

HEALTH WEALTH CAREER

BEHAVIORAL COMPETENCIES AT WORK

AN HR'S HANDBOOK FOR UNDERSTANDING
& IMPLEMENTING COMPETENCY FRAME-
WORKS IN ORGANIZATIONS





‘Behavioral Competencies at Work’ is an intellectual property whose copyrights vest solely with Mettl, one of the largest and fastest growing online talent assessment companies, with contributions from different industry leaders. The handbook is available for general release and can be downloaded from www.mettl.com. It can be transmitted with due permission of the copyright holder; provided full accreditation is given to the Mettl brand.



INTRODUCTION

The battle to hire the best fit is fiercer than ever. While trying to hire a person who would benefit their organizations in the long-term, Human Resources leave no stone unturned. Despite going to campuses, walk-ins, online job postings and referrals, HRs somewhere fail to get an ideal match.

The reason can be attributed to adopting an unstructured hiring process. After a candidate clears the written test for a specific job role, HRs sideline the personal characteristics that can help in creating a refined candidate pool. However, this issue can be resolved by developing a behavioral competency framework which can act as a benchmark to assess if the new hires would be culturally fit.

Behavioral competencies are the collective knowledge, attitude and action an individual possess in a business setting across all job levels. While some competencies are innately present in everyone, others develop over time through experience. But, seniority takes precedence since an individual is first judged on the parameter of job level before job role. Meanwhile, technical know-how varies depending on job roles.

OVERVIEW

'Behavioral Competencies at Work' defines a structured hiring process through a competency framework, behavioral types, indicators and suggestive questions to test those competencies, at entry-level, mid-senior level or senior-level.

BEHAVIORAL COMPETENCY AT WORK



PERSONALITY
ATTRIBUTES



INTERPERSONAL
SKILLS



ANALYTICAL
ABILITY



LEADERSHIP
SKILLS

The following piece gives you a direction to structure your hiring process by helping you develop your own competency framework. You can pick and chose competencies depending on the job role and test candidates based on their behavioral indicators. A set of suggested interview questions can further aid in making better hiring decisions.

LIST OF COMPETENCIES

PERSONALITY ATTRIBUTES

- Curiosity
- Adaptability
- Discipline
- Self-Confidence
- Optimism
- Enthusiasm
- Loyalty
- Open-Mindedness
- Temperamental
- Self-Obsession
- Accountability
- Quality Focus
- Resilience
- Self-Awareness
- Result Orientation
- Perseverance
- Ambitious
- Opportunist
- Insensitive
- Thrill-Seeking
- Proactive
- Strive for Excellence
- Integrity
- Stress Management
- Impulsive

ANALYTICAL ABILITY

- Attention to Detail
- Critical Thinking
- Problem Solving
- Planning & Organization
- Decision Making
- Strategic Thinking
- Ambiguity Management
- Innovative Thinking

INTERPERSONAL SKILLS

- Effective Communication
- Active Listening
- Teamwork
- Networking
- Delegation
- Establish Trust
- Effective Presentation
- Negotiation
- Empathy
- Openness to Diversity
- Conflict Management

LEADERSHIP SKILLS

- Motivating Peers
- Developing People
- Change Agent
- Visionary Perspective
- Entrepreneurial Mindset
- Influence





Competency Framework comprises of five sub-categories, i.e., Personality Attributes, Analytical Ability, Interpersonal Skills, Leadership Skills and Domain Expertise. This handbook focuses on the first four behavioural competencies. However, it is to be noted that the fifth sub-category of domain expertise is equally important because a domain expert has in-depth knowledge about a particular industry and evolving trends over a period of time.



PERSONALITY ATTRIBUTES

Personality has been derived from the Latin term 'person', meaning 'mask' that was used by actors to change their appearance. Every person has a unique personality. People are different only in the way they think, feel and behave. Therefore, personality attributes are a combination of thoughts, characteristics, behaviors, attitude, idea and habits of an individual with respect to his or her surroundings. Attributes are the core of a person's being, the way he has been brought up in a particular setting. They also become essential while determining the cultural fitment of an employee.



CURIOSITY

Tendency to possess strong intellectual curiosity, an eager wish or an ardent desire to know or learn something new. The spirit of enquiry is what gives fuel to this tendency.

KEY INDICATORS AT WORKPLACE

- Curious mind that listens attentively and constantly absorbs novel information.
- Updated with current trends in addition to applying experience and learning in new work environment.
- Asking questions and looking for opportunities to help clients.
- Regularly attends webinars/-conferences and meets new people to imbibe their learning in one's work.

