

Agility 3R

Responsiveness • Resilience • Reflection



Your Workforce Development Partner



HR Manager Core Competencies & Behavioral Interview Guide

**Motivational / Cultural Fit
Change Management
Planning
Process Improvement
Teamwork
Leadership**



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HR Manager Core Competencies

Based on the emerging role of HR Manager the following aspects are critical to business development.

Motivational Fit/Cultural Fit	<ul style="list-style-type: none"> • Past professional experience is relevant to this position • Understands the balance between entrepreneurialism vs. design • Discipline to prioritize and create project plans based on high level tasks • Understands appropriateness of informal vs. formal and when each is most appropriate
Change Management	<ul style="list-style-type: none"> • Understand the importance of culture in creating the brand and has experience managing paradigm shifts • Invokes inquiry for greater understanding, awareness and clarity • Identifies for the employee his/her underlying concerns, typical and fixed ways of perceiving himself/herself and the world, differences between the facts and the interpretation, disparities between thoughts, feelings and action, • Helps employees to discover for themselves the new thoughts, beliefs, perceptions, emotions, moods, etc. that strengthen their ability to take action and achieve what is important to them, • Communicates broader perspectives to clients and inspires commitment to shift their viewpoints and find new possibilities for action (gains buy-in) • Helps employees to see the different, interrelated factors that affect them and their behaviors (e.g., thoughts, emotions, body, background),
Planning & Process Improvement	<ul style="list-style-type: none"> • Effectively juggles multiple projects and tasks delivering on all commitments • Accurate estimate of time and outcomes • Assures tasks are done in parallel • Rarely scrambles • Re-establishes work priorities when others change the requirements, focus or tactics • Identifies ways to make work more efficient • Consistently able to simplify and explain complex processes to others • Sought out as a subject matter expert by others • Consistently identifies opportunities to create synergies between processes
Teamwork	<ul style="list-style-type: none"> • Create sense of partnership between and amongst others • Respects needs and contributions of others • Working effectively to accomplish collective goals • Actively supports team/group when they are attempting a difficult or politically challenging task
Leadership	<ul style="list-style-type: none"> • Challenge the Process • Model the Way • Inspire A Shared Vision • Encourage the Heart • Enable Others to Act

What follows are key interview questions to help you assess potential candidates past experience exhibiting the qualities that you desire for your business goals and objectives.

Motivational /Cultural Fit

<p>Interview Questions:</p> <p>A. Share how your past experience is relevant for helping us take our company from 120-180 employees. In your previous experience how have you helped managers/supervisors be more effective in employee management—especially goal setting?</p> <p>B. Read this passage from “Good to Great.” What are your two best examples of how you managed to balance entrepreneurialism w/ design? How did you get “buy-in?”</p> <p>C. Explain the best job you’ve had so far and share what you liked best.</p> <p>D. On this scale (pre-prepared) share you experience hiring technical skills vs. professional services. What were the major differences in your approach?</p>	<p>Desired Behaviors:</p> <ul style="list-style-type: none"> • Past professional experience is relevant to this position • Understands the balance between entrepreneurialism vs. design • Enjoys multi-tasking in an environment with a great deal of autonomy • Understands the requirements of technical skills vs. professional services
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Situation	Task	Action	Result

Score (1-5; 1 = least effective; 5 = most effective): _____

Motivational/Cultural Fit Question B

Read this passage from Jim Collins "Good to Great."

All companies have culture, some companies have discipline, but few companies have a culture of discipline. When you have disciplined employees, you don't need hierarchy. When you have disciplined thought, you don't need bureaucracy. When you have disciplined action, you don't need excessive controls. When you combine a culture of discipline with the ethic of entrepreneurship, you get the magical alchemy of great performance.

Chapter 6: A Culture of Discipline

What are your two best examples of how you managed to balance entrepreneurialism w/ design? How did you get "buy-in?"

Motivational/Cultural Fit Question 2D

To get a better sense of your prior experience we'd like you to place an X on the scale of the area of hiring that you are most familiar. Then share the 100% of placements you have made and where they fit.

