* + Practice aligning Experiences to potential competency questions (STAR) Situation, Thinking (what was my thought process), Action, and Results – WHAT DID I LEARN?
    - Great = 30 seconds - Situation, 2-3 min - thought process, 1-2 min - action, 1 min - result => subseq interaction (ex: not only did we have a result but 2 months later...)

**Demonstrate Integrity**

*Exemplify ethical and honest behavior in fulfilling our Mission, Vision and Shared Values*

* At times, we may be confronted with dishonesty in the workplace. Tell me about a time when you were confronted with dishonesty. How did you handle it?
* Tell me about a time when you had to work hard to remain objective in a situation. What did you do and what was the outcome?
* Tell me about a time when you made a mistake at work. What was the situation, and what was your approach for responding to that mistake?
* Leaders may be faced with a situation where they have to provide the right answer, not the easy answer. Tell me about a time when you faced that situation. What was the outcome?

**Engage Our People**

*Inspire and energize people to understand and achieve common goals*

* Describe a time when you recognized a colleague or direct report for work that lead to significant business results. What approach did you take?
* Describe a time when you needed to get buy in on complex or detailed information. What was your approach and how did you know it was successful?
* Tell me about a time you mentored or coached someone to a higher level of performance or higher level position. What was your approach and what was the outcome?
* Describe a time you had to provide constructive criticism to a colleague or direct report. What was your approach and what were the outcomes?
* Tell me about a time you encouraged a colleague or direct report to make a decision without your direct influence. What factors did you consider to determine your level of involvement?
* Tell me about a time when you were leading a group or team. What was your approach for setting performance expectations for team members?
* Tell me about a time when you helped an individual see how his or her work contributed to company goals. What was your approach and what was the outcome?

**Lead from the Customers Perspective (Internal facing)**

*Promote and maintain a relentless focus on the customer when making decisions and taking actions.*

* Provide an example of a time you simplified a process to better meet internal business partner needs. How did your actions ultimately impact the customer service that the company provides?
* Tell me how you have considered the perspectives of internal business partners and the customer in a project or decision. What was your process for obtaining feedback? How did you use that feedback?
* In what way has your work contributed to providing a personalized and satisfactory experience for internal business partners and the customer they ultimately server? Please provide an example.
* In the past, how have you fostered an environment where employee work is focused on the expectations of internal business partners and the customer they ultimately server? Provide an example, highlighting the steps you took.
* Describe a situation where your team enhanced a process or toll. How did this enhancement impact the business partners and customers they ultimately server?

**Lead from the Customers Perspective (Customer facing)**

*Promote and maintain a relentless focus on the customer when making decisions and taking actions.*

* Tell me about a time when you led an effort that involved explaining complicated information to customers. What did you do? How did your actions impact the customer experience?
* Tell me how you have considered the customer perspective in a project or decision. What was your process for obtaining feedback? How did you use that feedback?
* In what way has your work contributed to providing a personalized and satisfactory customer experience? Please provide an example.
* In the past how have you fostered an environment where employees work is focused on meeting customer expectations? Provide an example, highlighting the steps you took
* Describe a situation where you enhanced a process or tool. How did this enhancement ultimately impact the customer’s experience?

**Model and Drive Collaboration**

*Partner with others and expect the same from those you lead*

* Describe a recent project or work effort where it was difficult to maintain work relationships. What did you do and what was the outcome.
* Tell me about a time when you lead a work effort that required coordination between multiple business partners. How did you approach team communication and what was the outcome.
* Describe a time when you needed to think "outside the box" to solve a problem at work. What steps did you take, and what was the ultimate outcome.
* Tell me about a tough decision you made that affected multiple teams or departments. What considerations did you take to make a decision? What were the outcomes
* Describe a time when working with another team, department, or business area and opposing views existed. What did you do to accomplish the goal and what was the outcome?
* Tell me about a time when you were part of a team that was not collaborating effectively. What steps did you take to improve this situation?
* Tell me about a time when you had to leverage the talents and skills of others to complete a work effort. What steps did you take to complete the work and what did you achieve.

**Confront Business Realities**

*Candidly assess our environment and tackle challenges head-on*

* Tell me about a time when you were leading an effort that was not meeting expectations. Describe the situation, highlighting the steps you took when faced with this business reality.
* Give an example of a time when you were leading a work effort and the requirements or direction changed midway throughout the work. What did you do and what was the outcome?
* Tell me about a time you were leading a work effort and encountered obstacles. How did you identify the obstacles and what steps did you take to manage through them
* One business reality that a leader will face is a changing business environment. Provide an example of how you have considered the larger business landscape when making a decision about a work effort or project

**Take Action to Achieve Results**

*Drive pace to achieve results, based on a clear understanding of Enterprise goals and initiatives*

* Tell me about a time when you requested personal resources or other company resources for a work effort. What was your role in the effort, and how did you determine what resources you needed?
* Tell me about a time when you sought to improve a process or work effort. What enhancements did you seek to implement, and what benefits would they have for associates?
* Tell me about a time when you had to set goals for yourself and others at work. What factors did you consider? Please explain your approach using a recent example
* Tell me about a time when you had to correct a problem in a work effort. How did you identify the problem? And what actions did you take to address it?