

Sample Interview Questions – High Performance Head Coach

INFLUENCING

Using effective involvement and persuasion strategies to gain acceptance of ideas and commitment to actions that support specific work outcomes.

Response demonstrates:

- Clarifies the situation
- Shares own perspective to build trust
- Builds a compelling case
- Involves others in exploring solutions
- Empathises with others' concerns
- Steers commitment to action

Interview Questions

1. Describe one of the most successful techniques you've used to gain others' agreement. Share a recent example.
2. Describe a situation in which you found it difficult to persuade others to your point of view. Why was it difficult?
3. Give me an example of a time when you were able to persuade someone from outside your team / unit / group to cooperate with you on an important project / task / assignment.
4. Give me an example of a time when you influenced others to carry out a function or process in a new and different way. How did you enlist their cooperation?
5. Describe one of the most successful techniques you've used to gain others' agreement. Share a recent example.
6. Describe a time when you needed information and contributions from other people to ensure the success of one of your projects.
7. Describe a face-to-face meeting in which you had to influence an inflexible person. What techniques did you use?
8. What was one of the best ideas you presented but failed to sell to a leader, stakeholder or team member? What was your approach? Why didn't it work?
9. Describe a face-to-face meeting in which you had to influence a very sensitive person.
10. Once you gain agreement to an idea or plan, how do you ensure that the agreed-upon actions are taken? Describe a situation when you did this.

BUILDING PARTNERSHIPS

Developing and leveraging relationships within and across work groups to achieve results.

Response demonstrates:

- Seeks opportunities to build relationships
- Clarifies shared goals
- Develops others' and own ideas
- Facilitates agreement
- Supports partners
- Involves others
- Maintains and enhances self-esteem

Interview Questions

1. What have you done to promote collaboration and cooperation in a way that supported the overall objectives of a partnership?
2. How do you determine if adjustments need to be made in a partnership? Describe a time when you needed to modify an existing partnership.
3. Interacting with others can be challenging at times. Tell me about the greatest difficulty you faced when trying to get along with peers, team members, or others at work. How did you handle the situation?
4. Tell me about a formal or informal strategic relationship you have personally fostered that has had the most payoff for your organisation.
5. Tell me about a recent idea you explored and developed with a partner. Describe the discussion and process.
6. Occasionally other people's work priorities conflict with ours. Tell me about a time when this happened to you.
7. Partnerships are not indestructible. Describe what you've done to sustain a healthy, productive partnership with someone.
8. Give me an example of a time when you worked with a partner to determine roles and responsibilities.
9. Describe a time when you wished you'd been more collaborative with others at work.
10. Tell me about a time when you asked someone outside of your work area to commit time for your benefit. What did you say or do to gain their cooperation?

EMOTIONAL INTELLIGENCE ESSENTIALS

Establishing and sustaining trusting relationships by accurately perceiving and interpreting own and others' emotions and behaviour; leveraging insights to effectively manage own responses so that one's behaviour matches one's values and delivers intended results.

Response demonstrates:

- Builds self-awareness
- Maintains self-control
- Maintains or enhances self-esteem (to build social bonds)
- Listens and responds with empathy
- Asks for help and encourages involvement (to enhance collaboration)
- Shares thoughts, feelings, and rationale (to build trust)
- Provides support without removing responsibility (to build ownership)
- Facilitates discussions

Interview Questions

1. Think about a time at work when the truth was very difficult to communicate. How did you approach the stakeholders? How did you decide what or how much information to share?
2. Describe a situation in which you tried but were unable to gain a stakeholders support for an idea. What was your approach?
3. Tell me about a time at work when you objectively considered others' ideas, even when they conflicted with yours.
4. Describe a time when you strongly disagreed with someone's recommendation or suggestion. What was the situation? What actions, if any, did you take?
5. Tell me about a time when you received feedback that you disagreed with. Describe your reaction.
6. Describe a situation in which you needed to build trust with a colleague, partner, etc.
7. In general, how do others at work describe you? What do they see as your strengths and areas for development? What do they like and dislike about you? How do you know this?
8. Have you taken any steps to improve your skills or performance? Give me a recent example.
9. What one aspect of your behaviour at work would you like to change? What tells you it's something you need to change? Provide specific examples of steps you have taken to make this change.
10. What aspects of the way you operate at work have had a positive impact or created a positive impression on others? Provide examples.

