What other kind(s) of support or assistance was needed?
- Was the goal achieved? If so, how did you acknowledge this?

2. What is the biggest thing you have done to inspire your people and gain their commitment to common goals?
- What were the goals?
- Why did you feel it was important to inspire your people and gain their commitment to the goals?
- What did you do or say to inspire them and gain their commitment?
- How effective were your efforts?

3. Tell me about the time it was most important for you to bring about extra effort from others.
- Describe the situation.
- What made the extra effort important?
- How did you approach it?
- What specifically did you say and do to motivate others?
- What was the result?

4. What is the most recent idea you have implemented to make work motivating and challenging for others?
- Describe the idea.
- What did you hope to achieve by implementing this idea?
- What steps did you take to introduce or implement the idea?
- What feedback have you received from others?
- What results have been achieved?
- How often do you do this?
- What did you learn from the experience?

VIDEO BUL 16

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Build Leadership Teams

1. Talk to me about a time when there was conflict on a team.
- What was the situation?
- What did you do to address the conflict?
- How did you help the team address the conflict among them?
- What was the outcome?

2. Organizations often have obstacles that make cross-organization a challenge; describe a time when you encountered this kind of obstacle.
- What was the situation?
- What did you do work through the issue?
- What was the outcome?
- What happened the next time the issue came up?

3. Describe a time when you built a team.
- What was the situation?
- How did you select team members?
- What challenges did you encounter on the team?
- How did you resolve them?

4. Getting teams aligned is important to achieving any goal. Talk to me about a time you had to align a team around shared goals and priorities.
- What was the situation?
- What did you do to align the team?
- How did you handle differing points of view/priorities?
- What was the outcome?

5. Thinking about your team:
- What kind of talent will you need in your group in the next year or two?
- What makes you say so?
- What have you done to evaluate the talent needs of your group?
- What actions did you take based on the evaluation results?
- What were the outcomes?

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Personal Leadership
Inspire Trust

1. **Tell me about the most recent time when you were adamant in standing up for what you believed in even though you were pressured to conform to a group consensus you felt was unethical.**
   - What was the situation?
   - What gave you to courage to stand up for your own beliefs?
   - What did you do to uphold your beliefs?
   - How did you manage the pressure from others?
   - How was the situation resolved?

2. **Describe the last situation you faced in which you could be rewarded for compromising your integrity.**
   - What was the situation?
   - What were you asked to do?
   - How did you respond to the request? Why did you choose to do so?
   - What was the outcome of this situation?

3. **Tell me about a time when you felt you had to bend the rules to get something done.**
   - How did you handle the situation?
   - What made you choose that approach?
   - What was the outcome?

4. **Describe a recent situation where you had to consider ethical issues when making a decision at work.**
   - What were the ethical issues involved?
   - What decision did you make?
   - What made you choose that approach?
   - What was the outcome?

VIDEO BUL 18

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Personal Leadership
Lead Courageously

1. **Tell me about the last time you strongly believed something needed to change, and you had to take a stand to convince your colleagues or management.**
   - What was the situation? What needed to change?
   - What was your position, and why did you feel so strongly about it?
   - What was the perspective of those who disagreed with you?
   - What was the immediate outcome of taking a stand?
   - What has been the lasting impact of your actions or comments?

2. **When was the last time you backed someone on his or her approach, even though it was an unpopular stand and it took some courage on your part?**
   - Who was the person?
   - What were the circumstances?
   - What stand did you take? Why?
   - What made this an unpopular stand? Who was your opposition?
   - How did you support the person?
   - What was the outcome?

3. **Tell me about a time when you took a strong position on an issue that was not in the majority.**
   - What was the issue?
   - What was the majority belief on the issue?
   - Who made up the majority in this case?
   - Why did you feel strongly? Please describe your reasoning.
   - How did others react to your difference of opinion?
   - What was the resolution (if any) to this difference of opinion?
   - (If he/she swayed others to his/her way of thinking…)
     What did you do to convince others to see this issue differently?

4. **Tell me about a time when you took a risk to champion an approach because you knew it was in the best interest of the company.**
   - What was the issue?
   - What was the approach you championed?
   - Why was it risky?
   - How did you recommend managing the risk?
   - What was the benefit for the organization?
     How was this different from the other approaches?
   - What was the result?

VIDEO BUL 19

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Personal Leadership
Adapt and Learn

1. Describe the last major crisis situation you or your team faced on the job.
- What were the circumstances that made this a crisis?
- What caused the crisis to occur?
- How did you find out about the crisis?
- What was your initial reaction when you first learned about it?
- How did you handle the situation?
- What was the outcome or result?

2. Tell me about the last development challenge that you successfully addressed.
- How did you identify the development need?
- Why was it important to develop in that area?
- What steps did you take?
- What obstacles or challenges did you encounter? How did you overcome them?
- How have you used the knowledge/skill?

3. Tell me about the biggest challenge your part of the business has faced.
- What was the situation?
- Describe the challenge.
- What actions did you take to remedy the situation?
- What did you do to help others adapt to the challenge?
- What was the outcome?

4. Tell me your most effective methods for staying up-to-date with new developments in your profession or industry.
- In what areas of expertise do you focus?
- How do you know you have kept up-to-date?
- How have you applied your expertise?
- Are you a member of professional organizations or networks? Which ones?

VIDEO BUL 20

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

"The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic."

(Peter Drucker)

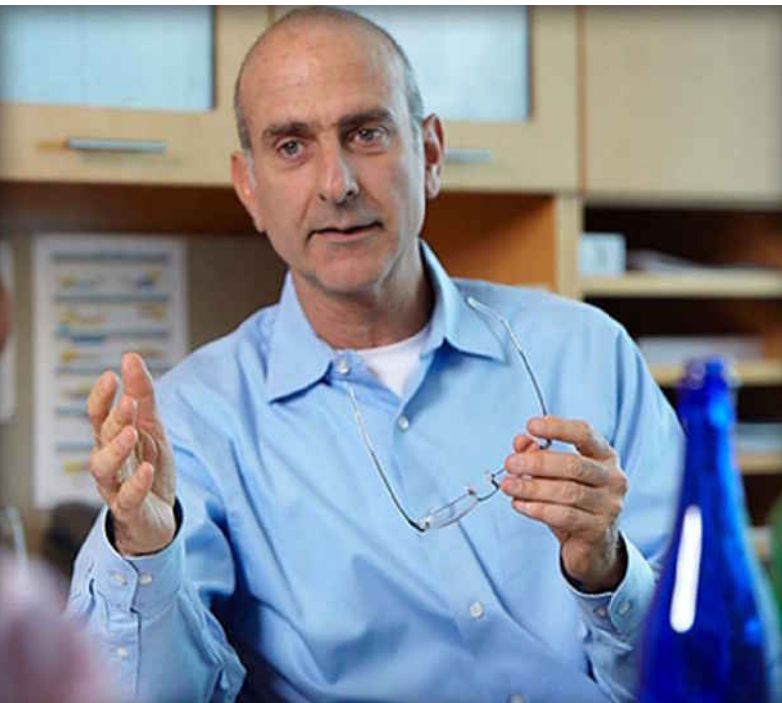# Leading@O-I
Driving Change

Senior Executive Leader

New complementary competencies have been developed and are included in the appendix brochure.

For this leadership level the complementary competencies are:

– Understand the Business Environment
– Promote Stakeholder Dialogue
– Strengthen the Leadership Team
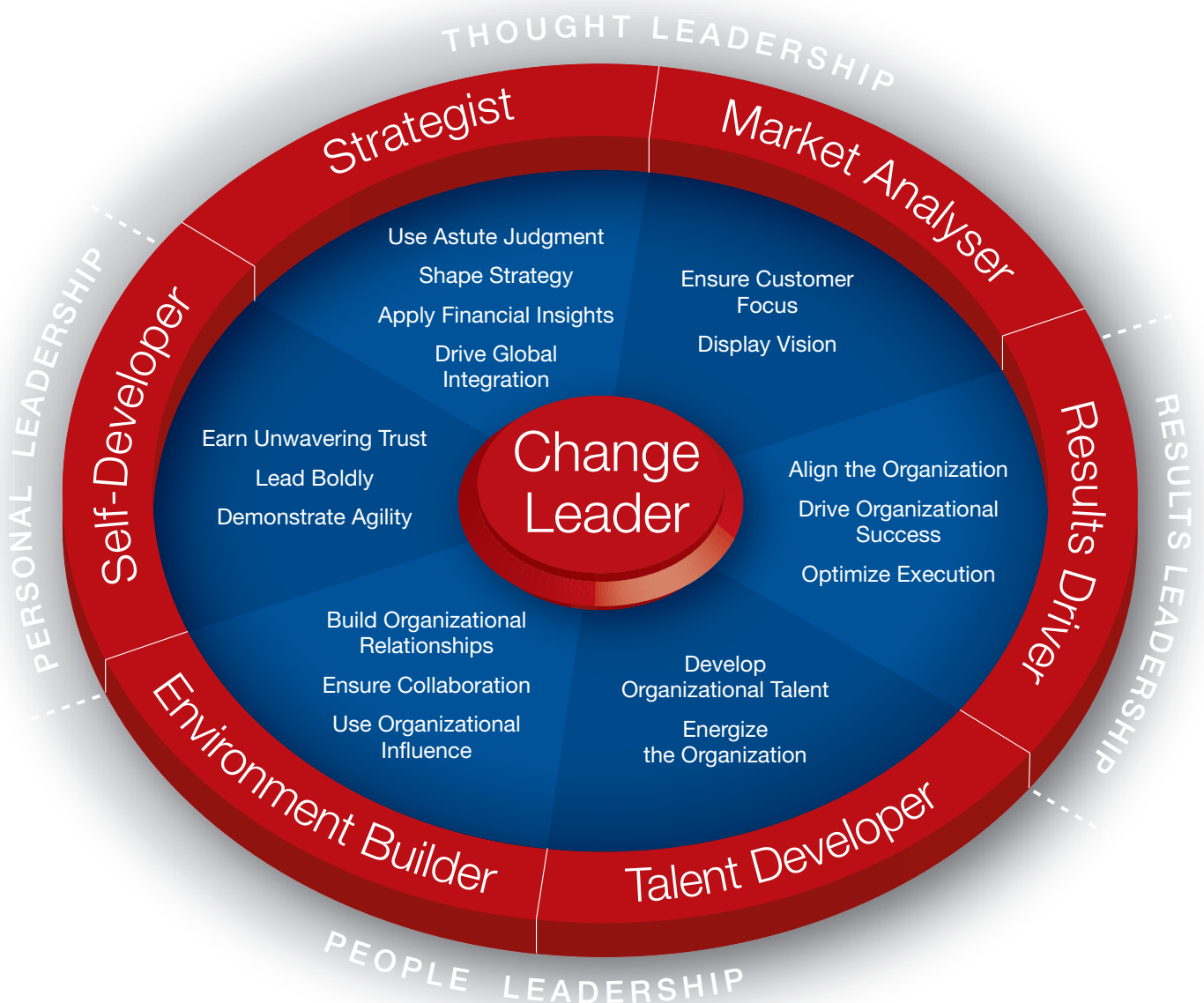
Go to Leading@O-I appendix brochure ▶