SUGGESTED INTERVIEW QUESTIONS

- Have you learned anything in the past three months? If so, how was the journey and outcome?
- If you do not have access to technology for a month, what activities will you involve yourself in and why?
- What is that one thing you would like to change at workplace?
- What is an ideal weekend for you?

ADAPTABILITY

Willingness to adjust to new situations, ability to handle a change and thus try to balance out work demands. Consistent engagement in learning, adhering to applying knowledge while addressing challenges.

KEY INDICATORS AT WORKPLACE

- Adjusts easily to the new workplace, culture and people.
- Ability to change approach as the work demands.
- Sees the bright side of every situation instead of whining about the change.
- Willing to learn and adopt new tools and methodologies.

SUGGESTED INTERVIEW QUESTIONS

- What will you do if your teammate's work style does not align with yours, taking into account the fact that you have a deadline to meet?
- How will you adjust when introduced with a new technology at workplace for which you must dedicate extra time?
- What would you do if your manager does not approve of your work no matter how dedicatedly you complete the task?
- Did you face any issues transitioning from school to college? If so, how did you handle them?

DISCIPLINE

Ability to follow standard procedures, adhering to rules and regulations to ensure safety compliance and efficiency in the workplace.

KEY INDICATORS AT WORKPLACE

- Demonstrates an ability to follow instructions and directions in order to complete the assigned tasks.
- Understands the need for standard operating procedures in the workplace to ensure consistency and quality.
- Follows safety guidelines and does not compromise on one's own as well as other's safety in the workplace
- Creates systems in place to ensure compliance to rules, standards, policies etc. and there are checks in place to identify deviations from these in a timely manner.

SUGGESTED INTERVIEW QUESTIONS

- How do you lay groundwork for a healthy break policy?
- What does a normal day in your life look like?
- Do you create a checklist? If so, are you able to accomplish it?
- How often do you get late for work?

SELF-CONFIDENCE

Having a firm belief in your thoughts, actions and capabilities even while facing untoward situations. It is an internal state of mind which individuals think and feel about themselves.

KEY INDICATORS AT WORKPLACE

- Thinks positively about oneself instead of having a negative mindset.
- Self-motivated being who enjoys what one does.
- Knows what one is good at and how one appears to others.
- Emotional stability which enables one to have a calm and focused approach towards oneself and others.

SUGGESTED INTERVIEW QUESTIONS

- What is one specific thing you do that undermines your self-worth and causes you to not like yourself or your life?
- Tell me about a time when you showed self-confidence in order to create positive motivation in others. Give me a specific example and the results.
- In what aspect do you compare yourself to others?
- What is more important – how others value you or how you value yourself?

OPTIMISM

A sense of being hopeful about future and seeing the bright side of things even in stressful situations. Optimists think positively and believe that better things will come their way.

KEY INDICATORS AT WORKPLACE

- An inclination to think out of the box, creative and excellent in problem-solving.
- More prone to taking risks since they consider any risk as a challenge or puzzle to be solved.
- Never fail to help others because they trust themselves and others around them.
- Never back down attitude due to minor setbacks which they use as learning opportunities.

SUGGESTED INTERVIEW QUESTIONS

- How will you get your work done in a scenario wherein you have a report launch lined up in 10 days and all freelance designers need at least 10 working days to design your report?
- Would you invest in cryptocurrency if an expert business analyst and friend of yours predicts a surge in the rates of crypto currency for a limited period?
- What would you do if you have been toiling day and night to crack a public service exam, but you did not make it to the cutoff list by mere 1 mark?
- How do you feel if your research work of two weeks gets trashed by the reporting manager and hence you need to work on the project from scratch?

ENTHUSIASM

Being able to maintain high level of productivity consistently. Operating with vigour, effectiveness, and determination over extended periods of time.

KEY INDICATORS AT WORKPLACE

- Works for long hours and does overtime without losing effectiveness.
- Performs mentally or physically taxing work effectively.
- Maintains good pace in order to fulfil set objectives.
- Ability to working on multiple tasks even with little to no rest.

SUGGESTED INTERVIEW QUESTIONS

- You are on the verge of finishing a task when your manager assigns you a new task for which you must start preparing at the backend. What would you do to makeup for both the tasks?
- What are the conditions when you must put extra hours to finish a project? Would you rather work on weekends or finish the task during working hours?
- What motivates you to come to office each day?
- What are the activities that make you lose track of time?