ALIGNING PERFORMANCE FOR SUCCESS

Focusing and managing individual performance by helping others set performance goals and then, tracking results and evaluating performance effectiveness.

Response demonstrates:

- Sets performance goals
- Establishes approach
- Involves others
- Creates a learning environment
- Tracks performance
- Evaluates performance
- Builds rapport

Interview Questions

1. Describe a time when you involved athletes, team members (or others) in identifying performance goals and expectations. What was your role? What was the other person's role?
2. Leaders often are too busy to make the time for effective performance planning. Describe a time when this happened to you.
3. Tell me about a time when you worked with an athlete or team members to identify opportunities for her/him to improve performance. What process did you use?
4. Tell me about your newest team member. How did you go about setting expectations for his / her performance?
5. Describe what you've done to link organisational objectives to your team members objectives.
6. Some people set unrealistic goals for themselves. Tell me about a time when one of your team members who did this.
7. Tell me about a recent performance review you've conducted with team member. (How did you prepare for the review? Describe the results of the review.)
8. We all know that it's difficult to make time in a busy schedule to provide developmental feedback to high performers. How have you handled feedback discussions with your highest performer?
9. How often have you met with your direct reports (or others) to review performance? Describe a recent performance review discussion.
10. Describe a recent performance plan that you developed with a challenging team member.

COACHING AND DEVELOPING OTHERS

Providing feedback, instruction, and development guidance to help others excel in their current or future job responsibilities; planning and supporting the development of individual skills and abilities.

Response demonstrates:

- Clarifies performance
- Provides timely feedback
- Conveys performance expectations and implications
- Evaluates misalignment
- Facilitates development
- Fosters developmental relationships

Interview Questions

1. Tell me about a time when you worked with someone to identify opportunities for his or her development.
2. Successful employees are sometimes the most difficult to coach and develop. Tell me about a time when a successful individual became even more successful as a result of your coaching.
3. Describe a complicated task that you had difficulty teaching someone to perform. Why was it difficult? What approach did you take?
4. What are your most effective techniques for helping someone develop his or her skills and abilities? Give me an example of a time when you used one of these techniques.
5. Describe how you coached two different people to accomplish a comparable task. How were your approaches similar and different?
6. Tell me about a time when a direct report disagreed with the performance goals you had set for him or her.
7. Describe a time when you used feedback to enhance someone's performance. What was your approach?
8. Tell me about a time you were able to help someone identify the resources he or she needed to perform successfully.
9. Give me an example of a time when you inspired someone to exceed performance expectations.
10. Tell me about someone whom you found difficult to coach. Describe a specific situation. How did you handle it?

GUIDING TEAM SUCCESS

Using appropriate methods and a flexible interpersonal style to build, motivate, and guide a cohesive team to complete team goals.

Response demonstrates:

- Develops direction
- Develops structure
- Supports the team
- Facilitates agreement
- Involves others
- Informs team

Interview Questions

1. Describe a time when you were responsible for building a team. What steps or actions did you take?
2. Describe a situation in which your team was responsible for meeting some very challenging goals. How did you facilitate the goal attainment?
3. Sometimes teams lose their motivation to perform. Describe a situation when you needed to motivate a team.
4. Consider a situation when you built and sustained a successful team in the face of major challenges or obstacles.
5. Describe how you have encouraged members on your team to share their perspectives and ideas. Provide a recent example.
6. Tell me about a time when a team you led got stalled and was not functioning effectively. What was the problem?
7. Think of a time when you had a major role in developing a team that became very successful. Tell me one or two things you did that contributed to the team's success.
8. Describe the most effective techniques you've used to encourage team members to contribute their talents to the team's function or goal. Give me a specific example of a time when you used one of these techniques.
9. Tell me about one of the toughest teams or groups you've led. What made it difficult?
10. Describe a time when the team you were responsible for was experiencing difficulties. How did you address this?

