

#29 BUSINESS ACUMEN 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:	

BUSINESS ACUMEN

Definition: Ability to perform with insight, acuteness, and intelligence in the areas of commerce and/or industry. Make decisions and act in situations in which there is not enough information to be certain of outcome or implications of the decision

Behaviors:

- a. Directs resources towards profit and revenue growth opportunities.
- b. Demonstrates high regard for company profitability / financial strength.
- c. Actively seeks accountability and measures performance.
- d. Exceeds targets and commitments set.
- e. Understands the industry and marketplace and consistently is able to identify positioning for the company that enables it to exploit profitable opportunities.
- f. Holds staff accountable and measures performance.
- g. Understands linkage from spending to shareholder return.
- h. Meets or exceeds targets set.
- i. Engages in cross-functional dialogue and decision-making.
- j. Identify and exploits business opportunities for revenue and margin contribution.

Behavioral Questions and Probes

1. Give me an example of a recent business deal you were involved in where risks were high and so were potential gains, but the people involved focused on the risk, not the gain. What did you do?
 - What was the situation? What action(s) did you take? What was the result?
2. Tell me about a time you were involved with a business operation where revenue was strong, but profit margins were not. What was the problem and what did you do about it?
 - What was the situation? What action(s) did you take? What was the result?
3. Share with me an example where you were able see a viable business opportunity for your organization's industry and marketplace that others in the organization did not recognize. What was the business opportunity, what did you see in that opportunity that others did not, and what did you do about it?
 - What was the situation? What action(s) did you take? What was the result?
4. Give me a recent example of where you were able to meet or exceed some very challenging business targets. What made the business targets so challenging and what specifically did you do to meet or exceed them?
 - What was the situation? What action(s) did you take? What was the result?
5. Think about a time you opposed a business opportunity even though the potential revenue for the deal was significant. What was the business opportunity and why did you oppose it?
 - What was the situation? What action(s) did you take? What was the result?
6. Tell me about a time you knew you needed assistance from another function in your organization to make a decision on a business opportunity, but you knew they would not be favorable toward the opportunity. What was the opportunity? How did you engage them to get the assistance?
 - What was the situation? What action(s) did you take? What was the result?
7. Share with me an example where the team you were managing had some difficult business goals to achieve. What specifically did you do measure their performance and hold them accountable to achieve those goals?
 - What was the situation? What action(s) did you take? What was the result?

Positive Indicators	Negative Indicators
<input type="checkbox"/> Directs resources towards profit and revenue growth opportunities <input type="checkbox"/> Demonstrates high regard for company profitability / financial strength <input type="checkbox"/> Actively seeks accountability and measures performance <input type="checkbox"/> Exceeds targets and commitments set <input type="checkbox"/> Understands the industry and marketplace and consistently is able to identify positioning for the company that enables it to exploit profitable opportunities <input type="checkbox"/> Holds staff accountable and measures performance <input type="checkbox"/> Understands linkage from spending to shareholder return <input type="checkbox"/> Meets or exceeds targets set <input type="checkbox"/> Engages in cross-functional dialogue and decision-making <input type="checkbox"/> Identify and exploits business opportunities for revenue and margin contribution	<input type="checkbox"/> Tends to focus on all revenue growth opportunities regardless of profit potential <input type="checkbox"/> Does not consider the company's profitability or financial strength when considering business opportunities <input type="checkbox"/> Does not want to be held or hold staff accountable; measures activity not performance <input type="checkbox"/> Does not look at the "big picture" of how the company is positioned in the industry and marketplace to exploit opportunities <input type="checkbox"/> Does not consider shareholder return in business opportunities <input type="checkbox"/> Falls below set targets or barely meets them <input type="checkbox"/> Minimizes cross-functional dialogue and decision making; wants to "go it alone" <input type="checkbox"/> Does not always recognize or pursue opportunities that include both revenue and margin contribution (looks at one or the other, but not both)
Notes	

OVERALL EVALUATION – BUSINESS ACUMEN

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 PEOPLE	COMPETENCIES DEALING WITH BUSINESS	COMPETENCIES DEALING WITH 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