LOYALTY

Commitment to the organization which does not falter due to influence from any external agency. The higher the job satisfaction, deeper the sense of commitment towards the organization.

KEY INDICATORS AT WORKPLACE

- Maintain transparency in all the transactions at workplace.
- Upfront and honest about his activities and maintains integrity while undertaking any task.
- Keep the company's trade secrets/intellectual property confidential.
- Disagree with superiors, but in private.

SUGGESTED INTERVIEW QUESTIONS

- What are the hidden criteria that aids in appraisal?
- Do you prefer working individually or as part of a team?
- How do you feel working in your current position?
- What problems did you face in your previous roles and how did you deal with them?

OPEN-MINDEDNESS

Readiness to accept and accommodate others' opinions and ideas while being aware that one may not always be right. People with an open mindset are free from any sort of prejudices.

KEY INDICATORS AT WORKPLACE

- Actively seeks feedback from others, incorporates it to improve learning and doesn't get disheartened from negative feedbacks.
- Displays readiness to learn something new by accepting challenges.
- Takes note from past mistakes and improves after coming across better ideas.
- Always ready to try new things in addition to routine work to widen one's learning horizon.

SUGGESTED INTERVIEW QUESTIONS

- How do you feel and further act upon an assignment, for which you have received a negative feedback from a colleague?
- Would you attend training sessions introduced by the management, not compulsory for everyone?
- How would you proceed with your work, when your trainee comes up with a better plan of action than you? What do you communicate to him?
- Your project requires a software which would simplify your work? Would you take someone's assistance? If not, what would be your plan of action?

TEMPERAMENTAL

Excessive sensitivity which leads to irrational behavior and mood swings. The hot and cold behavior that becomes detrimental in one's relationships causing emotional disbalance.

KEY INDICATORS AT WORKPLACE

- Predisposition to become angry at work, even with little or no provocation.
- Gets affected by memories of even minor annoying incidents.
- Broods over past mistakes, regrets them and overthinks, thus making it even worse.
- Often gets upset and cannot control oneself in front of others.

SUGGESTED INTERVIEW QUESTIONS

- You have made a long due outing plan with friends, but it gets cancelled at the last moment. What do you tell your friends?
- You want to watch live football match on TV, while your parents wish to watch news bulletin. What would you do be able to watch the match?
- Do you have more good memories than bad ones?
- How often do you think about the past? What did you learn from your mistakes?

SELF-OBSESSION

The state of being too involved in oneself. Looking down on other's interests while considering one's happiness, motivations and interests superior, thus having a high degree of self-importance.

KEY INDICATORS AT WORKPLACE

- Absence of admiration from others can cause great deal of personal distress.
- Microscopic vision on their own wants and needs, while remaining oblivious to the needs of others.
- Arrogant and rude while dealing with peers or clients.
- Not receptive to others' distress due to lack of empathy.

SUGGESTED INTERVIEW QUESTIONS

- How many selfies do you take in a day?
- Can friends on Facebook see your tagged picture?
- What is your immediate response if a friend compliments your new shoes?
- How often do you look at your own face while video calling a friend?

ACCOUNTABILITY

Demonstrating an ability to take responsibility for one's actions and decisions. Following through on the commitments made, without passing on the blame to others in case of failures.

KEY INDICATORS AT WORKPLACE

- Completes tasks that have been assigned individually or to the team.
- Seeks little or no guidance on how to go about executing work.
- Accepts mistakes, rectifies them, learns from them and tries not to repeat the same errors.
- Acts as a role model for giving credit to the team members for their success and stand with them during failures.

SUGGESTED INTERVIEW QUESTIONS

- How will you handle a situation when you have goofed up big time, but the root cause/person behind the cause is unknown to the management?
- You are back to work after sick leave, meanwhile there has been miscommunication due to your absence. What steps will you take to make up for it?
- How would you manage a looming deadline?
- You have hit rock bottom with an initiative. What did you learn from it and how did you change your action plan?

QUALITY FOCUS

Determined to stay focused on the quality of each and every deliverable by ensuring consistency and adherence to high standards, as well as paying close attention to even the minutest details involved.

KEY INDICATORS AT WORKPLACE

- Deep dives into understanding each and every detail of the task at hand.
- Knows the importance of giving excellent performance and hence tries to excel in everything.
- Maintains consistency in the work irrespective of how challenging situations become.
- Considers quality of output to be of paramount importance by encouraging everyone to speak-up against anything that is subpar.