Senior Executive Leader

Leadership Competency Model

Leaders responsible for companywide leadership of a function
or Leadership region (Regional President, Chief Finance Officer…)

THOUGHT LEADERSHIP

PERSONAL LEADERSHIP

RESULTS LEADERSHIP

PEOPLE LEADERSHIP

Strategist

Market Analyser

Self-Developer

Results Driver

Environment Builder

Talent Developer

Change Leader

Use Astute Judgment

Shape Strategy

Apply Financial Insights

Drive Global Integration

Ensure Customer Focus

Display Vision

Earn Unwavering Trust

Lead Boldly

Demonstrate Agility

Align the Organization

Drive Organizational Success

Optimize Execution

Build Organizational Relationships

Ensure Collaboration

Use Organizational Influence

Develop Organizational Talent

Energize the Organization

◀ **Back to LCM Progression by level**

Thought Leadership

Strategist

Analysis
INTERVIEW QUESTIONS   VIDEO SEL **1**

Use Astute Judgment

- Recognizes the broad, systemic implications of problems and issues.
- Focuses on the crux of issues, and identifies high-leverage intervention points and strategies.
- Critically and logically evaluates the costs, risks and benefits of alternatives before making decisions.
- Makes decisions in the face of uncertainty.

Strategic Thinking
INTERVIEW QUESTIONS   VIDEO SEL **2**

Shape Strategy

- Develops responses to key competitor actions and threats.
- Identifies and integrates organizational strategies to achieve and sustain competitive advantage.
- Develops strategies that position the business to shape and capitalize on emerging customer and market needs.
- Develops strategies that leverage the core capabilities and competencies of the company.

Financial/Quantitative Acumen
INTERVIEW QUESTIONS   VIDEO SEL **3**

Apply Financial Insights

- Delivers appropriate messages about past financial performance and future expectations based on an accurate interpretation of relevant patterns, trends and deviations.
- Demonstrates understanding of the financial and economic levers that impact business performance and deploys them to improve short- and long-term results.
- Ensures financial policies and decision support systems are consistent with business objectives.
- Draws appropriate conclusions from financial reports and analyses to identify and evaluate major strategic priorities and investments.

Global Perspective
INTERVIEW QUESTIONS   VIDEO SEL **4**

Drive Global Integration

- Conveys an understanding of the organization's global market position, opportunities, capabilities and competitive threats.
- Identifies and builds the capabilities, resources and infrastructure needed to be successful in the regions and countries where business is conducted.
- Demonstrates understanding of the unique challenges and/or constraints involved in doing business globally.
- Develops offerings, processes or practices that appropriately balance the needs of the local country or culture with global business strategies.

Market Analyzer

Focus on Customers

Ensure Customer Focus

- Seeks and responds to customer feedback.
- Ensures the removal of barriers to delivering exceptional internal and/or external customer service.
- Develops a deep understanding of customers' businesses.
- Leverages trends in customer industries/marketplaces to shape solutions and approaches for the customer.

Innovation

Display Vision

- Finds ways to extend and apply innovative ideas to enhance business results.
- Identifies longer-term needs and opportunities that have significant revenue and profit potential.
- Ensures business strategies, industry analyses, and business plans consider future needs and developments, and are not just based on current reality.
- Has a clear vision of the long-term contribution one's own area can make to the business.

Results Leadership

Results Driver

Planning

VIDEO SEL 7

Align the Organization

- Ensures broad strategies are translated into specific objectives, metrics and action plans.
- Ensures that efforts across functions, locations and/or organizations are integrated and aligned with strategic objectives.
- Establishes appropriately aggressive, yet realistic, timeframes for achieving strategic objectives.
- Addresses risks and contingencies as part of the planning process.

Results Orientation

VIDEO SEL 8

Drive Organizational Success

- Establishes aggressive goals for the organization.
- Gets results that have a clear, positive and direct impact on business performance.
- Conveys a strong sense of urgency and drives issues to closure.
- Manages focused, results-oriented meetings that achieve closure on key issues.

Managing Execution

VIDEO SEL 9

Optimize Execution

- Uses key indicators, processes and management systems to monitor the organization's performance against goals.
- Addresses barriers to achieving results and sources of lagging performance.
- Ensures accountability for achieving business goals at multiple organizational levels.
- Maintains operating effectiveness while simultaneously driving needed change.

People Leadership

Environment Builder

Building Relationships

INTERVIEW QUESTIONS **VIDEO SEL 10**

Build Organizational Relationships

- Cultivates networks with people across a variety of functions and locations within the organization.
- Relates to others in an accepting and respectful manner regardless of their organizational level, personality or background.
- Leverages even difficult or tense circumstances to enhance relationships.
- Tactfully and sensitively expresses disagreements.

Collaboration

INTERVIEW QUESTIONS **VIDEO SEL 11**

Ensure Collaboration

- Builds collaboration by establishing, communicating and reinforcing shared values and norms.
- Promotes a culture of collaboration and teamwork across organizational boundaries.
- Removes organizational barriers to collaboration and teamwork.
- Creates an environment for honest and open discussion of all issues, even controversial ones.

Influence

INTERVIEW QUESTIONS **VIDEO SEL 12**

Use Organizational Influence

- Promotes or asserts own positions and ideas with bold conviction, even when faced with resistance or challenge.
- Ensures that proposals or arguments are supported by strong logic and a compelling business case, addressing all relevant factors.
- Positions ideas and proposals to satisfy the needs, interests and concerns of key stakeholders.
- Persists and holds firm appropriately, without either pushing or compromising own position too much.

People Leadership

Talent Developer

Talent Enhancement

Develop Organizational Talent

- Shapes roles and assignments in ways that leverage and develop people's capabilities.
- Develops successors and talent pools to ensure availability of future talent.
- Provides feedback, coaching and guidance where appropriate to enhance others' skill development.
- Identifies and attracts key individuals with the critical capabilities needed by the organization.

Engage and Inspire

Energize the Organization

- Fosters a sense of energy, ownership and personal commitment to the work.
- Inspires others to define new opportunities and continuously improve the organization.
- Nurtures commitment to the organization's vision, values, purpose and direction.
- Creates an environment in which performance excellence is rewarded.

Self-Developer

Demonstrate Ethics and Integrity

INTERVIEW QUESTIONS   VIDEO SEL 15

Earn Unwavering Trust

- Has a consistent track record of delivering on commitments.
- Establishes an environment in which uncompromising integrity is the norm.
- Acts truthfully even when in conflict with own self-interests.
- Balances honesty with compassion.

Courage

INTERVIEW QUESTIONS   VIDEO SEL 16

Lead Boldly

- Champions breakthrough ideas, initiatives and business ventures.
- Takes decisive action in high-stakes situations, crises or conditions of uncertainty.
- Projects self-assurance and unshakable confidence without coming across as arrogant.
- Confronts and works to resolve tough organizational issues.

Adaptability

INTERVIEW QUESTIONS   VIDEO SEL 17

Demonstrate Agility

- Responds resourcefully and constructively to new demands, priorities and challenges or obstacles (e.g., looks for new solutions).
- Fosters a calming influence in others in tense or stressful situations.
- Seeks exposure to new ideas and new ways of looking at things.
- Modifies one's self-perceptions and behavior based on feedback from others.

What does it mean being a Senior Executive Leader as Change Leader ?

Change Leader

The change leader is a role that draws on competencies from each of the other roles and is reflected in the behaviors of each.

Change Leadership

- Develops strategies that leverage the core capabilities and competencies of the company.

