Take time to identify the competencies and capabilities that are vital to the position you are seeking to fill. The questions below are designed to reveal some of the Harvard competencies: Building a High Performing Team (manager competency), Communication Skills, Delivers Results, Embraces Change, Job Knowledge, and Teamwork and Collaboration.

**Building a High Performing Team**
Develops a capable, diverse and cohesive team to maximize their collective skills and talents; motivates others to achieve the organization’s goals; recognizes and rewards contributions.

- How have you encouraged members on your team to share their perspectives and ideas? What did you do or say to encourage them? What happened?
- Describe how you’ve worked with a team to set specific and measurable goals and objectives. What process did you use?
- Sometimes teams get off track when working toward a specific project or goal. Describe a time when this happened and you were able to help your team get back on track. What did you do?

**Communication Skills**
Proactively communicates; informs others of what they need to know. Utilizes oral and written communication to enhance relationships across the organization. Capably articulates thoughts and ideas in speaking and listens carefully to others.

- Give an example of how you think about your audience before communicating with them. What factors influence your communication?
- Describe a presentation you recently gave. How did you approach the presentation? How did you communicate the materials?
- Tell me about a time when you had to get clarification on a request that was vague. What did you do?

**Delivers Results**
Establishes high goals for organizational success and personal accomplishment; meets or exceeds those goals; conveys a sense of urgency and drives issues to closure.

- Describe a time when your quick response to a problem or situation made a difference. What happened?
- Tell me about a time when you had to work to an unreasonable deadline or have been faced with a huge challenge. What was the outcome?
- Tell me about a time when you challenged yourself and others to pull off something really tough?
**Embraces Change**

Actively identifies problems and opportunities for change and implements solutions where appropriate. Maintains effectiveness when experiencing major changes in work tasks or the work environment; adjusts effectively to work within new work structures, processes, requirements, or cultures

- Tell me about a situation in which you had to adjust quickly to a significant change in organization, department or team priorities. How did the change affect you? What did you do?

- Describe a time when you were responsible for helping a group of people understand why a specific change (in process, policy or procedure) was necessary. What was the change? What did you do?

- Tell me about a time when you had to change something significant in your work environment. What actions did you take? What happened?

**Job Knowledge**

Has achieved a satisfactory level of technical and professional skill or knowledge in position-related areas; keeps up with current development and trends in areas of expertise

- Tell me about a new complex aspect of your job in your current role you needed to learn. How long did it take you to learn it? How did you go about acquiring the skill?

- How have you taken steps to improve your skills or performance? How do you keep up to date in your field?

- Give me an example of a process you’ve used for a while but haven’t mastered

**Teamwork and Collaboration**

Actively participates as a member of a team to move the team toward the completion of goals. Maintains strong, personal connections with team members and key stakeholders. Aligns personal work and performance with the broader team to achieve mutual outcomes

- Give me an example of a time when you worked with a group/team to determine project responsibilities. What was your role? What difficulties or issues came up?

- Describe a situation in which you needed to brainstorm differing/conflicting ideas with others to accomplish work goals?

- Tell me about a time you had difficulty getting information for others so you could solve a problem or complete your work. Describe a situation you’ve had like this, what did you do?