SUGGESTED INTERVIEW QUESTIONS

- What kind of analysis do you put in place in order to evaluate, improve and manage the quality of services you provide?
- How do you anticipate the needs of your customers for products and services they are unaware of?
- Describe when you figured out an area of improvement and the measures you undertook to tackle it.
- Which checking process have you in place to ensure that you meet accuracy standards?

RESILIENCE

The power to recover quickly when faced with a tragedy, natural disaster, health concern, relationship or work-related issue. The ability to bounce back with less stress.

KEY INDICATORS AT WORKPLACE

- Handles disappointments or rejections without letting it affect day-to-day work.
- Re-engineers or creates new processes and systems to get around obstacles.
- Sticks to the plan and does not give up until the objective is achieved.
- Analyzes the environment to identify long-term risks and proactively designs contingency plans.

SUGGESTED INTERVIEW QUESTIONS

- What stresses you out in life or work and, how do you cope with it?
- You have been arriving at the wrong conclusion every time you solve an equation. What would you do to arrive at the right answer?
- Have you turned any of your dreams into reality?
- You are in the midst of semester exams in a different city while your mother meets with an accident. How would you manage to stay focused on studying?

SELF-AWARENESS

Demonstrating an ability to understand one's strengths and areas of development and leverage them effectively to accomplish one's objectives.

KEY INDICATORS AT WORKPLACE

- Understand one's core strengths and actively seek opportunities to use them effectively.
- Regularly reflects on one's achievements and failures to understand gaps in skillsets.
- Understands one's areas of development and looks for ways to improve them to be more successful on the job front.
- Practices self-control and recognizes one's own pressure points.

SUGGESTED INTERVIEW QUESTIONS

- What are your two key weaknesses which you think you need to work on and why?
- What has been a major setback in your life? How did you pull yourself through it?
- Where do you see yourself in five years? What are you doing to further that goal?
- What life lessons have you learned in n number of years and how have they shaped the way you think?

RESULT ORIENTATION

Displaying a strong will to achieve what one sets out to do. Focusing one's energy and resources to finish what one has started.

KEY INDICATORS AT WORKPLACE

- Takes necessary measures to meet goals and figures out ways to track the progress to ensure successful completion of goals.
- Provides necessary resources and encouragement to team members to work towards accomplishing their goals and tasks.
- Determined to achieve benchmarks over time and resist external agencies which keep them away from attaining the goals.
- Takes calculated risks, based on learning and experience to raise the bar.

SUGGESTED INTERVIEW QUESTIONS

- How do you stay prepared when there is an urgent client call scheduled for the day, but you have several in-house responsibilities?
- How do you set your goals? Describe your action plan to achieve them and strategy when failing to do so.
- Will you go out of your way to arrive at the outcome you committed to deliver? If so, how would the events unfold?
- How would you approach a situation when you have an important deadline but, you know you will not be able to deliver on time?

PERSEVERANCE

Persistent and consistent efforts invested until the very end no matter how difficult the path gets. The spirit of never giving up despite delay in achieving goals.

KEY INDICATORS AT WORKPLACE

- Retains faith in his/her approach even if it is not immediately successful.
- Ability to assess when to continue and when to give up on an unattainable goal.
- Does not lose control when confronted with criticism or resistance.
- Tries over and over again against all odds.

SUGGESTED INTERVIEW QUESTIONS

- Would you still pursue your business model which neither your friends nor family have trust in?
- What would you do when you realize there has been no difference in your body weight despite 3 months of workout and healthy diet?
- How would you feel and what would you do when you are unable to reach the correct answer to a math problem even after trying multiple times?
- How will you respond to the chief who has shunned away your creative script which you produced toiling day and night?

PERSEVERANCE

AMBITIOUS

A strong desire to achieve success based on their inner desire to do so and their belief in themselves. Persistent and determined to achieve their objectives.

KEY INDICATORS AT WORKPLACE

- Smart employee who always finds out a way to get work done
- Looks at setbacks as a medium to grow and improve further.
- Grabs any learning opportunity and comes out as a quick learner.
- Continuously looks for more challenging tasks.

SUGGESTED INTERVIEW QUESTIONS

- What career would you opt for/change in your current career if you were given a chance to start all over again?
- Consider you are hired for the job but, your work does not align with your career goals. What would you do?
- What is your aim in life? How far are you from achieving it?
- You have been given an option to start a new project in addition to the ongoing but, that requires more time and resources. Would you take it up for let a co-worker take it?