- Has a clear vision of the long-term contribution one's own area can make to the business.

- Ensures broad strategies are translated into specific objectives, metrics and action plans.

- Ensures that efforts across functions, locations and/or organizations are integrated and aligned with strategic objectives.

- Addresses risks and contingencies as part of the planning process.

- Maintains operating effectiveness while simultaneously driving needed change.

- Conveys a strong sense of urgency and drives issues to closure.

- Champions breakthrough ideas, initiatives and business ventures.

- Takes decisive action in high stakes situations, crises or conditions of uncertainty.

- Promotes or asserts own positions and ideas with bold conviction, even when faced with resistance or challenge.

- Positions ideas and proposals to satisfy the needs, interests and concerns of key stakeholders.

- Fosters a sense of energy, ownership and personal commitment to the work.

- Inspires others to define new opportunities and continuously improve the organization.

- Responds resourcefully and constructively to new demands, priorities and challenges or obstacles (e.g., look for new solutions).

- Fosters a calming influence in others in tense or stressful situations.

- Seeks exposure to new ideas and new ways of looking at things.

Let's observe the Behaviors and Performance Standards

To know how an expert would score the main character in the following Senior Executive Leader videos, print pages 234 and 235.

How would you score the behaviors of the main character in this video?

Thought Leadership
Use Astute Judgment

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Recognizes the broad, systemic implications of problems and issues.

Consistently recognizes and considers critical systemic consequences of issues on other parts of the business and the organization as a whole.	*Recognizes the systemic consequences of problems and issues on other parts of the business.*	*Recognizes only the most obvious consequences of problems and issues on other parts of the business or the organization as a whole.*

Focuses on the crux of issues, and identifies high-leverage intervention points and strategies.

Focuses on the crux of issues, quickly identifying high leverage intervention points and strategies.	*Identifies important intervention points and strategies when addressing issues.*	*Misses some important intervention points and strategies when addressing issues.*

Critically and logically evaluates the costs, risks and benefits of alternatives before making decisions.

Critically and logically evaluates potential short- and long-term costs, risks, and benefits of alternatives before making key decisions.	*Logically evaluates the major costs, risks and benefits of alternatives before making decisions.*	*Does not adequately evaluate costs, risks or benefits of alternatives before making final decisions.*

Makes decisions in the face of uncertainty.

Advances problems to the point of resolution despite ambiguity or uncertainty, driving them to closure.	*Makes progress on resolving problems, despite ambiguity or uncertainty, by identifying important intervention points.*	*Makes little progress on resolving problems under conditions of ambiguity or uncertainty (e.g., has difficulty making decisions).*

How would you score the behaviors of the main character in this video?

Thought Leadership
Shape Strategy

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Develops responses to key competitor actions and threats.

Anticipates the actions of key competitors in the industry and their potential threat to the business, and proactively takes action to counter impending threats.	*Stays abreast of the actions of key competitors in the industry and their potential threat to the business, and responds when appropriate.*	*Pays little attention to the actions of key competitors in the industry or is slow to respond when competitive threats are identified.*

Identifies and integrates organizational strategies to achieve and sustain competitive advantage.

Identifies and integrates organizational strategies to clearly differentiate the business from the competition and to achieve sustainable competitive advantage in the market.	*Identifies and/or integrates organizational strategies that achieve the goal of improving the position of the business in the market relative to the competition.*	*Develops strategies that are either too vague or too tactical to have the desired effect of improving the position of the business in the market relative to the competition.*

Develops strategies that position the business to shape and capitalize on emerging customer and market needs.

Develops breakthrough strategies that fully capitalize on emerging customer and market needs and provides significant long-term value to customers.	*Develops strategies that position the business to shape and capitalize on emerging customer and market needs.*	*Develops strategies that are late in addressing key customer or market needs, and provides only short-term fixes to problems.*

Develops strategies that leverage the core capabilities and competencies of the company.

Creates and integrates strategies that fully leverage the organization's core capabilities, and that provide both significant customer value and barriers to entry, creating long-term competitive advantage.	*Develops strategies that capitalize on or extend the core capabilities of the organization to create customer value and provide competitive advantage.*	*Develops strategies without considering how to best utilize the core capabilities of the organization to create customer value and competitive advantage.*

◀ Back to Strategist

How would you score the behaviors of the main character in this video?

Thought Leadership
Apply Financial Insights

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Delivers appropriate messages about past financial performance and future expectations based on an accurate interpretation of relevant patterns, trends and deviations.

Delivers accurate and realistic messages about past financial performance and future expectations to senior management that are based on a detailed interpretation of relevant patterns, trends and deviations.	*Delivers appropriate, yet somewhat general, messages about past financial performance and future expectations to senior management that are based on relevant patterns, trends and deviations.*	*Provides interpretations about past financial performance and future expectations that do not clearly follow from relevant patterns, trends or deviations (e.g., overly optimistic about future expectations).*

Demonstrates understanding of the financial and economic levers that impact business performance and deploys them to improve short- and long-term results.

Fully understands the financial and economic levers that impact business performance, using them appropriately to maximize both short- and long-term results.	*Understands some of the key financial and economic levers that impact business performance, using them appropriately to improve results.*	*Demonstrates limited understanding of the key financial and economic levers that impact business performance, missing key opportunities to use them to improve results.*

Ensures financial policies and decision support systems are consistent with business objectives.

Ensures financial policies and decision support systems are fully utilized and consistent with business objectives.	*Generally applies financial policies and decision support systems that are consistent with business objectives.*	*Overlooks financial policies or supports the use of financial policies and decision-making processes that are inconsistent with business objectives.*

Draws appropriate conclusions from financial reports and analyses to identify and evaluate major strategic priorities and investments.

Draws appropriate and specific conclusions from financial reports and analyses, recognizing even subtle issues and trends, to identify and evaluate strategic priorities and investments.	*Draws the major conclusions from financial reports and analyses to evaluate strategic priorities and investments.*	*Draws conclusions from financial reports and analyses that are too general or incomplete to appropriately evaluate strategic priorities and investments.*

How would you score the behaviors of the main character in this video?

Thought Leadership
Drive Global Integration

INTERVIEW
QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Conveys an understanding of the organization's global market position, opportunities, capabilities and competitive threats.

Demonstrates a thorough understanding of the organization's global market position, opportunities, capabilities and competitive threats.	*Demonstrates a general understanding of the organization's global market position, opportunities, capabilities and competitive threats.*	*Shows little understanding of the organization's global market position, opportunities, capabilities and competitive threats.*

Identifies and builds the capabilities, resources and infrastructure needed to be successful in the regions and countries where business is conducted.

Identifies and builds the organizational capabilities, resources and infrastructure needed to support long-term business success in the regions and countries where business in conducted.	*Makes the primary modifications to organizational capabilities, resources and infrastructure to support business in other regions or countries.*	*Makes few or inappropriate modifications to organizational capabilities, resources and infrastructure to support business in other regions or countries, assuming that they will remain largely the same.*

Demonstrates understanding of the unique challenges and/or constraints involved in doing business globally.

Demonstrates an in-depth understanding of the unique challenges and/or constraints involved in doing business globally.	*Demonstrates an understanding of the primary challenges and/or constraints involved in doing business globally.*	*Demonstrates a limited understanding of the challenges and/or constraints involved in doing business globally.*

Develops offerings, processes or practices that appropriately balance the needs of the local country or culture with global business strategies.

Develops offerings, processes or practices that appeal to the unique needs of the local country or culture while remaining consistent with global business strategies.	*Develops offerings, processes or practices that fit with global business strategies while taking some needs of the local country or culture into account.*	*Develops offerings, processes or practices that inappropriately over-emphasize either the needs of the local country or culture or the need for global consistency.*

How would you score the behaviors of the main character in this video?

Thought Leadership
Ensure Customer Focus

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Seeks and responds to customer feedback.

Proactively seeks out frank customer feedback and probes deeply to surface and understand the tough issues in order to provide a customer-focused response.	*Creates opportunities to interact with customers and asks for their feedback, responding appropriately.*	*Tends to avoid frank feedback from customers, or delays responding to provided feedback.*

Ensures the removal of barriers to delivering exceptional internal and/or external customer service.

Ensures the complete removal of barriers to delivering exceptional internal and/or external customer service.	*Takes steps to remove barriers to delivering exceptional internal and/or external customer service.*	*Does not fully address or remove barriers to delivering exceptional internal and/or external customer service.*

Develops a deep understanding of customers' businesses.

Develops a deep understanding of key customers' businesses to more effectively interact with customer contacts.	*Develops a working understanding of key customers' businesses.*	*Pursues business with key customers without a working understanding of their business.*

Leverages trends in customer industries/marketplaces to shape solutions and approaches for the customer.

Fully leverages trends in customer industries and marketplaces to shape optimal solutions and approaches for key customers.	*Takes into account the major trends in customer industries and marketplaces when shaping solutions and approaches for key customers.*	*Recommends solutions and approaches for key customers without addressing the major trends in customer industries and marketplaces.*

VIDEO SEL 6

Back to Market Analyser

How would you score the behaviors of the main character in this video?

Thought Leadership
Display Vision

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Finds ways to extend and apply innovative ideas to enhance business results.

Finds ways to extend and apply innovative ideas to greatly enhance business results.	Contributes innovative ideas that support positive business results.	Contributes mostly standard, status-quo ideas to situations, missing opportunities to innovate to enhance business results.

