CTK Behavioral Interview Guide

Interviewer: _____, _____

Job Title: Customer Service Representative

Level Professional

Candidate Name: _____

Interview Date: _____

Competency: Conveying Competence

Conveys a sense of competence and effectiveness to customer.

Question(s)	Rating *(circle one)*

1. Describe a time when you needed to "stretch" your skills to help a customer who needed some type of help that you didn't know how to provide. *
   1.1   For Situation/Task: What were the circumstances or the situation that you were responding to?
   1.2   For Action: Describe what you did and how. In other words, what did you do first? Second? What was your specific role?
   1.3   For Result: What was the result? What were the benefits? The downside? Did you receive feedback from others on the results?
   1.4   For Learning: What would you do differently next time?
   1.5   Job Characteristic Fit: Was this a satisfying experience for you? If not, what would have made it more satisfying?
	1 Beginner
	
	 2 Novice
	
	 3 Skilled
	
	 4 Advanced
	
	 5 Expert

2. Give me an example of when you were able to use your competence to provide a better result to a customer *
   2.1   For Situation/Task: What were the circumstances or the situation that you were responding to?
   2.2   For Action: Describe what you did and how. In other words, what did you do first? Second? What was your specific role?
   2.3   For Result: What was the result? What were the benefits? The downside? Did you receive feedback from others on the results?
   2.4   For Learning: What would you do differently next time?
   2.5   Job Characteristic Fit: Was this a satisfying experience for you? If not, what would have made it more satisfying?
	1 Beginner
	
	 2 Novice
	
	 3 Skilled
	
	 4 Advanced
	
	 5 Expert

* = Questions that have been identified for experienced candidates	

Notes: (Probe for and note the Situation/Task, Action, and Result)

Competency: Learning Agility

Continuously learns from one's experiences, from other people and from available resources.

Question(s)	Rating *(circle one)*
1. Tell me about a time where you failed at a task because of a lack of knowledge or skill and and you were very motivated get up-to-speed. 1.1 For Situation/Task: What were the circumstances or the situation that you were responding to? 1.2 For Action: Describe what you did and how. In other words, what did you do first? Second? What was your specific role? 1.3 For Result: What was the result? What were the benefits? The downside? Did you receive feedback from others on the results? 1.4 For Learning: What would you do differently next time? 1.5 Job Characteristic Fit: Was this a satisfying experience for you? If not, what would have made it more satisfying?	1 Beginner 2 Novice 3 Skilled 4 Advanced 5 Expert
2. Tell me about a time when you had to learn something quickly to finish a task? 2.1 For Situation/Task: What were the circumstances or the situation that you were responding to? 2.2 For Action: Describe what you did and how. In other words, what did you do first? Second? What was your specific role? 2.3 For Result: What was the result? What were the benefits? The downside? Did you receive feedback from others on the results? 2.4 For Learning: What would you do differently next time? 2.5 Job Characteristic Fit: Was this a satisfying experience for you? If not, what would have made it more satisfying?	1 Beginner 2 Novice 3 Skilled 4 Advanced 5 Expert

Notes: (Probe for and note the Situation/Task, Action, and Result)

Competency: Adaptability

Maintains effectiveness in a variety of situations involving change such as different tasks, processes, and people.

Question(s)	Rating *(circle one)*

1. Tell me about a time where you discovered new information that forced you to question a decision you previously made.
   1.1   For Situation/Task: What were the circumstances or the situation that you were responding to?
   1.2   For Action: Describe what you did and how. In other words, what did you do first? Second? What was your specific role?
   1.3   For Result: What was the result? What were the benefits? The downside? Did you receive feedback from others on the results?
   1.4   For Learning: What would you do differently next time?
   1.5   Job Characteristic Fit: Was this a satisfying experience for you? If not, what would have made it more satisfying?
	1 Beginner
	
	2 Novice
	
	3 Skilled
	
	4 Advanced
	
	5 Expert

2. Tell me about a time when you modified your priorities to meet the expectations of someone else?
   2.1   For Situation/Task: What were the circumstances or the situation that you were responding to?
   2.2   For Action: Describe what you did and how. In other words, what did you do first? Second? What was your specific role?
   2.3   For Result: What was the result? What were the benefits? The downside? Did you receive feedback from others on the results?
   2.4   For Learning: What would you do differently next time?
   2.5   Job Characteristic Fit: Was this a satisfying experience for you? If not, what would have made it more satisfying?
	1 Beginner
	
	2 Novice
	
	3 Skilled
	
	4 Advanced
	
	5 Expert

Notes: (Probe for and note the Situation/Task, Action, and Result)

Competency: Communication

Competency comprised of behaviors that demonstrate and ability to convey one's thoughts in an articulate manner and compelling manner.

