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| **Leadership Assessment Interview Guide - 2020** | | |
| *Interviewers should select 4 of the competencies listed below (there are 5 total) to assess. From each competency, the interviewer should select one question. Note that competency ratings are included for note taking.* | | |
| **Competency: Collaborates**  *We serve our partners* | | |
| *Question Selection:* | | |
| * Describe a time when you had to build partnerships to achieve a shared objective.   There are many occasions like SAS Grid, R on Cloud, and Python on Kubernetes where I had to build strong partnerships across the organizations. For example, for SAS Grid, I had to make a business case for a 10 million dollar investment. For this I collaborated with some of the LOB champions to understand their painpoints and define the the desired target state. I met more than 8 officers and executives and explained how a grid environment can solve their platform problems and improve productivities. After I got their support for funding, I had to bring together the multiple internal Fannie Mae technology and business partners, and external partners like IBM, SAS and DDN to implement the project. The project was successfully completed on time. Thanks to the LOB chamions like Victor, Charlie, Lina and Stephen, and our technology partners like John Simon, Steve for their support. After implementation, we migrated all the analytics applications from legacy servers to Grid.   * Tell me about a successful experience you’ve had implementing something across team or organizational boundaries.   I had many successful examples like SAS Grid, R on Cloud, and Python on Kubernetes where I had to collaborate across the organizations. For example, for SAS Grid, I had to make a business case for a 10 million dollar investment. For this I collaborated with some of the LOB champions to understand their painpoints and define the the desired target state. I met more than 8 officers and executives and explained how a grid environment can solve their platform problems and improve productivities. After I got their support for funding, I had to bring together the multiple internal Fannie Mae technology and business partners, and external partners like IBM, SAS and DDN to implement the project. The project was successfully completed on time. Thanks to the LOB chamions like Mark An, Victor, Charlie, Lina and Stephen, and our technology partners like John Simon, Steve for their support. After implementation, we migrated all the analytics applications from legacy servers to Grid. | | |
| *Cooperates with others to achieve shared objectives.*  *Considers others’ interests as well as own.*  *Partners with others to get work done.*  *Gives credit for accomplishments.*  *Is trusted by others.* | | |
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| **Competency: Organizational Savvy**  *We are one Fannie Mae* | | |
| *Question Selection:* | | |
| * Tell me about a time when your knowledge of how to maneuver through an organization created a positive outcome for you.   When Kimberly shared her plan to setup a new Analytics COE and Data Science groups for the company, I was sure that there would be conflicts and potential waste of company resources if there were two analytics COE groups in the company. I needed to find a way to give my new SVP a confidence that my Analytics COE under enterprise data team has the same vision and already serving at enterprise level. He might just need to scale this up. So, I setup a series of meeting with some key business partners who speak to my SVP frequently. At the same time, I spoke with my line manager and expressed this potential conflict to him and to my VP. The campaign was very successful and my SVP got full confidence on our current Analytics CoE team. At the end, he did not create a new Analytics COE team, starting relying on my team.   * Describe a time you had to deliver bad news to a group or management.   I normally do risk assessment and mitigation plans ahead of time. So, this kind of situation is rare. But being in technology, sometimes things can go wrong. If it happens, I have process in place to deal with this. Once recenet example is- when we launched the Python on Kubernetes, some early adopter’s development work was impacted due to a misconfiguration. When I shared this issue, I also shared how we are putting a preventive control in place so that this kind of situation does not repeat. (The misconfiguration did not allow autosys job from Dallas region to execute. We updated the validation process by including few testers from the Dallas region when any server configuration changes in future.) | | |
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| Deals comfortable with organizational politics.  Knows who has power, respect, and influence.  Knows how people and organizations function.  Sees potential issues ahead of time and deals with them.  Understands other groups’ priorities. | | |
| **Competency: Values Differences**  *We value our people and communities* | | |
| *Question Selection:* | | |
| * Describe a time when you needed to build a relationship with someone very different than you.   My line manager and four of my direct reports are completely different from me. I have successfully built relationship with all of them by being empathetic. I listen to them and then expressed my viewpoints and over time we set some norms. For example, one of these four direct report often gets offended if people do not acknolege him when he is talking, specially if someone smiles when he is serious. As soon as I realized this, I requested others in my one-on-one metting to pay full attention to him and not to smile or laugh when he is talking seriously. Things became significantly better and his productivity almost doubled.   * Tell me about a time that you led a team that was diverse for one or more reasons e.g. culturally, generationally, Etc.   I believe diversity brings strength to a team. I always tried to maintain a team as diverse as possible without compromising the quality. For example, my current team size is 13 but it includes - age range between 24 to 55, five nationalities and two womens. | | |