Identifies longer-term needs and opportunities that have significant revenue and profit potential.

Consistently and proactively identifies longer-term needs and opportunities that clearly have significant revenue and profit potential.	Identifies general longer-term needs and opportunities that have solid revenue and profit potential when working through current challenges and problems.	Identifies few longer-term needs or opportunities that have significant revenue and profit potential, staying focused on short-term needs almost exclusively.

Ensures business strategies, industry analyses, and business plans consider future needs and developments, and are not just based on current reality.

Ensures business strategies, industry analyses, and business plans fully consider future needs and developments, not just current reality.	Takes steps to ensure business strategies, industry analyses, and business plans consider the future needs and developments currently emerging in the industry.	Focuses too heavily on current reality when evaluating business strategies, industry analyses, and business plans, missing opportunities to consider future needs and developments.

Has a clear vision of the long-term contribution one's own area can make to the business.

Outlines a clear, specific vision of how own area can add value to the business over the long term.	Offers ideas of how own area can add value to the business over the long term.	Offers no ideas or only vague or short-term ideas of how own area can add value to the broader business.

How would you score the behaviors of the main character in this video?

Results Leadership
Align the Organization

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Ensures broad strategies are translated into specific objectives, metrics and action plans.

Ensures broad strategies are translated into specific objectives, metrics and action plans that can be effectively executed.	Works to ensure that broad strategies are translated into understandable objectives, metrics and action plans.	Creates objectives and action plans to carry out strategies that are too broad or too general, or without key linkages back to the strategy.

Ensures that efforts across functions, locations and/or organizations are integrated and aligned with strategic objectives.

Ensures that efforts across functions, locations, or organizations are fully integrated, coordinated and aligned with strategic objectives.	Encourages or promotes the integration of efforts across functions, locations or organizations.	Does not always take advantage of opportunities to integrate or coordinate efforts across functions, locations or organizations.

Establishes appropriately aggressive yet realistic timeframes for achieving strategic objectives.

Consistently sets aggressive timeframes for achieving strategic objectives that are clear, realistic, and that appropriately challenge or stretch the business.	Establishes appropriately aggressive yet realistic timeframes for achieving strategic objectives.	Sets timeframes that are either overly aggressive or too lenient to optimize the achievement of strategic objectives.

Addresses risks and contingencies as part of the planning process.

Ensures that plans for key initiatives fully address all contingencies and that they both acknowledge and mitigate risks.	Ensures that plans for key initiatives identify and address risks and contingencies.	Identifies some risks associated with key initiatives, but produces incomplete contingency plans.

How would you score the behaviors of the main character in this video?

Results Leadership
Drive Organizational Success

INTERVIEW
QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Establishes aggressive goals for the organization.

Establishes and pursues bold and aggressive goals for the organization to significantly "raise the bar" of business performance and deliver exceptional results for stakeholders.	*Sets and pursues challenging goals that stretch the organization and deliver results for stakeholders.*	*Establishes conservative goals that fail to stretch the organization.*

Gets results that have a clear, positive and direct impact on business performance.

Achieves breakthrough results that have a clear, positive and direct impact on business performance.	*Drives for results that have a positive impact on business performance.*	*Pursues activities that are related to business performance, but that may not deliver desired results.*

Conveys a strong sense of urgency and drives issues to closure.

Conveys a strong sense of urgency for resolving key issues in a timely manner, driving these issues to closure.	*Conveys urgency for high-profile issues, driving progress on those issues.*	*Conveys little sense of urgency for issues others may consider critical, making some progress but possibly endangering key deadlines.*

Manages focused, results-oriented meetings that achieve closure on key issues.

Manages focused, results-oriented meetings that achieve closure on all key issues.	*Organizes meetings to reach closure on key issues.*	*Conducts meeting with little focus, achieving limited closure on key issues.*

How would you score the behaviors of the main character in this video?

Results Leadership
Optimize Execution

INTERVIEW
QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Uses key indicators, processes and management systems to monitor the organization's performance against goals.

Systematically reviews and integrates the most appropriate information from key indicators, processes and management systems to closely monitor the organization's performance against goals and take action when appropriate.	*Uses key indicators, processes and management systems to monitor the organization's performance against goals.*	*Occasionally monitors information from key indicators, processes and management systems, but does not always notice or correct deviations from the organization's goals.*

Addresses barriers to achieving results and sources of lagging performance.

Readily intervenes to pinpoint all major barriers to achieving results and sources of lagging performance, in order to quickly address and remove them.	*Addresses barriers to achieving results and/or sources of lagging performance in an acceptable timeframe and manner.*	*Inconsistently addresses barriers to achieving results and sources of lagging performance, causing results to suffer or opportunities to be missed.*

Ensures accountability for achieving business goals at multiple organizational levels.

Takes personal responsibility to fully communicate and enforce expectations, ensuring accountability for achieving all key business goals at multiple organizational levels.	*Ensures accountability for achieving business goals at multiple organizational levels.*	*Holds people generally accountable for achieving their business goals, although permits deviations from plan to go on too long before taking action.*

Maintains operating effectiveness while simultaneously driving needed change.

Deftly orchestrates the pace and process of change to drive improvements while maintaining operating effectiveness.	*Implements needed change initiatives with minimal disruption to operating effectiveness.*	*Implements change initiatives with little consideration for maintaining operating effectiveness.*

How would you score the behaviors of the main character in this video?

People Leadership
Build Organizational Relationships

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Cultivates networks with people across a variety of functions and locations within the organization.

Proactively establishes and cultivates broad networks with people across a variety of functions and locations within the organization.	Establishes key relationships with people outside one's area.	Shows little interest in relating with others outside one's area.

Relates to others in an accepting and respectful manner regardless of their organizational level, personality or background.

Consistently relates to all others in an accepting and respectful manner, regardless of their organizational level, personality or background.	Is accepting and respectful to others, regardless of their role.	Interacts with others in a guarded, overly task-focused, or disengaged manner, making them feel uneasy.

Leverages even difficult or tense circumstances to enhance relationships.

Leverages even difficult or tense circumstances to enhance relationships, building greater appreciation and understanding between others.	Maintains positive and constructive relationships, even under difficult or heated circumstances.	Does not attempt to preserve or build relationships in heated or difficult situations.

Tactfully and sensitively expresses disagreements.

Effectively expresses disagreement or an opposing viewpoint, using tact and sensitivity to deliver the message.	Expresses disagreements or opposing viewpoints in a tactful manner.	May be blunt or insensitive when expressing disagreement.

How would you score the behaviors of the main character in this video?

People Leadership
Ensure Collaboration

INTERVIEW
QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Builds collaboration by establishing, communicating and reinforcing shared values and norms.

Find ways to build and maintain a collaborative environment by establishing, communicating and reinforcing shared values and norms.	*Sets the stage for collaboration by conveying a sense of shared values and norms.*	*Does not provide the team with a sense of shared values and norms, allowing people to work independently when collaboration is required.*

Promotes a culture of collaboration and teamwork across organizational boundaries.

Initiates significant efforts to build and promote a culture of collaboration and teamwork that spans organizational boundaries and contributes to organizational success.	*Promotes a culture of collaboration and teamwork across organizational boundaries.*	*Does little to promote teamwork and collaboration across boundaries; allows a culture of "winners and losers" to exist, where people and units may unnecessarily compete against each other.*

Removes organizational barriers to collaboration and teamwork.

Breaks down organizational barriers that interfere with effective teamwork and collaboration (e.g., silos, lack of conflict mediation, poor communication channels).	*Takes steps to address or remove organizational barriers to collaboration and teamwork.*	*Makes no attempt to address existing organizational barriers to collaboration or to foster teamwork.*

Creates an environment for honest and open discussion of all issues, even controversial ones.

Creates an environment where honest and open discussion of all issues, even controversial ones, is encouraged, nurtured and fully supported.	*Encourages others to express and discuss their views honestly and openly, even when they cause controversy.*	*Discourages the expression of views that are contrary to popular opinion.*

How would you score the behaviors of the main character in this video?

People Leadership
Use Organizational Influence

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

**Promotes or asserts own positions and ideas with bold conviction,
even when faced with resistance or challenge.**

Promotes or asserts own positions and ideas with confidence, bold conviction, and genuine enthusiasm, even when faced with tough resistance or challenge.	*Promotes own positions and ideas on important issues with confidence.*	*Conveys positions and ideas tentatively and without much conviction; backs down when faced with resistance or challenge.*

**Ensures that proposals or arguments are supported by strong logic
and a compelling business case, addressing all relevant factors.**

Ensures that all proposals or arguments are fully supported by strong logic and a compelling business case, addressing all relevant factors.	*Offers a strong rationale and business case to support proposals or arguments.*	*Makes proposals or arguments without offering a sufficient rationale or business case to support them.*

Positions ideas and proposals to satisfy the needs, interests and concerns of key stakeholders.

Effectively positions ideas and proposals to fully address and incorporate the needs, interests and concerns of key stakeholders.	*Positions ideas and proposals in a way that satisfies the needs, interests and concerns of key stakeholders.*	*Makes little attempt to position ideas and proposals to address and satisfy the needs, interests and concerns of key stakeholders.*

**Persists and holds firm appropriately without either pushing
or compromising own position too much.**

Wisely determines what degrees of wins to negotiate and holds firm on the most critical issues, so that the best business decisions are reached without alienating those with other views.	*Persists and holds firm appropriately without either pushing or compromising own position too much.*	*Pushes own views too strongly, thereby alienating others, or backs down too quickly on own views.*

◀ **Talent Developer**

How would you score the behaviors of the main character in this video?