INSPIRING OTHERS

Motivating individuals toward higher levels of performance that are aligned with the organization's vision and values.

Response demonstrates:

- Inspires effort
- Builds confidence in success
- Models the vision and values
- Leads through vision and values

Interview Questions

1. Tell me about a time when you needed to motivate others to accomplish team or business unit goals under time pressure. How did you try to keep them energised?
2. How have you developed support and pride for your sport within your team? Describe a recent example.
3. Gaining commitment to a new vision can be very challenging. Tell me about a time when you could not motivate others to actively support a new vision. Why were your efforts unsuccessful?
4. Tell me about a recent time when you had to instil confidence in a team that was working on a challenging goal.
5. There are sometimes when we can be more influential than others. Tell me about one time when you were effective in inspiring others to support the vision and values.
6. Tell me about a time when one of your team members had an important deadline coming up but had lost motivation. How did you handle this?
7. Tell me about a direct report or team who, due to your inspiration, went from being low performing to being high performing. How and why did performance improve?
8. What have you done to recognise those whose actions support the sports vision and values? Give a recent example.
9. What strategies have you used to communicate major new directives from senior management to team members? Which strategies worked, and which did not?
10. Describe a time when you helped someone understand why the team or sport unit was going in a particular direction.

EXECUTION

Ensuring others contribute to organization strategies by focusing them on the most critical priorities, measuring progress, and ensuring accountability against those metrics.

Response demonstrates:

- Maintains focus
- Measures progress and outcome
- Ensures accountability

Interview Questions

1. Tell me about a time when you had to link a general directive from senior management to individual performance expectations. How did you do this?
2. Not every new strategy delivers its intended results. Can you think of a time when a strategy you implemented did not meet its goals? Why didn't it? What lessons did you learn?
3. Tell me about a time when you translated the vision for a sport into a practical action plan.
4. What types of measurement have you used to determine whether a strategy was successful or not? Give me an example of a time when these measures helped you evaluate a strategy.
5. When setting a strategy, we set timeline and milestone objectives. Can you think of a time when timelines or objectives needed to be changed at mid-stream? How did you adjust to the new circumstances?
6. What strategies have you employed to make sure a major new directive was carried out? Give me a specific example of a strategy that worked and of one that didn't.
7. Tell me about a time when you were responsible for implementing a complex organisational directive in your department or business unit. Explain how you approached the task.
8. We have all had occasions when we were frustrated by not being able to implement a new idea or vision created by senior management. Describe a time when this happened to you.
9. Having a strategy is one thing; getting people focused on executing it is another. Can you think of a time when you prepared your team for implementing a new strategy?
10. Describe the methods that you have used to measure the implementation results of short-, medium-, and long-range plans.

DELEGATION AND EMPOWERMENT

Identifying and leveraging opportunities to accelerate results and build capability by assigning tasks and decision-making responsibilities to individuals or teams with clear boundaries, expectations, support, and follow-up.

Response demonstrates:

- Identifies opportunities to share responsibility
- Clarifies performance expectations
- Provides support without removed task ownership
- Involved others in agreements
- Stays informed

Interview Questions

1. Sometimes it's difficult to know how much direction to provide when delegating. Tell me about a time when you didn't provide enough instruction or guidance for an assignment or task you delegated.
2. Describe a recent example of how you communicated your trust and confidence when delegating a task or responsibility.
3. Tell me an important decision that you delegated.
4. When we're very busy at work, sometimes we have no choice but to delegate more than we would like. Tell me about a time when you delegated more than you wish you had.
5. Provide a recent example of how you prepared an individual for success when delegating a critical project / task / assignment.
6. Provide a recent example of the procedures you used to stay informed about a task that you delegated?
7. What have you learned about delegating? Tell me about the last time you applied one of those lessons.
8. Selecting the appropriate person to delegate a task to can be difficult. Tell me about a time when you delegated an important project / task / assignment to a person who performed ineffectively.
9. Tell me about a major project / task / assignment you delegated for which you provided specific resources to ensure its success.
10. How do you decide "what" to delegate and "to whom"? Describe a recent situation when you've applied these guidelines.

