

**Competency Based Question Library**

Competencies include the knowledge, skills, abilities (KSAs) and behaviors that help employees and their managers identify the success factors in a given role or function. This Competency Based Question Library serves to support employees and managers as a framework to measure performance compared to expectations, and to help establish development plans.

Core Competencies – Aligned with Bentley Core Values	
Caring	<ul style="list-style-type: none">• Can you give me an example that illustrates your ability to act on behalf of the greater good, as opposed to your own or immediate group's needs?• Tell me about a time that illustrates how you have considered the impact on others when making a decision.• How have you responded to others when you haven't shared their perspective on a situation?
Collaboration	<ul style="list-style-type: none">• Can you give me an example of a time when you have sought out opportunities to engage with others within your work or school community?• Tell me about your experience working on teams. What role have you played most successfully and why? What role have you played less successfully and why?• What problems have one of your staff or colleagues brought to you recently, and how did you assist them with that problem?• Describe a time when you readily shared your expertise with others for their benefit.
Diversity	<ul style="list-style-type: none">• Tell me about a time when you worked with people that were different from you. What barriers did you need to address and how did you overcome them?• Give an example of a situation or project where a positive outcome depended on the work of people from a wide range of backgrounds and ideas.• Tell us about a time when you included someone in your team or a project because you felt they would bring something different to the table.• Please share an example of an experience you have had that contributed to your understanding of others who are different from you, either demographically or stylistically? In what way(s) has this experience contributed to your professional growth?
Honesty	<ul style="list-style-type: none">• Tell me about a time when you showed an especially

	<p>high level of integrity and professionalism.</p> <ul style="list-style-type: none"> • Tell me about a time when you had to own up to a mistake. • How have you demonstrated reliability in the past?
Impact	<ul style="list-style-type: none"> • Describe a time when you've had to work with strong-willed peers. What did you do--how did you handle them so you could influence their decisions or actions? • Describe a project/assignment you had that resulted in a process or efficiency improvement. • Tell me about a situation when your professional skills made a difference or had a positive impact. What was the situation and how did you know it made an impact? • Tell me about how you have contributed to a sense of community within your department or the broader organization.
Learning	<ul style="list-style-type: none"> • Tell me about a time when you were not pleased with your performance, and how you handled that situation. • What professional learning goals have you set for yourself? How are you planning to achieve them? • Describe a failure/mistake you have made at work. What did you do about it and what did you learn from it? • What has been the most valuable constructive feedback that you have received? What made it valuable?
Respect	<ul style="list-style-type: none"> • Tell me about a situation where you developed trust and respect with others in the organization. • Tell me about a time when you had to work through significant philosophical or style differences with someone in order to get results. How did you handle the communication with that person under the circumstances? • How have you been able to influence others to act more respectfully?
Competencies – Managing Projects	
Analytical	<ul style="list-style-type: none"> • Describe a project in which you needed to use multiple data tools or software applications to conduct research, analyze data, and present information. (e.g., Microsoft Access, Excel, Power Point, etc.) • Tell me about a time when you had to gather data on a particular topic, interpret, identify patterns/ trends and formulate recommendations. • Tell me about a situation when your analytical skills made a difference or had a positive impact on a project. What was the situation and how did you know it made an impact?

	<ul style="list-style-type: none"> Describe the most complex analytical work you have done. Walk me through that process. What made it challenging?
Applying Technologies	<ul style="list-style-type: none"> What activities have you participated in to improve your technical awareness over the last year? How did you incorporate them into your current job? Think of one process, for your own work, or for a group, that you improved or made more efficient through technology. What technical skills and expertise do you bring to this job and how have you demonstrated them in your previous role(s)? What are the critical technologies for _____? How do you think they will affect you in your job? What technical achievement are you most proud of and why? What are you the least proud of and why?
Diplomacy	<ul style="list-style-type: none"> Give me an example of a time when you had to work with someone that you considered to be difficult. What made them difficult and how did you manage that relationship? Give me an example that best illustrates your ability to be diplomatic.
Results-Orientation	<ul style="list-style-type: none"> Describe a large-scale project you were responsible for managing. How did you meet your deadlines and make deliverables? Tell me about a situation when you had to overcome multiple obstacles to achieve results. What method(s) have you used to measure the success of an initiative or project?
Competencies – Managing People	
Coaching/Developing Others	<ul style="list-style-type: none"> What type of responsibilities do you delegate? Give examples of projects where you made best use of delegation. Tell me about a direct report whose performance you were able to improve through coaching and feedback? Tell me about the most successful result you've achieved by coaching an individual. What is the most valuable feedback a direct report has given you? What did it have to do with and what were the circumstances?
Managerial Courage	<ul style="list-style-type: none"> In a particular leadership role you have had, what was your greatest challenge? Tell me about a situation when you had to muster courage to deliver a difficult message. Tell us about a time when you had to convince a senior colleague that change was necessary. Describe a situation when you had to uphold a policy and argue in favor of something with which you didn't