People Leadership
Develop Organizational Talent

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Shapes roles and assignments in ways that leverage and develop people's capabilities.

Carefully grooms talent by shaping roles and assignments in ways that both leverage and develop people's capabilities while ensuring a consistent record of success.	*Provides roles and assignments that both leverage and develop people's capabilities.*	*Makes decisions regarding roles and assignments that do not fully consider individual's current capabilities, interests or development needs, or that do not address business needs.*

Develops successors and talent pools to ensure availability of future talent.

Skillfully identifies and proactively develops successors and talent pools to ensure superior bench strength for future talent needs.	*Identifies successors for key positions, and arranges for appropriate development opportunities for them.*	*Treats succession management as a lower priority, and is slow to identify successors or develop talent pools.*

Provides feedback, coaching and guidance where appropriate to enhance others' skill development.

Consistently provides specific feedback, coaching and guidance on how others can improve (e.g., models effective skills, role plays tough situations).	*Provides useful development suggestions, coaching and guidance to others when needed.*	*Provides few suggestions, and little coaching, guidance or advice to help others improve (e.g., does not identify and take advantage of "coachable moments").*

Identifies and attracts key individuals with the critical capabilities needed by the organization.

Utilizes highly successful methods to find and attract talented job candidates who possess the critical competencies needed to be strong contributors to organizational success.	*Attracts key individuals with the critical capabilities needed by the organization.*	*Considers candidates without adequately assessing the critical capabilities needed by the organization now or in the future (e.g., emphasizes criteria other than capabilities).*

◀ **Talent Developer**

How would you score the behaviors of the main character in this video?

People Leadership

Energize the Organization

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Fosters a sense of energy, ownership and personal commitment to the work.

Conveys and instills in others a strong sense of energy, excitement, ownership and personal commitment to their work.	*Fosters ownership and personal commitment in others toward their work.*	*Makes limited attempts to build a shared sense of energy, ownership or commitment (e.g., relies on the intrinsic motivation in each team member).*

Inspires others to define new opportunities and continuously improve the organization.

Inspires and challenges others to define new opportunities and continuously improve the organization.	*Encourages and supports others in attempts to define new opportunities and improve the organization.*	*Provides little encouragement and support for others who attempt to define new opportunities or improve the organization.*

Nurtures commitment to the organization's vision, values, purpose and direction.

Promotes and nurtures enthusiastic commitment to the organization's vision, values and direction.	*Expresses and encourages support for the organization's vision, values and direction.*	*Misses opportunities to convey and nurture support for the organization's vision, values and direction.*

Creates an environment in which performance excellence is rewarded.

Creates an environment where performance excellence is rewarded with specific, highly reinforcing praise; visibility; and tangible, appropriate rewards.	*Rewards others for strong performance and encourages others to do the same.*	*Misses opportunities to acknowledge or reward others for their above average performance or achievements.*

◀ **Self-Developer**

How would you score the behaviors of the main character in this video?

Personal Leadership
Earn Unwavering Trust

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Has a consistent track record of delivering on commitments.

Consistently delivers on even difficult commitments, demonstrating trustworthiness and responsibility.	*Has a well-established track record of delivering on commitments.*	*Is not consistent in delivering on commitments made to others.*

Establishes an environment in which uncompromising integrity is the norm.

Consistently serves as a model for uncompromising integrity and ethical behavior, effectively establishing a working environment and expectations in which such integrity is the norm.	*Behaves with personal integrity and encourages others to do the same.*	*May sometimes allow decisions or actions based on convenience or profit over integrity.*

Acts truthfully even when in conflict with own self-interests.

Consistently places the facts above own self-interests, proactively raising unflattering issues when that is what is best for the organization.	*Is truthful, even in situations where the facts are in conflict with own self- interests.*	*May stretch the truth or omit information in discussions with others when own self-interests are at stake.*

Balances honesty with compassion.

Effectively balances genuine honesty with genuine compassion, approaching others candidly but tactfully.	*Balances honesty with compassion.*	*Does not balance honesty with compassion for others, coming across as either too harsh, or too passive.*

◄ **Self-Developer**

How would you score the behaviors of the main character in this video?

Personal Leadership
Lead Boldly

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Champions breakthrough ideas, initiatives and business ventures.

Champions breakthrough ideas, initiatives and business ventures that take the enterprise in bold new directions, and turns resistance into acceptance.	*Pursues new ideas, initiatives and business ventures that take the enterprise in new directions.*	*Reacts cautiously to new ideas, initiatives and business ventures, allowing others to be the advocates for needed change.*

Takes decisive action in high stakes situations, crises or conditions of uncertainty.

Takes immediate control in high stakes situations, crises or conditions of uncertainty and acts decisively to address the situation.	*Takes appropriate action in high stakes situations, crises and conditions of uncertainty.*	*May hesitate to react to high stakes situations, crises or conditions of uncertainty, or may inappropriately defer to others.*

Projects self-assurance and unshakable confidence without coming across as arrogant.

Projects self-assurance and unshakable confidence without coming across as arrogant.	*Displays a sense of confidence and credibility without appearing arrogant.*	*May convey either arrogance or come across as unsure of oneself; shows either too much or too little confidence.*

Confronts and works to resolve tough organizational issues.

Confronts and works to resolve tough organizational issues with confidence and with the appropriate sense of urgency.	*Confronts and works to resolve tough organizational issues without delay.*	*Is slow to address tough organizational issues; downplays or avoids them rather than confronting them directly and openly.*

◄ Self-Developer

How would you score the behaviors of the main character in this video?

Personal Leadership
Demonstrate Agility

INTERVIEW QUESTIONS

Highly Effective (5)	(4)	Meets Expectations (3)	(2)	Needs Development (1)

Responds resourcefully and constructively to new demands, priorities, and challenges or obstacles (e.g., look for new solutions).

Responds resourcefully and constructively to new demands, priorities, and challenges or obstacles (e.g., develops novel solutions for handling problems).	*Responds appropriately to new demands, priorities or changes in direction when necessary.*	*Continues to follow the same path despite new demands, without shifting priorities or addressing challenges and obstacles.*

Fosters a calming influence in others in tense or stressful situations.

Acts as a calming and settling influence on others in tense or stressful situations, refocusing efforts, energizing others and providing direction on how to proceed.	*Remains cool and professional under severely stressful circumstances, encouraging others to do the same.*	*Exhibits frustration when faced with stressful situations, making the situation tenser for others.*

Seeks exposure to new ideas and new ways of looking at things.

Is always looking for new ideas and new ways of looking at things; takes the time and effort to get involved in new areas.	*Demonstrates openness to new ideas and ways of looking at things.*	*Is closed off or resists considering alternative ideas or changes in the way things are done.*

Modifies one's self-perceptions and behavior based on feedback from others.

Actively seeks out feedback from multiple sources about strengths and weaknesses, and targets development to address the identified needs.	*Responds constructively to feedback about personal strengths and weaknesses.*	*His/her primary reaction to feedback is defensive, missing important opportunities for useful development.*

How would an expert score the main character in the Senior Executive Leader videos?

Find below the answers for each video:

Thought Leadership

VIDEO SEL 1 — Use Astute Judgment
- Recognizes the broad, systemic implications of problems and issues. — **5**
- Focuses on the crux of issues, and identifies high-leverage intervention points and strategies. — **5**
- Critically and logically evaluates the costs, risks and benefits of alternatives before making decisions. — **3**
- Makes decisions in the face of uncertainty. — **4**

VIDEO SEL 2 — Shape Strategy
- Develops responses to key competitor actions and threats. — **4**
- Identifies and integrates organizational strategies to achieve and sustain competitive advantage. — **4**
- Develops strategies that position the business to shape and capitalize on emerging customer and market needs. — **5**
- Develops strategies that leverage the core capabilities and competencies of the company. — **2**

VIDEO SEL 3 — Apply Financial Insights
- Delivers appropriate messages about past financial performance and future expectations based on an accurate interpretation of relevant patterns, trends and deviations. — **3**
- Demonstrates understanding of the financial and economic levers that impact business performance and deploys them to improve short- and long-term results. — **4**
- Ensures financial policies and decision support systems are consistent with business objectives. — **3**
- Draws appropriate conclusions from financial reports and analyses to identify and evaluate major strategic priorities and investments. — **n/a**

VIDEO SEL 4 — Drive Global Integration
- Conveys an understanding of the organization's global market position, opportunities, capabilities and competitive threats. — **5**
- Identifies and builds the capabilities, resources and infrastructure needed to be successful in the regions and countries where business is conducted. — **4**
- Demonstrates understanding of the unique challenges and/or constraints involved in doing business globally. — **3**
- Develops offerings, processes or practices that appropriately balance the needs of the local country or culture with global business strategies. — **4**

VIDEO SEL 5 — Ensure Customer Focus
- Seeks and responds to customer feedback. — **5**
- Ensures the removal of barriers to delivering exceptional internal and/or external customer service. — **3**
- Develops a deep understanding of customers' businesses. — **5**
- Leverages trends in customer industries/marketplaces to shape solutions and approaches for the customer. — **3**