| Seeks to understand different perspectives and cultures.  Contributes to a climate of diversity.  Sensitive to cultural norms, expectations, and communication.  Learns from others who have different perspectives.  Avoids and challenges stereotyping. | | |
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| **Competency: Manages Conflict**  *We can be counted on* | | |
| *Question Selection:* | | |
| * Tell me about a time you mediated or diffused a high-tension situation.   Recently I promoted one my direct report to a manager position. Another high performing employee was also competing for the same promotion. I knew the second employee would get dissatisfied when the promotion happens. Anticipating this, I prepared both the employees in my one-on-one discussions and managed their expectations accordingly. I set clear bar for the second employee at the same time recognized and awarded him in our quarterly all-hand meeting. I prepared my line manager ahead of time. Even after this, he was unstatisfied after the promotion but it was much easier to manage as we already had the ground prepared.   * Tell me about a time you anticipated a conflict and were able to avoid unnecessary disruption or interference.   Yes, I handled conflict in the past. When any conflict happened in the team, first, I tried to analyze the nature and type of conflict. Then I met and asked questions to both parties and listen attentively. Most cases, I always tried to find a collaborative *((win-win) or compromising (mid range of both assertiveness and cooperativeness))* solution. For Example, there was a conflict about what to include and what not to include in the weekly and monthly dashboard. Two persons proposed two different designs. Each person thought his one was the best. So, there was a conflict and I requested both to present their design in the team meeting. I encouraged all team members to give feedback. At the end we were able to choose a better solution that took input from both of their design. | | |
| *Anticipates conflicts before they happen.*  *Steps up to conflicts, seeing them as opportunities.*  *Finds common ground and builds consensus.*  *Asks questions and listens closely.*  *Settles disputes equitably.* | | |
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| **Competency: Develops Talent**  *We value our people and communities* | | |
| *Question Selection:* | | |
| * Give me an example of how you determine the most appropriate development path for someone.   I mostly follow situational leadership style which is – Directing, Coaching, Supporting, or Delegating - depending on the competency level and behavior of an employee. For example, when I had a campus hire - Nico, I spent more time with him to get started which is more like directing and coaching but he made good progress in three months, then it was mostly supporting or delegating style. For current employees, I analyize the skill gap looking at what skills my team needs to achieve our department or corporate goals and what skills direct reports already have. Then depending on the competency, interest level, I set the development goals in one-on-one and than provide training, or on the job coaching or, a short term cross functional project to support developing those skills.  *Directing is appropriate for inexperienced workers or those new to the organization. It can also be appropriate for crisis situations or when repetitive results are needed.*  *Coaching involves explaining and persuading. These “selling” leaders persuade others to buy in on certain ideas to gain cooperation. They are also open to ideas and are focused on supporting the team or individual in developing skills and strong commitment. Like a coach for a sports team, these leaders direct and support others to create the best teams and workers.*  *Supporting involves sharing and facilitating. These “participating” leaders are present but tend to leave decisions to their team members.*  *Delegating involves letting other people progress on their own. These leaders monitor the progress of team members, who have strong skills and are committed to the end goal. Leaders are responsible for the overall outcome and may be asked to help make decisions, but otherwise they provide minimum guidance and support. More focus is given to relationships.*   * Tell me about a time you created a development process to align with organizational goals or priorities. | | |
| There are many occasions when I had to do this. For example, when I was transitioning some of my team members from Production support to Analytics COE roles, they needed extensive training on SAS, R and Python. I took a variety of approaches – depending on their skill level, I sent some of them to week long in-person training, bought books and on-line courses for some other, put them a cross-functional project for some other, swaped a employee with other team, and also spent my time to provide on-the-job training to some others. I set-up a process for the people who went to on-line training does a cross training after they are back. These helped me to build a COE team with a very mininmum external hire. The external hires were mostly contractors so that full-time employees were able to continue learning from them.  *Provides challenging, stretching work.*  *Uses a variety of methods to develop people.*  *Sets development goals aligned with organizational objectives.*  *Places a high priority on developing others.*  *Looks for developmental assignments across the organization.* | | |
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| **Probing Questions**  *Consider utilizing these structured probing questions to dig deeper into a candidate’s response* | | |
| * **Actions:** How did you approach it? How did you do it? * **Thinking:** Why did you choose to do it that way? * **Outcome:** What was the result? What was the impact? | | |
| ***Overall Rating:*** | | |
| □ Do not endorse | □ Endorse with reservations | □ Endorse |