	agree.
Managing Conflict	<ul style="list-style-type: none"> Describe a time when you had to resolve conflicts that arose from managing a team or multi-program department. What did you do? What did you learn? When have you most successfully resolved a conflict? What were the circumstances, and what was the outcome? Have you had a situation when two team members were in conflict with each other, impacting the work and others? What did you do to help them resolve it?
Managing Performance	<ul style="list-style-type: none"> Tell me about your success in changing your managerial style to best motivate individuals on your team. Describe a challenging performance situation you have managed. How did you impact the person's results or behavior? How have you managed staff whose work exceeds your expectations? What did you do differently with them?
Team Leadership	<ul style="list-style-type: none"> Describe how you foster a highly motivated and productive work environment especially during times of change. Describe the situation that best demonstrates your ability to get things done through other people. Tell me about a situation when you set an example for others to follow by withholding your own opinion, and listening to the opinions of others. What did you do? What was the outcome? Why was this action important? Give an example of a situation that best illustrates your leadership style.
Competencies – Managing Organizations	
Applied Strategic Thinking	<ul style="list-style-type: none"> When have you been most successful at aligning your goals with the broader organizational goals? What experience have you had implementing reorganizations or change in an organization? How did you do this? What were the challenges and regrets? Tell me about the strategic planning process you have successfully used.
Budget and Fiscal Management	<ul style="list-style-type: none"> What aspect of budget management has most challenged you? How have you overcome this challenge? Describe an example that best illustrates your approach to maintaining fiscal responsibility. Describe a time when you needed to make a critical financial decision with high stakes.
Leading through Vision/Values	<ul style="list-style-type: none"> Describe a time when you considered yourself an inspiration for others to do a good job.

	<ul style="list-style-type: none"> Describe your management philosophy and practices. Tell us about a time when you really had to put them to the 'test'. In what ways have you successfully been able to convey your vision to others? What was that vision and how did you do it?
Organizational Acumen	<ul style="list-style-type: none"> What have been some challenges you have faced in terms of your contributions to an organization-wide effort or entity? Give me an example of when you had to build relationships outside your department in order to accomplish a task. Tell me about a time when you were dependent on key assistance/ information from co-workers in order to accomplish a task/project.
Stewardship	<ul style="list-style-type: none"> Share an example that illustrates how you have used sound judgment when managing resources. In what ways have you contributed to a culture of efficiency and sustainability. Give an example of a difficult decision you have made in order to be in compliance with a policy or law.
General Competencies	
Adaptability	<ul style="list-style-type: none"> Describe a time you felt it was necessary to modify or change your actions to respond to the needs of another person. Tell me about a time when you were a true champion of change. Tell me about a time when you were challenged by a major change. Describe a situation that illustrates your ability to “go with the flow.”
Communication	<ul style="list-style-type: none"> Tell me about a situation where your communication skills made a significant difference to a situation. Describe a time when you had to consciously adjust your delivery when communicating to a particular individual or audience. Listening – Describe a situation when you had to listen to an angry stakeholder. How did you handle it? Written – Tell me about the most challenging work you’ve had to deliver in writing. What made it challenging? Presentation – Tell me about the most effective presentation you have made. What was the topic? What made it effective?
Excellence	<ul style="list-style-type: none"> In your current or previous roles, what have you done to make optimum use of resources (people, time and materials) to achieve positive and timely outcomes? Name one or two achievements you’ve had in your current or last position of which you are most proud.

Initiative/Ability to Work Independently	<ul style="list-style-type: none"> • Describe what you do best by working with others, and what you do best working on your own. Give examples of both from past experiences. • Tell me about an initiative you came up with on your own, and completed with minimal guidance from others.
Innovation/Creativity	<ul style="list-style-type: none"> • What idea have you developed and implemented that was particularly creative or innovative? • Talk about a project or initiative where you thought the conventional approach would not be suitable. How did you promote your idea for the change? • What creative idea are you most proud of and why?
Negotiation	<ul style="list-style-type: none"> • What was the most difficult negotiation you can remember having? What made it so difficult? • What has been your approach to negotiating? How has this approach worked well, and how has it not worked well? • What was the most valuable lesson you have learned from a difficult negotiation? • What has generally been your goal in entering a negotiation, and when has that proved to be especially effective?
Planning & Organizing	<ul style="list-style-type: none"> • Tell me about a situation when it was important for you to pay attention to details. How did you handle it? • Some people consider themselves to be "big picture people" and others are "detail oriented". Which are you? Give an example from your work history that illustrates this. • We have all had occasions when we were working on something that just "slipped through the cracks." Can you give me some examples of when this happened to you? Cause? Result? • Tell me about a time when you had too many things to do at work. How did you determine priorities and what to focus on? • Describe a time when you felt like you had to sacrifice the quality of your work to meet a deadline. • Give me an example that illustrates your ability to manage your time effectively.
Problem-Solving/Decision-Making	<ul style="list-style-type: none"> • Tell me about the last time you made a decision or solved a problem that required a lot of hard thinking and careful analysis. • Give an example of a typical problem you had to face in your job, and describe the steps you took to solve it. • Give me an example of when you were in a situation where things were not going well and you turned it around. What did you do? What was the outcome? • Describe a situation in which you were able to clearly