FACILITATING CHANGE

Encouraging others to implement better approaches to address problems and opportunities; leading the implementation and acceptance of change within the workplace.

Response demonstrates:

- Communicates what is changing and why
- Addresses resistance
- Involves others to develop a sound approach
- Provides implementation support
- Rewards change

Interview Questions

1. Tell me about a time when you were involved in an effort to clarify the reasons for a major change.
2. Tell me about a time when you helped others align their activities and procedures with an organisational change.
3. Describe a time when you had difficulty convincing a work team to implement changes. How did you address their issues?
4. What systems have you put in place to recognise or reward team members who suggest or make effective changes?
5. Tell me about a time when you helped others align their activities and procedures with an organisational change.
6. Describe the most significant change initiative you have led. Describe the steps you took to prepare for and execute the change.
7. Sometimes we strive to improve quality, efficiency, or profitability but aren't successful. Tell me about a time when this happened to you.
8. Describe the methods you've used to ensure that a change was being implemented as intended. Which methods were effective, and which were not?
9. Describe the biggest change effort you've been involved in. What was your role? What did you do before and during implementation of the change?
10. Give me an example of a strategy you developed that was intended to involve stakeholders in continuous improvement actions and alternatives.

SPORT AS A BUSINESS

The high performance coach demonstrates a keen understanding of sporting operations and the levers(systems, processes, departments, functions) that drive performance growth; they draw from personal experience to quickly evaluate plans and processes to identify data or recommendations that need further investigation.

Response demonstrates:

- Isolates key levers
- Focuses decision making processes

Interview Questions

1. Describe a time when you identified trends or problems by bringing together diverse pieces of financial, market, industry, economic, or performance information.
2. Tell me what specific efforts you have made to better understand your sports financial performance.
3. Describe a time when you integrated financial, market, industry, economic, or performance indicators into a strategic plan, initiative, or business case.
4. Describe for me how you have kept up with the laws and regulations governing your industry.
5. Explain to me how you go about verifying the accuracy of financial reports. How has this method worked for you?
6. Describe a time when you analysed the profitability of a business situation and uncovered previously unknown issues. How were you able to uncover these issues?
7. Tell me about a recent situation in which you communicated complex financial information in a way that enabled others to see clearly how their actions affected the organisation's financial results.
8. Can you describe a time when you used _____ (financial, market, economic, industry, or performance) data to identify growth potential?
9. Tell me about a time when you used an in-depth _____ (financial, market, or economic) analysis to understand a business situation. What information did you consider?
10. Give me an example of a situation where you used your awareness of the economic and business environment to increase your credibility with key decision makers.

GLOBAL AWARENESS AND UNDERSTANDING

Demonstrating an understanding of the international economic, social, cultural, technological, legal, and political trends that impact the organisation's ability to compete globally; leveraging own understanding of the organisation's global strategy, global business trends, and unique regional differences to adjust approach to enhance business unit and organisational results.

Response demonstrates:

- Understands the organisation's global strategy
- Maintains global awareness
- Enhances global impact

Interview Questions

1. Describe a time when a decision you were responsible for was heavily influenced by global variables. How did you approach the decision?
2. It's impossible to anticipate all of the potential implications your actions will have on other parts of the sport. Tell me about a time when you took action that adversely affected another part of your sport from a cultural or global perspective.
3. Describe how you have kept up with international trends within your sport.
4. Tell me about a time when you needed to analyse global data to identify trends and underlying issues. How did you organise the information? What conclusions did you draw?
5. Tell me about a time when you had difficulty finding global or financial data to formulate a business plan. Why was it so difficult? What actions did you take to address the challenge?
6. Describe a time when you effectively used global data to diagnose an issue or problem within your sport.
7. What specific effort have you made to better understand your sports approach to global expansion?
8. Sometimes we are so confident in our own knowledge of the global sporting environment that we fail to ask for advice when we need it. Tell me about a time when you failed to ask for advice from a global perspective that might have helped you.
9. Tell me about a time when your understanding of your sports strengths and weaknesses helped you strategically position it within the competitive international environment.
10. Tell me about a time when it was especially important to understand international trends before setting a course of action. How did you learn what you needed to know?
11. Keeping up on international trends can be difficult. Describe a time when it was especially important to stay abreast of international trends and explain why it was so important.

