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Building Collaborative Relationships

The ability to develop, maintain, and strengthen partnerships with others inside or outside of the organization who can provide information, assistance and support.

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 competencies 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 selection decision.

Candidate:	
Interviewer:	
Date if Interview:	

Behavioral Questions and Probes

1

Share with me an example of a time when you identified someone that you felt you could learn a lot by spending time with them. What did you do to develop a relationship with this person?

- What was the situation? What action(s) did you take? What was the result?

2

Think about a time you were trying to create a positive working relationship with another department or work group that may have been strained or non-existent in the past. What did you do to develop that relationship?

- What was the situation? What action(s) did you take? What was the result?

3

Tell me about a time there was a co-worker that you needed to develop a close working relationship with to be successful. How did you develop a relationship with this person?

- What was the situation? What action(s) did you take? What was the result?

Behavioral Questions and Probes

4

Give me an example of a time you identified someone inside or outside your organization that could provide expertise or support to something you were working on (e.g. a project or idea you were trying to propose), but did not know them. How did you develop the relationship with this person?

- What was the situation? What action(s) did you take? What was the result?

5

Tell me about a time you wanted to develop a relationship with someone in another department or work group that could provide you with some valuable assistance or expertise. What did you do to develop the relationship?

- What was the situation? What action(s) did you take? What was the result?

6

Think about a time when there was an individual in your organization that you did not know very well, but it was critical that you develop a relationship with him/her (for whatever reason). What did you do to develop a relationship with this person?

- What was the situation? What action(s) did you take? What was the result?

Positive Indicators	Negative Indicators
<ul style="list-style-type: none"> • Asks about the other person’s personal experiences, interests, and family • Asks questions to identify shared interest, experiences or other common ground • Shows an interest in what others have to say; acknowledge their perspectives and ideas • Recognizes the business concerns and perspective of others • Expresses gratitude and appreciation to others who have provided information, assistance or support • Takes time to get to know co-workers, to build rapport and establish a common bond • Tries to build relationships with people whose assistance, cooperation and support may be needed • Provides assistance, information and support to others, to build a basis for future reciprocity 	<ul style="list-style-type: none"> • Shows little or no concern about the personal interests of others • Does not seek to identify shared interests, experiences or other common ground • Has little or no interest in the perspective or ideas of others • Fails to appreciate the business concerns and perspectives of others • Fails to acknowledge the information, assistance or support from others • Shows little or no interest in getting to know coworkers • Does little to build relationships with people for future needs • Does little for others in the present to build a basis of future reciprocity

Summary Notes

Overall Evaluation—Building Collaborative Relationships

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