Decisiveness 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 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.

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<tr>
<th>Candidate:</th>
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<td>Interviewer:</td>
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<td>Date of Interview:</td>
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Decisiveness

Definition:
Willingness to make difficult decisions in a timely manner.

Behaviors:
a. Is willing to make decisions in difficult or ambiguous situations, when time is critical.
b. Takes charge of a group when it is necessary to facilitate change, overcome an impasse, face issues, or ensure that decisions are made.
c. Makes tough decisions (e.g., closing a facility, reducing staff, accepting, or rejecting a high-stakes deal).

Behavioral Questions and Probes

1. Share with me one of the toughest decisions you have ever had to make. What was the decision and why was it so tough?
   • What was the situation? What action(s) did you take? What was the result?

2. Think about a time you had to make a complex decision where there was an overwhelming amount of information available, and you could have collected and analyzed information seemingly forever. What did you?
   • What was the situation? What action(s) did you take? What was the result?

3. Give me an example of a time you were working with a group and progress was not being made for whatever reason and things were not moving forward. What did you do?
   • What was the situation? What action(s) did you take? What was the result?
Decisiveness

4. Tell me about a time when you had to make a decision because time was running out, but you did not have all the facts? What did you do?
   • What was the situation? What action(s) did you take? What was the result?

5. Share with me an example of a decision you were about to make that you knew would be unpopular (e.g. with employees, other functions, etc.). What was the decision, why was it so unpopular, and what did you do about it?
   • What was the situation? What action(s) did you take? What was the result?

6. Tell me about a time you had an employee who had trouble making a decision(s) because they did not have 100 percent of the facts. What did you do?
   • What was the situation? What action(s) did you take? What was the result?
### Positive Indicators
- Is willing to make decisions in difficult or ambiguous situations, when time is critical
- Takes charge of a group when it is necessary to facilitate change, overcome an impasse, face issues, or ensure that decisions are made
- Makes tough decisions (e.g., closing a facility, reducing staff, accepting, or rejecting a high-stakes deal)

### Negative Indicators
- Avoids or delays difficult decisions even when time is critical
- Must have all facts or be 100 percent sure to make a decision even when time is critical
- Does not recognize or take action when it is necessary to assert oneself in a group
- Avoids or delays tough decisions that impact people or when risks are high

### Summary Notes

### Overall Evaluation—Decisiveness

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<th>Strength Area</th>
<th>Demonstrates Proficiency</th>
<th>Improvement Opportunity</th>
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