	frame a sensitive problem, identify and collect the necessary data, and make recommendations for solving a problem.
Professional/Technical Skills	<ul style="list-style-type: none"> • In what areas do you have special expertise? How did you develop that expertise? How have you utilized that expertise? • In what ways have you been able to increase the professional expertise of your co-workers? Give one example. • When have you been considered the “go-to” person within a group or team? • What technical skills and expertise do you bring to this job and how have you demonstrated them in your previous role(s)?
Relationship Building	<ul style="list-style-type: none"> • Give me an example of a time when you had to work with someone that you considered difficult. What made them difficult and how did you manage that relationship? • Can you tell me about a time when you and another individual had conflicting views on the right approach to an issue? How did you handle this? What was the outcome? • Tell me about a relationship that you had to work hard to sustain. • Give me an example of when you had to build relationships outside your department in order to accomplish a task.
Responsibility/Accountability	<ul style="list-style-type: none"> • Describe a situation when you had the responsibility to get something done, but not the authority; how did you manage that? • Describe a situation when you had to uphold a policy and argue in favor of something with which you didn't agree.
Safety/Risk Management	<ul style="list-style-type: none"> • Tell me about a time when your judgment was tested in a crisis. What do you want us to appreciate about your judgment? • In what way(s) have you demonstrated your commitment to workplace safety? • In your past experience, have you noticed any process or task that was being done unsafely (incorrectly)? What did you do about it? How did you discover it or come to notice it? • What is your philosophy of a safe work environment, and how have you demonstrated that philosophy in your job?
Self-Development/Continuous Learning	<ul style="list-style-type: none"> • What was the most difficult task or job you've had to learn? What did you do to learn? What was the result? • Tell me about a time when you learned a lesson

	<p>through failure. What was it and what did you learn?</p> <ul style="list-style-type: none"> • What is the most recent event you have participated in for the purpose of your professional learning and development? • What have you done throughout your career to improve those skills and abilities that needed strengthening?
Service Orientation	<ul style="list-style-type: none"> • Tell me about a time when you went above and beyond to give excellent service. Why did you do it and what was the result of your effort? • How do you go about establishing rapport with an internal or external stakeholder (student, colleague, client, etc.)? What have you done to gain their confidence? Give an example.
Role-Specific Competencies	
Advisory Skills	<ul style="list-style-type: none"> • Describe a situation in which you were able to offer advice and/or solutions to a peer or mentee based on your past experience and specific expertise. • Describe a situation when you have influenced clients, stakeholders, students or others in their decision-making process.
Client/Donor Relationship Management	<ul style="list-style-type: none"> • Describe through examples drawn from your experience how you measure and take account of the impact of your decisions on external parties. • Give an example where you underestimated the impact of your action or decision on stakeholders external to your organization. • What is the most creative idea you have had regarding how to generate funding sources?
Clinical Judgment	<ul style="list-style-type: none"> • From past experience, tell me about your ability to question and assess systematically the multidimensional aspects of pain and other symptoms to gain the global grasp of a clinical situation.
Student Development Orientation	<ul style="list-style-type: none"> • In what ways have you utilized student development theory in programs, services, and individual interactions? Please give an example that supports this.
Job Motivation and Fit <i>Questions in this category are neither behavior based, nor tied to specific competencies, but may be helpful in learning more about a candidate.</i>	<ul style="list-style-type: none"> • How would you describe your ideal job? • If I were to ask your supervisor about your strengths, what would he or she say? • What areas do you feel still need developing in order to improve your effectiveness in your current job? • What are you doing currently in your job that you would like to not have to do? What are you doing you'd like to continue doing? What are the most satisfying aspects of your current role? • Describe the manager for whom you have done your best work. • Tell me about two work accomplishments that were

	<p>very successful, or of which you are most proud. How do you know they were a success?</p> <ul style="list-style-type: none"> • In terms of organizational culture, what would you like to find at Bentley that you don't have in your current organization? • What has been the most valuable feedback you have received in terms of improving your work? • What do you like best/least about your job as a _____? • What has given you the greatest feeling of achievement in your job? Why? • All jobs have their frustrations and problems. Describe specific job conditions, tasks, or assignments that have been dissatisfying to you. Why? • Tell me about a time when the duties and responsibilities in a specific position overlapped with duties and responsibilities that brought personal satisfaction. • Tell me about the most difficult manager with whom you have worked. Give me an example of why you thought s/he was difficult. How did you handle this manager?
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