VIDEO SEL 6 — Display Vision
- Finds ways to extend and apply innovative ideas to enhance business results. — **5**
- Identifies longer-term needs and opportunities that have significant revenue and profit potential. — **3**
- Ensures business strategies, industry analyses, and business plans consider future needs and developments, and are not just based on current reality. — **4**
- Has a clear vision of the long-term contribution one's own area can make to the business. — **2**

Results Leadership

VIDEO SEL 7 — Align the Organization
- Ensures broad strategies are translated into specific objectives, metrics and action plans. — **4**
- Ensures that efforts across functions, locations and/or organizations are integrated and aligned with strategic objectives. — **5**
- Establishes appropriately aggressive, yet realistic, timeframes for achieving strategic objectives. — **3**
- Addresses risks and contingencies as part of the planning process. — **2**

VIDEO SEL 8 — Drive Organizational Success
- Establishes aggressive goals for the organization. — **4**
- Gets results that have a clear, positive and direct impact on business performance. — **4**
- Conveys a strong sense of urgency and drives issues to closure. — **5**
- Manages focused, results-oriented meetings that achieve closure on key issues. — **5**

VIDEO SEL 9 — Optimize Execution

- Uses key indicators, processes and management systems to monitor the organization's performance against goals. — 5
- Addresses barriers to achieving results and sources of lagging performance. — 5
- Ensures accountability for achieving business goals at multiple organizational levels. — 4
- Maintains operating effectiveness while simultaneously driving needed change. — 2

People Leadership

VIDEO SEL 10 — Build Organizational Relationships

- Cultivates networks with people across a variety of functions and locations within the organization. — 1
- Relates to others in an accepting and respectful manner regardless of their organizational level, personality or background. — 5
- Leverages even difficult or tense circumstances to enhance relationships. — 3
- Tactfully and sensitively expresses disagreements. — 5

VIDEO SEL 11 — Ensure Collaboration

- Builds collaboration by establishing, communicating and reinforcing shared values and norms. — 5
- Promotes a culture of collaboration and teamwork across organizational boundaries. — 5
- Removes organizational barriers to collaboration and teamwork. — 3
- Creates an environment for honest and open discussion of all issues, even controversial ones. — 2

VIDEO SEL 12 — Use Organizational Influence

- Promotes or asserts own positions and ideas with bold conviction, even when faced with resistance or challenge. — 4
- Ensures that proposals or arguments are supported by strong logic and a compelling business case, addressing all relevant factors. — 4
- Positions ideas and proposals to satisfy the needs, interests and concerns of key stakeholders. — 3
- Persists and holds firm appropriately, without either pushing or compromising own position too much. — 3

VIDEO SEL 13 — Develop Organizational Talent

- Shapes roles and assignments in ways that leverage and develop people's capabilities. — 4
- Develops successors and talent pools to ensure availability of future talent. — 5
- Provides feedback, coaching and guidance where appropriate to enhance others' skill development. — 3
- Identifies and attracts key individuals with the critical capabilities needed by the organization. — 2

VIDEO SEL 14 — Energize the Organization

- Fosters a sense of energy, ownership and personal commitment to the work. — 3
- Inspires others to define new opportunities and continuously improve the organization. — 4
- Nurtures commitment to the organization's vision, values, purpose and direction. — 5
- Creates an environment in which performance excellence is rewarded. — n/a

Personal Leadership

VIDEO SEL 15 — Earn Unwavering Trust

- Has a consistent track record of delivering on commitments. — n/a
- Establishes an environment in which uncompromising integrity is the norm. — 5
- Acts truthfully even when in conflict with own self-interests. — 5
- Balances honesty with compassion. — 4

VIDEO SEL 16 — Lead Boldly

- Champions breakthrough ideas, initiatives and business ventures. — 3
- Takes decisive action in high-stakes situations, crises or conditions of uncertainty. — 5
- Projects self-assurance and unshakable confidence without coming across as arrogant. — 5
- Confronts and works to resolve tough organizational issues. — 4

VIDEO SEL 17 — Demonstrate Agility

- Responds resourcefully and constructively to new demands, priorities and challenges or obstacles (e.g., looks for new solutions). — 4
- Fosters a calming influence in others in tense or stressful situations. — 5
- Seeks exposure to new ideas and new ways of looking at things. — 4
- Modifies one's self-perceptions and behavior based on feedback from others. — 2

What is a behavioral anchored interview?

A behavioral anchored interview is a thorough, planned and systematic way to gather and evaluate information about what candidates have done in the past to show how they would handle future situations. These types of questions allow the candidate to describe what they actually did at an identified point in time and it allows you to "see" the candidate in action. The best predictor of future behavior is past behavior and utilizing behavioral anchored interview questions and probes allows you to gather and assess this information. A behavioral anchored interview doesn't want to ensure the objectivity but to reduce the subjectivity in selection decision making.

What's the process to complete a behavioral anchored interview?

STEP 1
Preparing for the Interview
Review the expectations of the target role, candidate resume/CV and interview questions in the next sections (level specific) in order to prepare for the interview.

STEP 2
Opening and Structuring the Interview
Greet the candidate and share the objectives of the interview. Once you complete the introductions you should use a structuring statement to ensure the objective is clear. Here is an example:

> *"Well, let's get started here. As you know, you are interviewing for the position of_____. I want to find out as much as I can in the next 90 minutes about the skills you have for this position. At the end of the interview, I will tell you about the job and you can ask any additional questions. I will be taking notes throughout the interview in order to capture your responses accurately. Why don't we begin…."*

STEP 3
Facilitate the Interview
Utilize behavioral anchored interview questions to gather information and document the examples provided. You will also answer questions related to the role and the organization sharing some of the benefits, opportunities and challenges.

STEP 4
Closing and Evaluating Behaviors
It is important to close the interview in a concise manner sharing the next steps in the process. Here is an example:

> *"I would like to thank you for taking the time to interview with me today. I was able to learn about your career interests and experience and hope that I have answered your questions about the role and organization. We will contact you in one week to inform you of our decision."*

In order to effectively evaluate the candidate, review the competencies, your interview notes, performance standards and record an overall rating.

For additional information and guidance, please see your
Leadership and Organizational Development Representative

Behavioral Questions

to explore behaviors,
support the selection
and coach a
Senior Executive Leader

*To customize your interview guide,
select your pages by clicking on the pdf icon
located in the upper right hand corner of your screen.*

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Use Astute Judgment

1. Describe a challenge or business issue where your analysis led to a significant breakthrough in understanding.
- What was the situation or problem?
- How did you go about analyzing it?
- What was the insight or breakthrough?
- What difficulties or obstacles did you have to overcome?
- What was the impact of this insight or breakthrough?

2. Tell me about the most critical decision you have made for your area or the broader organization.
- What was the decision and why was it so critical?
- What information was available to make this decision?
- What was incomplete or ambiguous?
- How did you go about collecting the information that you needed?
- How did you utilize others' diverse knowledge and perspectives in making your decision?
- How did you balance the short- and long-term needs of the business?
- Describe the financial indicators/metrics you used when considering alternatives.
- How did you strike a balance between the need to gather more information and the need to make timely decisions?
- Exactly how did your decision impact your area/the broader organization (near term, long term)?

3. Tell me about a challenge or business issue that required you to synthesize broad, cross business, or cross-discipline knowledge, expertise or information.
- What were the circumstances surrounding this problem?
- What were the facts or symptoms of the problem?
- Describe the steps you took in the analysis.
- What knowledge, expertise or information did you have to draw upon to clarify the issue or problem?
- What was the result?

4. Tell me about the last time you made a time-sensitive decision that affected individuals across the organization's functions and locations.
- What was the decision?
- What opportunities and challenges did you face?
- How did you ensure that the decision met the needs and interests of multiple stakeholders?
- How did you foster cross-functional decision making to ensure it was aligned with strategic objectives?
- How did you decide when you had enough information to make the decision?

VIDEO SEL 1

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Shape Strategy

1. Tell me about a time when you addressed a real or potential competitive threat.
- How did you identify the threat?
- How did you respond?
- What led you to choose that approach?
- What was the outcome?

2. Tell me about a specific strategy that you have established and implemented for your business.
- What factors did you consider in deciding on the strategy?
- What strategies did you consider but decide not to pursue? Why did you reject them?
- How did you ensure a fit between this strategy and the organization's broader strategies and long-term direction?
- How did the strategy you pursued give the organization a competitive advantage?
- How did this strategy impact the financial performance of your organization?
- How sustainable was that advantage?
- What was the outcome?

3. Tell me about a recent innovation (e.g., new business model, new product or market strategy) you championed to improve your organization's competitive advantage.
- What was the innovation, and how did you identify the need?
- What led you to believe in the innovation and champion it?
- What type of business case did you have to develop, and how did you go about developing it?
- What specific actions did you take to champion the innovation?
- What results did you accomplish?

4. How would you describe the competitive advantages of your business/organization?
- How do you differentiate yourself?
- What are your organization's strategic assets?
- What have you done to leverage these assets and competitive advantages in your business?

VIDEO SEL 2

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Apply Financial Insights

1. Tell me about the last critical financial decision you made.
- What was the situation?
- What decision did you make?
- What analyses or information did you gather to support your decision?
- What was the impact of your decision?