See Example:

Technical Hires	Professional Hires
\$12.00-\$15.00 per hour ←-----→	Salaried Employees
Fabricators	Managers
Shop Workers	Executives

Your Experience:

Technical Hires	Professional Hires
\$12.00-\$15.00 per hour ←-----→	Salaried Employees
Fabricators	Managers
Shop Workers	Executives

What are the major differences in the profile and how you attract and select between the two?

Change Management

<p>Interview Questions:</p> <p>A. What were your two most challenging employee issues and how were they handled?</p> <p>B. Share the most difficult policy you had to enforce and what was your “buy-in” strategy? What was a policy that never succeeded? What would you do differently with 20/20 vision?</p> <p>C. Share an instance when the business owner didn’t agree with an important recommendation you had. How did you share your point of view? Share a successful instance and an instance that wasn’t successful.</p> <p>D. From your past experience how would you describe the corporate culture of your favorite job? Of your least favorite?</p>	<p>Desired Behaviors:</p> <ul style="list-style-type: none"> • Understand the importance of culture in creating the brand and has experience managing paradigm shifts • Invokes inquiry for greater understanding, awareness and clarity • Identifies for the employee his/her underlying concerns, typical and fixed ways of perceiving himself/herself and the world, differences between the facts and the interpretation, disparities between thoughts, feelings and action, • Communicates broader perspectives to clients and inspires commitment to shift their viewpoints and find new possibilities for action (gains buy-in) • Helps employees to see the different, interrelated factors that affect them and their behaviors (e.g., thoughts, emotions, body, background),
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Score (1-5; 1 = least effective; 5 = most effective): _____

Planning

<p>Interview Questions:</p> <p>A. How have you previous organized your work so that you can manage multiple A priority tasks?</p> <p>B. Share one of the most complex and substantial tasks you were project manager of, describe how you determined the milestones and forecasted deliverables? What are some unanticipated scenarios that impeded the project?</p> <p>C. Draw on a pie chart your five most important work categories and how you designed your time. (see example)</p> <p>D. Explain a project you had invested a great deal of time in that at the point of delivery you had to change your entire focus or strategy.</p>	<p>Desired Behaviors:</p> <ul style="list-style-type: none"> • Effectively juggles multiple projects and tasks delivering on all commitments • Accurate estimate of time and outcomes • Assures tasks are done in parallel • Rarely scrambles • Re-establishes work priorities when others change the requirements, focus or tactics
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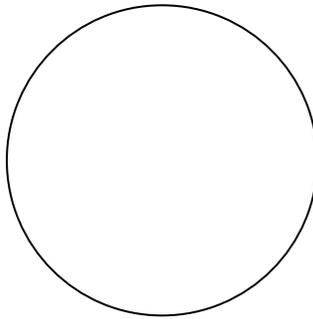
Situation	Task	Action	Result

Score (1-5; 1 = least effective; 5 = most effective): _____

Planning – Question C

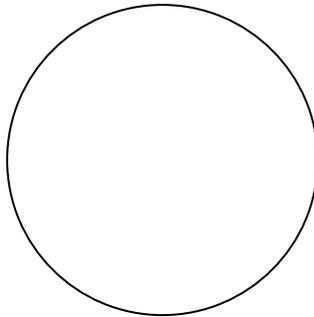
Based on the categories below, create a pie chart indicating the % of time you spend on each category below. If you don't feel these categories represent how you spend time, do the best you can and create a new pie chart with your own categories.

1. recruiting—alliance building, networking
2. system design/infrastructure/data management'
3. employee engagement—waking the floor, coaching, visibility
4. improving my own educations and affiliations
5. planning , organizing



If you didn't feel the categories above represented how you allocate time and prioritize—please design your own articulating the top five activities you spend the most time on.

- 1.
- 2.
- 3.
- 4.
- 5.