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| **Appendix** |

**Collaborates**

*Building partnerships and working collaboratively with others to meet shared objectives.*

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| **Themes to Listen for** | |
| **Positive** | **Negative** |
| Cooperates with others to achieve shared objectives. | Misses opportunities to collaborate. |
| Considers others’ interests as well as own. | Puts own interests before others’. |
| Partners with others to get work done. | Doesn’t encourage communication between groups. |
| Gives credit for accomplishments. | Doesn’t give credit where it’s due. |
| Is trusted by others. | Prefers to work alone rather than with others. |

**Organizational Savvy**

*Maneuvering comfortably through complex policy, process, and people-related organizational dynamics.*

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| **Themes to Listen for** | |
| **Positive** | **Negative** |
| Deals comfortable with organizational politics. | Doesn’t navigate political complexities well. |
| Knows who has power, respect, and influence. | Doesn’t consider relationship between different areas’ goals. |
| Knows how people and organizations function. | Poor at building relationships. |
| Sees potential issues ahead of time and deals with them. | Impatient with processes and makes political errors. |
| Understands other groups’ priorities. | Not assertive enough. |

**Values Differences**

*Recognizing the value that different perspectives and cultures bring to an organization.*

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| **Themes to Listen for** | |
| **Positive** | **Negative** |
| Seeks to understand different perspectives and cultures. | Shows no interest in different perspectives and cultures. |
| Contributes to a climate of diversity. | Treats everyone the same without respect for differences. |
| Sensitive to cultural norms, expectations, and communication. | Believes their way is the only way. |
| Learns from others who have different perspectives. | Not willing to learn from those who have different backgrounds. |
| Avoids and challenges stereotyping. | Stereotypes people. |

**Manages Conflict**

*Handling conflict situations effectively, with a minimum of noise.*

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| **Themes to Listen for** | |
| **Positive** | **Negative** |
| Anticipates conflicts before they happen. | Avoids conflict. |
| Steps up to conflicts, seeing them as opportunities. | Takes sides; doesn’t take time to understand the issue. |
| Finds common ground and builds consensus. | Allows emotions to get in the way. |
| Asks questions and listens closely. | Pushes their own preconceived ideas or solutions. |
| Settles disputes equitably. | Accommodates, wanting everyone to get along. |

**Develops Talent**

*Developing people to meet both their career goals and the organization’s goals.*

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| **Themes to Listen for** | |
| **Positive** | **Negative** |
| Provides challenging, stretching work. | Doesn’t spend time developing people. |
| Uses a variety of methods to develop people. | Goes with the easiest, not necessarily the best, development options. |
| Sets development goals aligned with organizational objectives. | Doesn’t make use of available resources to develop people. |
| Places a high priority on developing others. | Doesn’t give risky or challenging assignments. |
| Looks for developmental assignments across the organization. | Works with those who need the least help. |