2. Tell me about the last time you denied a request for financial support that could have increased your company's revenue numbers and profitability but involved high risks.
- What was the situation?
- What factors did you analyze and consider before making your decision?
- What were the risks involved?
- What made you decide to deny the request?
- What short- and long-term impact did your decision have?

3. Tell me about the most recent capital investment you made.
- How did you identify this as an area in which to invest?
- What were the chief sources of risk in this investment?
- What were the potential benefits or anticipated returns from this investment?
- How did you determine what level of risk was acceptable?
- What assumptions did you make, and how did you go about testing the validity of these assumptions?
- How did this investment perform against your expectations?

4. Describe the most recent situation where you were responsible for managing your organization's financial and operating results.
- What targets did you establish for these results, and how did you arrive at them?
- On what assumptions were the targets based?
- What processes did you use to establish appropriate budgets and forecasts?
- What obstacles did you encounter? How did you overcome them?
- What did you do to improve or turn around the performance of the organization?
- What results did you accomplish?

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Drive Global Integration

1. Describe a recent global initiative (e.g., new program, product or operations; an expansion strategy) that you recommended and led.
- What was the initiative and what role did you play?
- What global opportunities or needs did it address?
- How did you assess your organization's readiness to execute this initiative?
- What steps did you take to ensure that the initiative would be effective in all global regions?
- How did you take into account any unique business dynamics/practices and cultural issues in other countries?
- What political sensitivities and/or government issues did you need to consider?
- What team did you build? (Probe around the global diversity of the team.)
- What steps did you take to ensure that this was a "global" initiative?
- How successful was this initiative?

2. Tell me about the time you partnered with others in a different country/region to meet market needs and/or expand your business.
- What was the partnership about?
- Who suggested or initiated the partnership? Why?
- How did you work together?
- How did you adapt your business practices and interpersonal style to address the unique differences?
- How did you leverage each other's capabilities?
- What outcome did you achieve? What was the outcome for the partner?

3. Tell me about the last time you assessed your organization's readiness to compete in the global market.
- What prompted the assessment?
- What information did you gather? What analyses did you make?
- What global trends and development did you anticipate and consider?
- What did you do to weigh your competition?
- How did you assess your talent pool and its capabilities?
- What was your overall finding?

4. Tell me about a most recent global expansion strategy that you recommended to the executive team.
- What was the strategy?
- What made you recommend the strategy? Why was it important or necessary?
- What market needs or global opportunities would the strategy support?
- What foreign policy, geo-political, and/or cultural issues did you take into consideration?
- How did you convince the executive team to adopt your strategy?
- What was the outcome?

VIDEO SEL 4

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Ensure Customer Focus

1. **Tell me about a recent time that you successfully shaped a solution for a key customer that had broad implications for the customer's business situation and strategies.**
   - What was the issue or the customer's need and how did you come to recognize it?
   - What were the implications of this need or issue on the business?
   - What was your recommended solution?
   - What was the resulting impact of this solution on your customer's business?
   - What was the financial impact on your own business?

2. **Tell me about the most significant improvement initiative you have implemented to make it easier for your customers to do business with your company.**
   - Why was improvement needed?
   - How did you become aware of the need for improvement?
   - How were things improved and how did you measure this?
   - What was the outcome?

3. **How do you encourage others across the organization to build effective relationships with customers?**
   - How have you helped your managers build strong relationships with key decision makers and influencers in your customers' organizations?
   - Tell me about a manager or associate who has had difficulty building effective relationships with key customer contacts. In what ways have you helped him or her improve in this area?
   - What opportunities have you created for your management team to establish networks and relationships with customers?

4. **Tell me about a time you successfully implemented a novel solution to meet a new or existing customer need.**
   - What was the customer need at hand?
   - How did you identify the novel solution?
   - What made you decide to address the customer need with this novel solution?
   - What impact did the solution have on the business and the customer(s)?
   - What were the results of your efforts?

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Thought Leadership
Display Vision

1. Tell me about a time when you championed a new idea or approach that required significant organizational change.
- How did you build your business case for the change?
- How did you gain broader support and commitment to the change?
- What strategic issues did this change address?
- How did you manage the change effort?
- What resistance did you encounter and how did you address it?
- What was the outcome? Financial impact?

2. Describe the last time you successfully anticipated the market's needs and came up with a fresh, new approach to address those needs.
- What needs did the market have? How did you identify those needs?
- How did you come up with the new approach to address these needs?
- What steps did you take to implement the idea?
- What was the outcome?

3. Tell me about the last time you evaluated a business strategy or plan against not only a current assessment of your industry, but also its potential future.
- What led you to conduct the evaluation, and how did you go about doing it?
- What did you do to gather the current and future trends in your industry?
- What did you see as the top two to three future trends that would most affect your industry and organization?
- How did you tie the business strategy or plan to future trends?
- How accurate was your assessment?
- What results did you accomplish?

4. Tell me about a time you successfully implemented a novel solution to leverage a new business opportunity.
- What was the business opportunity at hand?
- How did you identify the novel solution?
- What made you decide to leverage the business opportunity using the novel solution?
- What risks were involved? How did you manage those risks?
- What impact did the solution have on the new business opportunity?
- What results did you accomplish?

VIDEO SEL 6

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Results Leadership
Align the Organization

1. What changes (e.g., in processes, systems, roles) have you made to your business in order to support the organization's broader strategies?
- How did you identify the need for these changes?
- Describe the steps you took to plan them.
- What other functions, locations, and/or businesses were impacted?
- What metrics did you put in place or rely on to evaluate the success of these changes?
- Who were the key stakeholders, and how did you gain their support?
- What obstacles did you run into, and how did you address them?

2. What has been your most challenging experience in planning across diverse work groups from inside or outside your organization (e.g., integration of an acquired business, a strategic alliance/partner, across business units or functions)?
- What were the circumstances?
- What were the biggest challenges to successful integration?
- How did you conduct the planning process?
- What obstacles did you encounter?
- How did others react?
- What did you do?
- What was the outcome?

3. Tell me about the plan you developed (or helped to develop) that had the greatest impact on organizational strategies or results.
- What changes did you make to align the organization with the strategy?
- What roles did you include in the plan?
- What did you do to integrate the plan across functions, locations and organizations?
- What timeframes were you operating under? How were these set?
- How did you determine the resources needed?
- What obstacles did you encounter when planning, and how did you address them?

4. Describe the initiative that you've planned most recently, and what you did.
- What goals and objectives did you set, and what metrics did you plan to evaluate its success?
- What roles, structures and processes did you plan?
- What other functions, locations, and/or businesses across the organization were impacted?
- Who were the key stakeholders whose support you needed to approve the plan?
- How did you address their concerns, overcome their resistance, and/or gain their commitment to the plan?

VIDEO SEL 7

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Results Leadership
Drive Organizational Success

1. Tell me about the most aggressive goals you set for your area of responsibility.
- What did you do to ensure those goals were met?
- What obstacles did you encounter, and how did you address them?
- What results did you achieve?
- What did you have to sacrifice in order to achieve the goals?
- What would you not sacrifice in order to achieve the goals?

2. Describe your biggest challenge in creating a sense of urgency in your group to achieve a significantly higher level of performance than they had previously achieved.
- What did you do to get their attention?
- What did you do or say to get them motivated?
- (If still unaddressed) How did you show the value of higher performance to them?
- What other kind(s) of support or assistance was needed?
- What led you to believe that you were effective?

3. What business goals or results are you (and your group) accountable for (i.e., in your business or operating plan)?
- How did you establish these goals?
- How did you ensure the business plan was realistic?
- What risks did you identify in the business plan?
- How did you allocate and communicate responsibilities to others involved?
- What processes did you establish/use to monitor performance against goals?
- What unexpected obstacles or challenges did you encounter and how did you address them?
- What mid-course corrections did you need to make? How did you identify the need for these?
- What did you do to keep things on track?
- What were the results achieved on all key metrics?

4. Tell me about the most recent situation where you were responsible for a mission-critical project or initiative that was "bogged down" or delayed.
- What was the situation?
- What outcomes were in jeopardy?
- What did you do?
- How successful was the project?
- What impact did the project have on business results.

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Results Leadership
Optimize Execution

1. Describe a major strategic initiative that you've planned and implemented most recently.
- What goals and objectives did you set, and what metrics did you plan to evaluate its success?
- Who were the key stakeholders whose support you needed to approve and execute the plan?
- How did you address their concerns, overcome resistance, and gain their commitment?
- In implementing the initiative, what roles, structures and processes did you establish?
- What other functions, locations, and/or businesses across the organization were impacted?
- What resources were needed, and how did you identify, obtain and allocate or re-allocate them?
- What did you do to monitor progress and keep things on track?
- What mid-course corrections did you need to make? How did you identify the need for these?
- What was the outcome?

2. Tell me about the last time you successfully intervened to address barriers that negatively impacted the organization's performance against its goals?
- What was the situation, and what were the barriers?
- What impact did the barriers have on the organization's performance?
- How did you identify those barriers?
- What specific actions did you take to overcome those barriers?
- What did you do to prevent its/their recurrence and anticipate future obstacles?
- What was the outcome of your intervention?
- What did you do to continue monitoring performance against stated goals?

3. Tell me about the time you had the most difficulty managing a team toward the accomplishment of an organizational goal.
- What was the organizational goal?
- How did you develop your plan of execution?
- What obstacles did you encounter?
- What actions did you take to overcome the obstacles?
- What did you do to ensure that the team continued to stay on track and was held accountable for achieving results?
- What was the outcome?