DECISION MAKING

Identifying and understanding problems and opportunities by gathering, analysing, and interpreting quantitative and qualitative information; choosing the best course of action by establishing clear decision criteria, generating and evaluating alternatives, and making timely decisions; taking action that is consistent with available facts and constraints and optimizes probable consequences.

Response demonstrates:

- Identifies opportunities to share responsibility
- Clarifies performance expectations
- Provides support without removing task ownership
- Involves others in agreements
- Stays informed

Interview Questions

1. Tell me about one of the biggest operational decisions you made in the past year. How did you go about making that decision?
2. If we're lucky, sometimes we can identify a small problem and correct it before it becomes a major problem. Can you give me an example of a time when you identified a small problem before it became a big one?
3. We've all tried to solve a problem on our own only to discover that others needed to be involved in the solution. Give me an example of when you took full responsibility for solving a problem but later found out that you should have included others in the process.
4. Describe a time when you weighed the pros and cons of a situation and decided not to take action, even though you were under pressure to do so.
5. Sometimes we have to make decisions very quickly. Tell me about a time when you made a decision too quickly.
6. Describe the most successful troubleshooting you have done. Contrast this with a time when you were unsuccessful. What did you do differently?
7. Give me an example of a good decision you made recently. What, if any, alternatives did you consider?
8. We all make decisions that turn out to be mistakes. Describe a work decision you made that turned out to be a mistake.
9. Describe steps you took to identify or understand a complicated problem you have had to deal with on your job.
10. Describe a difficult decision you recently made at work. What factors did you consider? How long did it take to make your decision?

STRATEGIC PLANNING

Obtaining information and identifying key issues and relationships relevant to achieving a long-range goal; committing to a course of action to accomplish a long-range goal after developing alternatives based on logical assumptions, facts, available resources, constraints, and organisational values.

Response demonstrates:

- Gathers information
- Organises information
- Evaluates/Selects strategies
- Establishes high-level plan

Interview Questions

1. What strategies have you employed to make sure a major new directive from senior management was carried out? Which strategies worked, and which did not? Give me a specific example.
2. Describe a time when you created a strategic plan for your area of the business.
3. Tell me about a time when you tried to link a new sport strategy to individual performance expectations.
4. What strategies have you employed to make sure a major new directive from senior management was carried out? Which strategies worked, and which did not? Give me a specific example.
5. Tell me about a time when you had to translate the organisation's vision into a practical action plan. What steps did you take?
6. Tell me about a time when you had to develop an alternative course of action to capitalise on an opportunity. How did you determine your course of action?
7. We have all had occasions when we were frustrated by not being able to implement a new idea or vision created by senior management. Describe a time when this happened to you.
8. Describe how you have planned tasks and acquired resources in order to implement a new strategy.
9. Tell me about a time when you had to weigh different options for implementing a general directive from senior management. How did you make your decision? What factors did you consider?
10. Describe a time when you had to establish priorities to implement a new vision or strategic direction. What information did you use or obtain to determine the priorities?