Process Improvement

<p>Interview Questions:</p> <p>A. Explain a time when you identified a way to make your work group more efficient. How did you determine what needed to be done for this to occur.</p> <p>B. Share one of the things a co-worker asked you to help with that made you feel the most valuable or significant.</p> <p>C. Explain a time when you inspired others to identify ways to improve a work situation. (more efficient, more productive, safer)</p> <p>D. Share an example of when you explained a complex process to others. How did you simplify the process for the others to understand? How did you gauge their understanding?</p>	<p>Desired Behaviors:</p> <ul style="list-style-type: none"> • Identifies ways to make work more efficient • Consistently able to simplify and explain complex processes to others • Sought out as a subject matter expert by others • Consistently identifies opportunities to create synergies between processes
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Situation	Task	Action	Result

Score (1-5; 1 = least effective; 5 = most effective): _____

Teamwork

<p>Interview Questions:</p> <p>A. Explain one of your biggest challenges in building credibility with a new team when you were driving a major initiative.</p> <p>B. Share a time when you and someone on your team were in conflict. How did you manage the conflict? If you could revisit the situation, is there anything you might have done differently?</p> <p>C. Describe how you have maintained the role of “leader” on a project while also being a member of the team.</p> <p>D. How have you recognized others on your team for their contributions and support?</p>	<p>Desired Behaviors:</p> <ul style="list-style-type: none"> • Create sense of partnership between and amongst others • Respects needs and contributions of others • Working effectively to accomplish collective goals • Actively supports team/group when they are attempting a difficult or politically challenging task
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Score (1-5; 1 = least effective; 5 = most effective): _____

Leadership

<p>Interview Questions:</p> <p>A. Share one of the most difficult times when you choose to champion an idea that the majority of your team did not agree with.</p> <p>B. Describe two individuals whom you feel your leadership has made the most impact.</p> <p>C. Rank order LPI-(1 greatest strength—5 least)</p> <p>D. Share an instance when you were given feedback that your “walk” was not aligned with your “talk.” What did you do to get closer to being a better model?</p>	<p>Desired Behaviors:</p> <ul style="list-style-type: none"> • Challenge the Process • Model the Way • Inspire A Shared Vision • Encourage the Heart • Enable Others to Act
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Score (1-5; 1 = least effective; 5 = most effective): _____

The Five Practices of Exemplary Leadership

Challenging the Process

- ❖ Seeks challenging opportunities
- ❖ Challenges people to try new approaches
- ❖ Looks outside organization for ways to improve
- ❖ Asks “What can we learn?”
- ❖ Experiments and takes risks
- ❖ Takes initiative to overcome obstacles

Inspiring a Shared Vision

- ❖ Talks about future trends
- ❖ Describes compelling image of the future
- ❖ Appeals to others to share dream of the future
- ❖ Shows others how their interests can be realized
- ❖ Is enthusiastic and positive about the future
- ❖ Speaks with conviction about meaning of work

Enabling Others to Act

- ❖ Develops cooperative relationships
- ❖ Listens to diverse points of view
- ❖ Treats people with dignity and respect
- ❖ Supports other people’s decisions
- ❖ Let’s people choose how to do their work
- ❖ Ensures that people grow in their jobs

Modeling the Way

- ❖ Sets example of what is expected
- ❖ Ensures that people adhere to agree-on standards
- ❖ Follows through on promises and commitments
- ❖ Is clear about his/her philosophy of leadership
- ❖ Ensures that goals, plans, and milestones are set
- ❖ Makes progress towards goals one step at a time

Encouraging the Heart

- ❖ Praises people for a job well done
- ❖ Expresses confidence in people’s abilities
- ❖ Creatively rewards people for their contributions
- ❖ Recognizes people for commitment to shared values
- ❖ Finds way to celebrate accomplishments
- ❖ Gives team members appreciation and support

John Wiley & Sons, Inc.

Based on Leadership Challenge by James Kouzes & Barry Z. Posner

Both groups ask these questions –checking for consistency:

What is your experience with HRS management systems? What have you used? If you aren't familiar, share how you would begin the due diligence process:

If we did a DiSC profile or Myers-Briggs what would we be told about your personality and style that compliments your role here?

What should we know about your Achilles heel or an area where you have had previous coaching that we need to support you with to ensure success?

What questions do you have for us?