4. Describe the most recent situation where you were responsible for accomplishing a key initiative while maintaining ongoing operational results.
- What was the key initiative?
- How might this initiative have affected operating results?
- What processes did you use to establish an appropriate plan and forecast for the new initiative?
- What obstacles did you encounter? How did you overcome them?
- What results did you accomplish?

VIDEO SEL 9

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Build Organizational Relationships

1. Tell me about a recent time when you actively encouraged one or more direct reports to build effective relationships across the organization.
- What was the situation?
- Why was it important that the individual(s) build relationships with others?
- What other individuals or groups did they need to form a relationship?
- What role did you play in helping your direct reports build strong relationships with others?
- What obstacles did others face along the way?
- What support did you provide when obstacles surfaced?
- What is the nature of these relationships now?

2. Think about the most recent example where you helped resolve significant conflict among individuals on your team or between work units in your organization.
- What was the nature of the conflict?
- What did you see as the core issues?
- What did you do to manage the conflict?
- How did you make sure that the interests and needs of all the parties involved were addressed?
- Where does this situation stand today?

3. Consider your relationships across the organization and with external parties.
- What have you done to develop and maintain relationships with people throughout the organization and with external parties?
- In what ways have you fostered professional relationships with individuals possessing diverse backgrounds, ideas or expertise?
- What networking opportunities have you utilized? How have networks influenced your decisions?

4. Describe the last time you were involved with teams with opposing viewpoints on a critical issue.
- What was the issue?
- What were the opposing viewpoints?
- How did you make sure you heard and considered both teams' needs and perspectives?
- How did you address the differing viewpoints?
- What was the outcome?
- What steps did you take to ensure that the conflict is not repeated?

VIDEO SEL 10

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Ensure Collaboration

1. Tell me about the last time you pulled people together from across organizational boundaries to reach a common goal.
- What was the situation and goal?
- Why did this goal require cross-organizational cooperation?
- What did you do to get others engaged and involved?
- What was the outcome?

2. Give me the most striking example of your success at facilitating collaboration and teamwork.
- Describe the situation.
- What were they working on?
- What role did teaming and collaboration play in the success?
- What was your role in the success?
- What results have they achieved?

3. How does your management team work together?
- What have you done to build a strong team that works together effectively?
- How do you determine who needs to be involved in addressing a particular issue?
- What conflicts or difficult issues have emerged, and how did you address them?

4. Tell me about the last time you turned a conflict situation into an opportunity to address both parties' needs.
- What was the conflict? What were the conflict sources?
- How did you get involved with the conflict?
- Describe exactly what you did to turn the conflict into an opportunity.
- What was the solution, and who came up with the idea?
- How satisfied were both parties with the solution?

VIDEO SEL 11

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Use Organizational Influence

1. Describe a situation in which you had to get the broadest and most senior level support for an initiative, project or strategy.
- Whose support did you need?
- Why did you need support from each of these individuals?
- What approaches did you use to try to influence these people? (Provide specific instances.)
- Who was most difficult to persuade? Why?
- What approach did you use to try to get their support?
- Which approach was most effective? Why?
- What was the outcome?

2. Describe a recent idea or proposal you suggested where you needed to gain the support of multiple stakeholders with competing interests.
- What was the idea or proposal?
- Whose support did you need for this (e.g., what stakeholders were affected)?
- What were the competing interests among the stakeholders?
- How did you position your ideas to address these competing interests and concerns?
- How did you go about building the necessary base of support?
- What was the outcome?

3. Tell me about a time when you championed a new idea or approach that required significant organizational change.
- How did you build your business case for the change?
- How did you gain broader support and commitment to the change?
- What strategic issues did this change address?
- How did you manage the change effort?
- What resistance did you encounter and how did you address it?
- What was the outcome? Financial impact?

4. Describe the most recent time when you needed to gain the commitment of someone who started off with a position that was totally opposed to yours.
- Who was the person?
- What was his/her position?
- What was your position, and what were you trying to achieve?
- What was your approach?
- How did he/she react?
- How did you respond?
- What was the outcome?

VIDEO SEL 12

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Develop Organizational Talent

1. **What have you done to stimulate and ensure the appropriate development of talent for the future of your organization?**
- What type of talent will you need for the future?
- What have you done to evaluate the talent in your area?
- What resources have you committed to support development?
- What are you doing to ensure the ongoing learning and development of people in your organization?
- What have you done to prepare successors and build a bench of ready leaders?
- What are you doing to ensure you have a steady pipeline of talent in your area?

2. **Tell me about the person who has grown and developed the most under your guidance over the past five years.**
- Who was the person and what was his/her role?
- What were the person's strengths and development needs when you began working with him/her?
- What actions did you take to foster his/her development?
- What feedback or coaching did you provide to him/her?
- What were the person's goals?
- Where is the person today and what are his/her accomplishments?

3. **Tell me about your most recent efforts to enhance the level of overall talent in your organization or business unit.**
- What prompted your efforts?
- What things have you done?
- What impact have you had?
- What systems or processes have you promoted to sustain continued improvement?

4. **What external hiring have you done over the past couple of years to build your leadership team or fill other key roles in your area?**
- What prompted the need to hire externally?
- What role did you play in the recruitment, selection, and/or on-boarding process?
- What did you do to ensure a good fit?

VIDEO SEL 13

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

People Leadership
Energize the Organization

1. What have you done to inspire your organizational area and gain people's commitment to reach and hit stretch targets?
- What were the goals?
- What did you do or say to inspire people and gain their commitment?
- What did you do to get people to do more than they thought they could?
- How effective were your efforts?
- What results did this produce?
- How did you respond to people, based on the results they produced?

2. How have you communicated the mission and vision of the organization to your entire area?
- What did you say or do to inspire support for the mission or vision?
- How did you translate the mission and vision into meaningful and motivating messages?

3. Give me the most striking example of your success at inspiring collaboration and teamwork to reach shared goals.
- Describe the situation.
- What were they working on?
- What role did teaming and collaboration play in the success?
- What was your role in the success?
- What results have they achieved?

4. What is the most recent initiative you have implemented to ensure that work is motivating and challenging for others?
- Describe the initiative.
- What steps did you take to introduce or implement the initiative?
- What feedback have you received from others?
- How have results improved because of the initiative?

VIDEO SEL 14

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Personal Leadership
Earn Unwavering Trust

1. Describe a recent situation where you had to consider ethical issues when making a decision at work.
- What were the ethical issues involved?
- What decision did you make?
- What made you choose that approach?
- What was the outcome?

2. Tell me about a time where you saw behaviors, actions or decisions made by others that you felt were inconsistent with the company's core values.
- How did you handle this situation?
- What made you choose that approach?
- How did the others react?
- What was the outcome?

3. Tell me about a time when you felt you had to bend the rules to get something done.
- How did you handle the situation?
- What made you choose that approach?
- What was the outcome?

4. Tell me about the time you felt most proud supporting your organization's values.
- What was the situation?
- How did you support the organization's values? What specifically did you do?
- What impact did your actions have?
- What results did you accomplish? What were you most proud about?

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Personal Leadership
Lead Boldly

1. Tell me about a time when you took a strong position on an issue that was not in the majority.
- What was the issue?
- What was the majority belief on the issue?
- Who made up the majority in this case?
- Why did you feel strongly? Please describe your reasoning.
- How did others react to your difference of opinion?
- What was the resolution (if any) to this difference of opinion?
- (If he/she swayed others to his/her way of thinking…)
  What did you do to convince others to see this issue differently?

2. Describe the last major crisis situation you or your team faced on the job.
- What were the circumstances that made this a crisis?
- What caused the crisis to occur?
- How did you find out about the crisis?
- What was your initial reaction when you first learned about it?
- How did you handle the situation?
- What was the outcome or result?

3. Tell me about a recent situation where you made a very tough or unpopular decision because you knew it was in the best interest of the company.
- What was the issue?
- What made it so tough to decide?
- What risk did this pose for you?
- What led you to make the decision?
- What was the result?

4. Tell me about the biggest challenge your part of the business has faced.
- What was the situation?
- Describe the challenge.
- What actions did you take to remedy the situation?
- What did you do to help others adapt to the challenge?
- What was the outcome?

VIDEO SEL 16

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

Please find below the Interview Questions and Probes to support your selection process:

Personal Leadership
Demonstrate Agility

1. Describe the biggest challenge you have had in adapting to a new role in your career.
- Briefly describe the role you were moving from and the one you were moving into.
- Describe the obstacles or challenges you faced in this new role.
- How did you handle those obstacles or challenges?
- What was the outcome or result?

2. Tell me about the last time you asked someone for feedback even though you knew the feedback might be negative.
- What was the situation?
- What was your motivation for seeking the feedback?
- What did you learn?
- What did you do with the feedback you received?
- What behaviors have you changed successfully?

3. Tell me about the biggest setback you have encountered in your career.
- What was the situation?
- What was your initial reaction?
- What did you do next?
- What have you learned from the setback?
- What do you do differently now as a result of this situation?

4. Tell me about the last time you proactively pursued a learning or development opportunity.
- What was the opportunity?
- What made you decide to pursue it?
- What did you learn from the experience?
- How have you applied your learning/skill?

Please refer to the Behaviors and Performance Standards to score the candidate effectiveness.

A great team building the Future of Glass together