SME: Jim Graber, Organizational Psychologist, PhD
Last Updated: July, 2012

Question(s)	Rating *(circle one)*

1. Describe a time you successfully communicated complex information or concepts to someone.
    1.1   For Situation/Task: What were the circumstances or the situation that you were responding to?
    1.2   For Action: Describe what you did and how. In other words, what did you do first? Second? What was your specific role?
    1.3   For Result: What was the result? What were the benefits? The downside? Did you receive feedback from others on the results?
    1.4   For Learning: What would you do differently next time?
    1.5   Job Characteristic Fit: Was this a satisfying experience for you? If not, what would have made it more satisfying?
	1 Beginner
	
	2 Novice
	
	3 Skilled
	
	4 Advanced
	
	5 Expert

2. Describe a time you had to convey difficult or uncomfortable information to someone. *
    2.1   For Situation/Task: What were the circumstances or the situation that you were responding to?
    2.2   For Action: Describe what you did and how. In other words, what did you do first? Second? What was your specific role?
    2.3   For Result: What was the result? What were the benefits? The downside? Did you receive feedback from others on the results?
    2.4   For Learning: What would you do differently next time?
    2.5   Job Characteristic Fit: Was this a satisfying experience for you? If not, what would have made it more satisfying?
 	
  = Questions that have been identified for experienced candidates
	1 Beginner
	
	2 Novice
	
	3 Skilled
	
	4 Advanced
	
	5 Expert

Notes: (Probe for and note the Situation/Task, Action, and Result)

Competency: Customer Focus

Understands internal and external customer requirements and provides services or develops solutions that meet their needs.

Question(s)	Rating *(circle one)*
1. Describe a time you went the extra mile for somebody else. 1.1 For Situation/Task: What were the circumstances or the situation that you were responding to? 1.2 For Action: Describe what you did and how. In other words, what did you do first? Second? What was your specific role? 1.3 For Result: What was the result? What were the benefits? The downside? Did you receive feedback from others on the results? 1.4 For Learning: What would you do differently next time? 1.5 Job Characteristic Fit: Was this a satisfying experience for you? If not, what would have made it more satisfying?	1 Rarely or Never 2 Sometimes 3 Usually 4 Almost Always 5 Always
2. Describe a time you delivered outstanding customer service. * 2.1 For Situation/Task: What were the circumstances or the situation that you were responding to? 2.2 For Action: Describe what you did and how. In other words, what did you do first? Second? What was your specific role? 2.3 For Result: What was the result? What were the benefits? The downside? Did you receive feedback from others on the results? 2.4 For Learning: What would you do differently next time? 2.5 Job Characteristic Fit: Was this a satisfying experience for you? If not, what would have made it more satisfying? *= Questions that have been identified for experienced candidates*	1 Rarely or Never 2 Sometimes 3 Usually 4 Almost Always 5 Always

Notes: (Probe for and note the Situation/Task, Action, and Result)

Competency: Organizational Knowledge

Applies an understanding of the organization's formal structure, policies, regulations and products/services to accomplish work tasks efficiently.

Question(s)	Rating *(circle one)*
1. Think about an organization you are involved with, like a church, community group, or athletics league. What actions do you take to stay aware of the organization's activities? 1.1 For Situation/Task: What were the circumstances or the situation that you were responding to? 1.2 For Action: Describe what you did and how. In other words, what did you do first? Second? What was your specific role? 1.3 For Result: What was the result? What were the benefits? The downside? Did you receive feedback from others on the results? 1.4 For Learning: What would you do differently next time? 1.5 Job Characteristic Fit: Was this a satisfying experience for you? If not, what would have made it more satisfying?	1 Beginner 2 Novice 3 Skilled 4 Advanced 5 Expert
2. Tell me how, in your last position, you determined the people that were in positions other than your supervisor that could help you to be successful. * 2.1 For Situation/Task: What were the circumstances or the situation that you were responding to? 2.2 For Action: Describe what you did and how. In other words, what did you do first? Second? What was your specific role? 2.3 For Result: What was the result? What were the benefits? The downside? Did you receive feedback from others on the results? 2.4 For Learning: What would you do differently next time? 2.5 Job Characteristic Fit: Was this a satisfying experience for you? If not, what would have made it more satisfying? *= Questions that have been identified for experienced candidates*	1 Beginner 2 Novice 3 Skilled 4 Advanced 5 Expert

