

#14 INFLUENCING OTHERS INTERVIEW GUIDE

PURPOSE OF THE INTERVIEW GUIDE:

This Interview Guide is designed to assist in the behavioral interview process. It provides specific questions and probes for the behaviors of the competency. In addition, positive and negative behavioral indicators are listed that will help evaluate the candidate's responses. While the process described below is designed for multiple interviewers seeing each candidate, it can be completed with only one interviewer.

Prior to the interview:

- ◆ Review the candidate's resume.
- ◆ Review the assigned the competency(s) and the behaviors that comprise each competency.
- ◆ Select the specific questions you feel comfortable asking each candidate.
Note: Not all the questions need to be used – select at least two questions.

During the interview:

- ◆ Greet the candidate and spend a few minutes building rapport; talk about areas the candidate is interested in.
- ◆ Transition into the formal interview.
- ◆ Ask the selected questions and use follow-up probes to get complete examples of the:
 - **Situation** that the candidate encountered;
 - **Actions** that the candidate took;
 - **Results** or outcome of the actions taken.
- ◆ Give the candidate time to think about past examples/experiences when answering the questions.
- ◆ Ideally get at least 2-3 examples for each question.
- ◆ Use this guide to take notes and evaluate the candidate.

Following the interview:

- ◆ Check off appropriate behavioral indicators and summarize key observations and notes. Rate the candidate on each assigned competencies in the space provided at the bottom of each page.
- ◆ Note any observations for competencies not assigned and be prepared to discuss.
- ◆ After completing, interviewers should meet to discuss and reach consensus on the final ratings for each candidate and complete the Candidate Interview Summary.
- ◆ Make the hiring decision.

Candidate:	
Interviewer:	
Date of Interview:	

INFLUENCING OTHERS

Definition: The ability to gain others' support for ideas, proposals, projects, and solutions.

Behaviors:

- a. Presents arguments that address other's most important concerns and issues and looks for win-win solutions.
- b. Involves others in a process or decision, to ensure their support.
- c. Offers trade-offs or exchanges, to gain commitment.
- d. Identifies and proposes solutions that benefit all parties involved in a situation.
- e. Enlists experts or third parties to influence others.
- f. Develops other indirect strategies to influence others.
- g. Knows when to escalate critical issues to own or other's management, if own efforts to enlist support have not succeeded.
- h. Structures situations (e.g., the setting, persons present, sequence of events) to create a desired impact and to maximize the chances of a favorable outcome.
- i. Works to make a particular impression on others.
- j. Identifies and targets influence efforts at the real decision makers and those who can influence them.
- k. Seeks out and builds relationships with others who can provide information, intelligence, career support, potential business, and other forms of help.
- l. Takes a personal interest in others (e.g., by asking about their concerns, interests, family, friends, hobbies), to develop relationships.
- m. Accurately anticipates the implications of events or decisions for various stakeholders in the organization and plans strategy accordingly.

Behavioral Questions and Probes

1. Share with me an example of when you were proposing an idea or solution to a problem to your superior(s) and needed to get their “buy in” and support. What did you do to get “buy-in” and support?
 - What was the situation? What action(s) did you take? What was the result?
2. Tell me about a time you wanted to change a process, procedure, or method of doing something in your organization and you knew it would not be very popular. How did you go about making that change in your organization?
 - What was the situation? What action(s) did you take? What was the result?
3. Give me an example of when you were proposing something that was going to cost the organization a significant amount of money to implement. How did you go about making that proposal?
 - What was the situation? What action(s) did you take? What was the result?
4. Tell me about a time an individual or group in your organization was strongly opposing you on something (e.g. an idea, a project, etc.). How did you deal with this person or group?
 - What was the situation? What action(s) did you take? What was the result?
5. Think of a time when you had an employee or team member that you knew was not fully supporting and engaged in the work of group/team, and you felt the need to do something about it. What did you do to get their support and get them engaged?
 - What was the situation? What action(s) did you take? What was the result?
6. Share with me an example of a time you had to give an employee an assignment that you knew he/she did not like and may not try to do their best at it. How did you go about giving them the assignment?
 - What was the situation? What action(s) did you take? What was the result?