INNOVATION

*Creating novel solutions with measurable value for existing and potential customers (internal or external);
experimenting with new ways to solve work problems and seize opportunities that result in unique and
differentiated solutions.*

Response demonstrates:

- Seeks to understand existing perspectives
- Challenges current thinking
- Experiments to learn
- Takes action on ideas

Interview Questions

1. Give me an example of time when you experimented with a new approach to solve a problem at work.
2. Tell me about a creative idea you thought of to improve one of your coaching approach.
3. When experimenting with new ways of doing things, we aren't always successful. Can you tell me about a time when you proposed a new idea that didn't work?
4. Tell me about the ways in which you have worked with direct reports / group members to develop new and innovative ideas to solve problems. Give me a recent example.
5. Tell me about a recent time when you created a novel solution.
6. Can you give me a recent example of when you suggested a teammate try a different way to solve a problem, but it didn't work as well as the original approach?
7. Tell me about what you've done to develop new and creative solutions to problems. Give me an example of a specific approach you developed.
8. Tell me about a recent time when you had the opportunity to try a new approach to an existing problem.
9. In your current position at _____, what have you done differently than your predecessors? Why?
10. Tell me about a specific change you made since assuming your current position at _____. Why did you make this change?
11. Think about a decision you've made to rely on an existing approach to solve a reoccurring problem. Can you talk me through the situation and what you did?
12. Tell me about the techniques you've used to generate creative solutions to problems. Give me an example of a time you used one of these techniques. Describe some of the ideas you considered.
13. In your professional career, what is the most unique / creative idea you ever contributed?

CREATING AN INCLUSIVE ENVIRONMENT

Making decisions and initiating action to ensure that high performance system policies and practices leverage the capabilities and insights of individuals with diverse backgrounds, cultures, styles, abilities, and motivation.

Response demonstrates:

- Seeks understanding
- Uses diversity as an advantage
- Conveys respect
- Champions diversity

Interview Questions

1. Those people whose ideas differ from the majority often don't have an equal voice. Can you describe a time when you helped to ensure that divergent ideas would be heard?
2. Describe a time when you faced challenges when working with a diverse culture.
3. What actions have you taken to promote diversity through recruitment, hiring, or development activities?
4. Describe a time when you've benefited from a diverse organizational culture.
5. Describe a situation in which you needed the cooperation of many diverse people in order to succeed. How did your approach for gaining cooperation vary from one person to the next?
6. We all have had coworkers or direct reports who did not respond positively to diversity initiatives. Tell me about a time when you encouraged others to think more positively about these initiatives.
7. We all hold biases and stereotypes to some degree. What steps have you taken to examine your own biases and stereotypes? How did this affect your actions?
8. What does "leveraging diversity" mean to you? What actions have you taken to apply that concept in the workplace?
9. Tell me about a time when members of a team had difficulty adapting to the differences (personal, cultural, demographic, etc.) of others on the team. How did you handle the situation?
10. From time to time we all disregard the ideas of others that we should have considered more carefully. Tell me about a time when you initially disregarded someone's idea but later considered it.
11. Tell me about an experience that increased your awareness of personal and cultural differences at work? How did this information affect your actions?

ADAPTABILITY

Maintaining effectiveness when experiencing major changes in work responsibilities or environment (e.g., people, processes, structure, or culture); adjusting effectively to change by exploring the benefits, trying new approaches, and collaborating with others to make the change successful.

Response demonstrates:

- Tries to understand changes
- Approaches change with a positive mindset
- Adjusts behaviour

Interview Questions

1. What's the most uncomfortable change you have made in your work?
2. Describe a situation where you needed to adjust your work style/approach to improve your relationship with a co-worker or leader.
3. Tell me about a time when you were faced with an unexpected change in your work responsibilities.
4. Describe a time and the strategies you used to implement a major change in your group / team / sport. Which strategies worked well, and which did not work as well?
5. What is the biggest change effort in which you've been involved? What was your role? What did you do before and during implementation of the change?
6. Describe a recent situation where your leader / manager changed.
7. Describe a recent situation where your peers / coworkers changed significantly.
8. What techniques have you used to reduce the negative effects of change on your direct reports? Describe the most effective technique you've used and the situation in which you used it.
9. Describe the methods you've used to ensure that a change was being implemented as intended. Which methods were effective, and which were not?
10. What systems have you put in place to recognize or reward associates who suggest or make effective changes?
11. Tell me about a time when you were involved in an effort to clarify the reasons and benefits for a major change.
12. Give me an example of a time when you involved stakeholders in coming up with continuous improvement actions and alternatives.