Notes: (Probe for and note the Situation/Task, Action, and Result)

Competency: Self-Confidence

Demonstrates certainty in one's own self-worth, skills and abilities.

Question(s)	Rating (circle one)
1. Describe a situation where you were very confident in your abilities. 2. Describe a situation where you were not very confident in your ability to achieve a work objective. * *= Questions that have been identified for experienced candidates	

Notes: (Probe for and note the Situation/Task, Action, and Result)

Competency: Maintaining Records and Files

Organizes, updates and maintains a variety of information including paper records and digital documents such as computer files.

Question(s)	Rating *(circle one)*
1. Tell me about a time where you had to maintain records or information in a particular way, according to guidelines set by your school, professor, former boss, coach, etc. 2. Describe a time where you used or implemented an organization system to keep track of records/information. * 2.1 Were others able to use/understand your system of organization? ** = Questions that have been identified for experienced candidates*	1 Beginner 2 Novice 3 Skilled 4 Advanced 5 Expert

Notes: (Probe for and note the Situation/Task, Action, and Result)

Competency: Problem Solving

Competency composed of behaviors that demonstrate the ability solve work-related problems in a logical manner.

SME: Jim Graber, Organizational Psychologist
Last Updated: July, 2012

Question(s)	Rating *(circle one)*

1. Describe a challenging problem you faced in your last position.
   1.1   What did you do that helped you solve the problem?
   1.2   Did you receive the outcome that you anticipated? Why or why not?
   1.3   What would you do differently next time?
	1 Beginner
	2 Novice
	3 Skilled
	4 Advanced
	5 Expert

2. Describe a time when you had to utilize the knowledge and talents of others to solve a challenging problem. 2.1 How did you determine whose help you needed?	1 Beginner 2 Novice 3 Skilled 4 Advanced 5 Expert

Notes: (Probe for and note the Situation/Task, Action, and Result)

Competency: Persuasiveness

Uses appropriate interpersonal styles and communication methods to influence and gain acceptance of an idea, plan, activity or service.

Question(s)	Rating *(circle one)*
1. Tell me about a time when you were able to be successful because you got others to help you.	

Notes: (Probe for and note the Situation/Task, Action, and Result)

Competency: Gathering and Using Information

Gathers relevant information and uses it to provide a fact-based rationale for decisions and actions.

Question(s)	Rating *(circle one)*
1. Tell me about a time you needed to track down information to achieve a goal or complete a task.	

Notes: (Probe for and note the Situation/Task, Action, and Result)

Competency: Teamwork

Works effectively with other teammates in accomplishing tasks and goals.

Question(s)	Rating *(circle one)*
1. Describe a time you worked as part of a team to achieve an objective.	

Notes: (Probe for and note the Situation/Task, Action, and Result)

Competency: Questioning

Elicits information from others to encourage a problem-solving approach to thinking and learning.

Question(s)	Rating *(circle one)*
1. Tell me about a time where you investigated your organization for areas that could use potential changes. * ** = Questions that have been identified for experienced candidates*	

Notes: (Probe for and note the Situation/Task, Action, and Result)

Competency: Initiative

Seeks out opportunities to provide additional value.

Question(s)	Rating *(circle one)*
1. Tell me about a time when you began and finished a task without direction to do so.	

Notes: (Probe for and note the Situation/Task, Action, and Result)

Competency: Enthusiasm

Exhibits charisma, excitement and a positive "can-do" attitude.

Question(s)	Rating *(circle one)*
1. Tell me about a time when you remained optimistic in difficult times.	

Notes: (Probe for and note the Situation/Task, Action, and Result)