Positive Indicators	Negative Indicators
<ul style="list-style-type: none"> <input type="checkbox"/> Presents arguments that address other’s most important concerns and issues and looks for win-win solutions <input type="checkbox"/> Involves others in a process or decision, to ensure their support <input type="checkbox"/> Offers trade-offs or exchanges, to gain commitment <input type="checkbox"/> Identifies and proposes solutions that benefit all parties involved in a situation <input type="checkbox"/> Enlists experts or third parties to influence others <input type="checkbox"/> Develops other indirect strategies to influence others <input type="checkbox"/> Knows when to escalate critical issues to own or other’s management, if own efforts to enlist support have not succeeded <input type="checkbox"/> Structures situations (e.g., the setting, persons present, sequence of events) to create a desired impact and to maximize the chances of a favorable outcome <input type="checkbox"/> Works to make a particular impression on others <input type="checkbox"/> Identifies and targets influence efforts at the real decision makers and those who can influence them <input type="checkbox"/> Seeks out and builds relationships with others who can provide information, intelligence, career support, potential business, and other forms of help <input type="checkbox"/> Takes a personal interest in others (e.g., by asking about their concerns, interests, family, friends, hobbies), to develop relationships <input type="checkbox"/> Accurately anticipates the implications of events or decisions for various stakeholders in the organization and plans strategy accordingly 	<ul style="list-style-type: none"> <input type="checkbox"/> Ignores or minimizes the most important concerns and issues of others; does not strive for a win-win <input type="checkbox"/> Dictates to others a process or a decision <input type="checkbox"/> Will not negotiate to gain commitment <input type="checkbox"/> Identifies and proposes solutions that only benefit one party <input type="checkbox"/> Does not seek to influence people with third parties or indirect strategies <input type="checkbox"/> Escalates critical issues to management before exhausting other possible methods, or never escalates critical issues until they are causing major problems <input type="checkbox"/> Does little to structure situations for desired impact or favorable outcomes <input type="checkbox"/> Does not seek to make the right impression on others <input type="checkbox"/> Does not seek to influence the real decision makers or those who can influence them <input type="checkbox"/> Does little to seek out or build relationships with others who can help <input type="checkbox"/> Not interested in the personal interests of others to develop relationships <input type="checkbox"/> Does not see the future implications of decisions or events on stakeholders <input type="checkbox"/> Fails to foresee, or plan a strategy based on, the future implications of decisions or events on stakeholders
Notes	

OVERALL EVALUATION – INFLUENCING OTHERS

Strength Area	Demonstrates Proficiency	Improvement Opportunity
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ALSO AVAILABLE

A complete set of **Customer Interview Guides**, one for each of these 35 competencies.

A license to use these guides throughout your organization is included with a license to use Workitect's **Competency Dictionary**.

COMPETENCIES DEALING WITH	COMPETENCIES DEALING WITH	COMPETENCIES DEALING WITH
PEOPLE	BUSINESS	SELF MANAGEMENT
LEADING OTHERS	PREVENTING AND SOLVING PROBLEMS	31 Self Confidence
1 Establishing Focus	16 Diagnostic Information Gathering	32 Adaptability
2 Providing Motivational Support	17 Analytical Thinking	33 Personal Credibility
3 Fostering Teamwork	18 Forward Thinking	34 Flexibility
4 Empowering Others	19 Conceptual Thinking	35 Personal Accountability
5 Managing Change	20 Strategic Thinking	
6 Developing Others	21 Technical Expertise	
7 Managing Performance	ACHIEVING RESULTS	
8 Fostering Diversity	22 Initiative	
COMMUNICATING AND INFLUENCING	23 Entrepreneurial Orientation	
9 Attention To Communication	24 Fostering Innovation	
10 Oral Communication	25 Customer Orientation	
11 Written Communication	26 Results Orientation	
12 Persuasive Communication	27 Thoroughness	
13 Interpersonal Effectiveness	28 Decisiveness	
14 Influencing Others	29 Business Acumen	
15 Building Collaborative Relationships	30 Global Perspective	

Workitect's Competency Dictionary

With a definition and behaviors by role and level of proficiency for each competency

Tools to Assess and Develop each Competency

- Competency Development Guide & online eDeveloper™
- Competency Interview Guides
- 360° assessment & feedback
- A variety of forms and templates for developing job competency models and HR applications

Contact us for details at 800-870-9490 or info@workitect.com