CONTINUOUS LEARNING

Actively identifying new areas for learning; regularly creating and taking advantage of learning opportunities; using newly gained knowledge and skill on the job and learning through their application.

Response demonstrates:

- Targets learning needs
- Seeks learning opportunities
- Maximises learning
- Applies knowledge or skill
- Takes risks in learning

Interview Questions

1. Have you taken any steps to improve your skill or performance? Give me an example of when you did this.
2. Tell me about a time when rapid changes in processes / procedures / technology / made it difficult to keep up with everything you needed to know in your job.
3. In your field, it's important to stay current on technical changes in the sport. Tell me how you have stayed informed.
4. It's difficult to keep up with the rapid technical changes occurring in almost every field. Tell me about an area that you don't completely understand because of the extent or complexity of changes.
5. Describe a situation in which you capitalised on an opportunity to learn a new skill.
6. In any new role we pick up some things more quickly than others., Tell me about something you picked up quickly in your last role and something that took more time to learn.
7. Have you taken any steps to improve your skill or performance? Give me an example of when you did this.
8. It's important to understand as much as possible about internal partners. Describe how you learned about the needs and priorities of one of your most important internal partners.
9. We've all had the experience of trying a new technique or process we've learned in training, only to have difficulty making it work on the job. Tell me about a time when this happened to you.
10. In your sport, it's important to stay current on international trends. Tell me how you have stayed informed.

DRIVING FOR RESULTS

Setting high goals for personal and group accomplishment; using measurement methods to monitor progress toward goals; tenaciously working to meet or exceed goals while deriving satisfaction from that achievement and continuous improvement.

Response demonstrates:

- Targets opportunities
- Establishes stretch goals
- Achieves goals
- Stays focused

Interview Questions

1. Describe a time when you set challenging goals for your team that team members thought were too difficult to achieve.
2. What are some of the typical obstacles or barriers you encounter at work that make it difficult to achieve required goals? Can you provide an example that illustrates how you have handled these difficulties?
3. We've all had projects that failed despite our best efforts. Tell me about a time when this happened to you.
4. Think of an example of a demanding internal partner. What steps did you take to meet his / her expectations and requirements?
5. Sometimes, you have to take some risks to increase your chance of success. Tell me about a recent risk that you took in your job.
6. There are times when we all have difficulty meeting challenging goals or objectives. Can you describe a time when you weren't able to meet a required goal or objective?
7. Achieving required work goals or objectives is not always easy. Describe a difficult goal that you were able to achieve. Why was it difficult?
8. Tell me about a time when you were not satisfied with your team's level of performance.
9. Describe a time when you were particularly effective at achieving end results.
10. Achieving required goals or objectives is not always easy. Describe a difficult goal that you were unable to achieve.

LEVERAGING FEEDBACK

Taking full advantage of opportunities to receive and explore feedback about own performance (from assessments, managers, co-workers, internal/external partners, or customers); responding favourably to feedback and using it constructively to take action to improve knowledge, skills, behaviour, and impact on others.

Response demonstrates:

- Welcomes feedback
- Actively explores feedback
- Modifies behaviour to improve impact

Interview Questions

1. Tell me about a time when feedback from your leader helped you select a particular skill to develop.
2. Tell me about a time when you proactively sought feedback for improvement from your team members.
3. All of us have missed opportunities to take full advantage of feedback we received from others. Describe a time when this happened to you.
4. Describe a time when you asked for additional information to better understand feedback you received from others.
5. Sometimes it can be tempting to disregard feedback for improvement that others have shared with us. Tell me about a time when you dismissed feedback for improvement.
6. It can be challenging to control our emotional reactions when others offer suggestions for improvement. Tell me about a time when your negative emotions made it difficult for you to change your behaviour.
7. All of us have received feedback from others that conflicts with our own self-perception. Describe a time when you received this type of feedback.
8. Tell me about a time when you were surprised about feedback you received for improvement.
9. Tell me about a time when you used feedback that you received from others to improve your job performance.
10. Describe a time when you asked questions to help you target specific areas for improvement, based on feedback that you had received.

POSITIVE APPROACH

Demonstrating a positive attitude in the face of difficult or challenging situations; providing an uplifting (yet realistic) outlook on what the future holds and the opportunities it might present.

Response demonstrates:

- Instils confidence
- Provides a positive outlook
- Uplifts spirit

Interview Questions

1. How have you fostered positive thinking within your team or sport? Walk me through a recent example.
2. Tell me about a time when you shared your experience and expertise in an effort to motivate someone.
3. Sometimes a leader is put "on the spot" about a shortcoming in the sport. How have you dealt with this sort of situation in the past?
4. Tell me about a time when you had to fight cynical attitudes in your team or sport.
5. Tell me about a recent time when you were ineffective at motivating your team about an issue. What happened? What did you learn from that experience?
6. Tell me about a time when you had to encourage your team to take on a new challenge.
7. Sports can go through difficult changes that can negatively impact their employees. Tell me about a time when you had to deliver bad news to your direct reports.
8. Tell me about a time when you had to address a performance problem with a direct report.
9. Tell me about a time when you inspired a group of people to go beyond their usual performance to deliver exceptional results?
10. Tell me about a time when you did more than was required in your own job in order to inspire others to go above and beyond in their jobs.
11. Tell me about a time when you enhanced the reputation of your sport.
12. Tell me about a team member who came to you with a motivation problem. How did you handle that situation?
13. Sometimes teams lose their motivation to perform. Tell me about a time when you needed to inspire an unmotivated team.
14. Tell me about a team member who came to you with a concern. How did you handle this situation?
15. Tell me about a recent time when the confidence level of your team was down. What did you say to them?

MOTIVATIONAL FIT

The extent to which the characteristics of the organisation, job, and location are consistent with the factors that result in personal satisfaction; the degree to which the organisation, job, and location are personally satisfying.

Many Opportunities

- Achievement
- Centre of Attention
- Challenging Work
- Coaching Others
- Continuous Learning
- High Responsibility/Accountability
- High Involvement Leader
- High Involvement Member
- Influencing Others
- Position/Status
- Practical Results
- Relationship Building

Few/No Opportunities

- Commission
- Compensation
- Formal Recognition
- Promotion Opportunities

Interview Questions

1. [Achievement] Tell me about a time when you had difficult goals in your work. How satisfied/dissatisfied were you with that?
2. [Center of Attention] Tell me about a time when you worked on a high-profile assignment for which you received a lot of attention from others. How satisfied/dissatisfied were you with that?
3. [Challenging Work] Tell me about one of the most difficult and demanding tasks you have had. How satisfied/dissatisfied were you with that?
4. [Coaching Others] Tell me about a time when you had many opportunities to coach others in your work area. How satisfied/dissatisfied were you with that, and why?
5. [Continuous Learning] Tell me about a job you've had where continuous learning was necessary and important for you to stay effective. How satisfied/dissatisfied were you with that?
6. [High-Involvement Leader] Tell me about a time when you involved direct reports or team members in decisions affecting their work. What kinds of decisions did you involve them in? How satisfied/dissatisfied were you with that, and why?
7. [High-Involvement Member] Tell me about a time when you had a lot of input into determining your tasks and how they were to be done. How satisfied/dissatisfied were you with that, and why?
8. [High Responsibility/Accountability] Tell me about a time when you were accountable for the completion and success of a very important task. How satisfied/dissatisfied were you with that?

9. [Influencing Others] Tell me about a time when you had the opportunity to inspire or motivate others to take action and reach goals. How satisfied/dissatisfied were you with that, and why?
10. [Position/Status] What position have you held that carried with it the greatest amount of respect, status, or power? How satisfied/dissatisfied were you with that?
11. [Practical Results] Tell me about a job you've had when your actions produced concrete outcomes and you were able to see the results. How satisfied/dissatisfied were you with that, and why?
12. [Relationship Building] Tell me about a time when you had to work closely with others, building and maintaining relationships in order to accomplish a task. How satisfied/dissatisfied were you with that, and why?