OPPORTUNIST

Regard self-interest at the cost of principles or anyone's interests by even going as far as taking advantage of others whenever a personal need arises.

KEY INDICATORS AT WORKPLACE

- Use a situation for personal advantage by manipulating others.
- Create deceptive positive impression to achieve personal goals.
- Determined to succeed if it requires bending rules.
- Want people's contributions with minimal investment of their own time.

SUGGESTED INTERVIEW QUESTIONS

- What would you do if you are getting late for an urgent meeting and the traffic light turns yellow?
- What would you do if you're in a long queue outside a restaurant, but you catch a friend about to enter?
- Would you take the initiative to convey it to your manager if a couple of team members have planned to flunk in the manager's absence?
- What do secrets mean to you and how good/bad are you at keeping them?

INSENSITIVE

Unsympathetic towards anyone who may be in need of help. Barely gets affected by others' pain, distress and misfortune.

KEY INDICATORS AT WORKPLACE

- Feel no guilt whatsoever, when one's actions harm others.
- Unwillingness to look from others' perspective.
- A closed mindset which is not open to accepting changes.
- Unfriendly and ignorant to customer's requirement.

SUGGESTED INTERVIEW QUESTIONS

- How would you feel if your boss reprimands you for coming late almost daily?
- What would you do if your team is getting lectured for making a mistake that you committed?
- How do you respond to a friend who often advises you to be polite while speaking?
- When another person is sad or frustrated, do you experience the same emotions?

KEY
INDICATORS
AT
WORKPLACE
SUGGESTED
INTERVIEW
QUESTIONS

THRILL-SEEKING

Tendency to pursue sensory pleasure and excitement. It's the trait of people who go after novelty, complexity, and intense sensations. Such individuals love experience for its own sake, and may take risks in the pursuit of such experience.

KEY INDICATORS AT WORKPLACE

- Get easily bored without high levels of stimulation.
- Do not adhere to rules and regulations if they get in the way.
- Take uncalculated risks.
- Indulge in unusual and risky acts to keep up the excitement level.

SUGGESTED INTERVIEW QUESTIONS

- Would you like to take a safe drug that would bring you strange experiences?
- Do you enjoy when someone makes an unexpected joke or comment that starts everyone laughing a little nervously?
- Your cousin has shared a business idea with you and need the necessary resources to set-up. Would you invest in it considering you have no experience in the domain?
- What would you do and how would you work at a place where you have to do the same things daily?

PROACTIVE

Demonstrating an ability to take initiatives and seek responsibility without being forced or pushed to do so. An eagerness to work on tasks without being supervised.

KEY INDICATORS AT WORKPLACE

- Possess the eagerness to work on new tasks or tasks that others don't want to take up.
- Continuously looks for areas where he or she can contribute.
- Looks for opportunities for the team to take on new challenges as well showcase their skills and abilities
- Minimizes potential problems by anticipating and preparing for them in advance

SUGGESTED INTERVIEW QUESTIONS

- Give an example of how you acted to prevent a larger problem from occurring.
- Tell me about a time when you thought through the consequences of a specific action in planning a project. What barriers did you discover?
- Describe a situation in which you forecasted a problem and prepared a strategy for handling it. How did it turn out?
- How will you deal with resource crunch when you have given a task to your team but one of the members goes on an unplanned leave?

STRIVE FOR EXCELLENCE

A drive to outshine, by pushing one's limit in order to show consistent improvement. Always willing to gain required knowledge in order to excel in a particular field of interest

KEY INDICATORS AT WORKPLACE

- Does not back down when faced with challenges, instead calmly tackle challenges to learn and grow.
- Confidence in one's abilities drives one towards perfection.
- Proactively works towards learning goals and takes responsibility to achieve the same.
- Self-motivated to improve one's knowledge.

SUGGESTED INTERVIEW QUESTIONS

- When encountering a person blowing his own trumpet, how do you bring them to become an effective contributor?
- Describe the one time you failed to deliver superior quality work as committed to your client and the reason behind the same.
- What do you do when you manage to finish your work before time?
- What kind of high standards do you set for yourself /subordinates? How do you work towards attaining them for yourself and for the team?

INTEGRITY

Behaves in an honest, fair, and ethical manner. Shows consistency while aligning actions with words and maintains high ethical ground.

KEY INDICATORS AT WORKPLACE

- Takes responsibility for own work, including problems and issues.
- Treats everyone fairly and with due respect.
- Uses applicable professional standards and established procedures and policies when taking actions and making decisions.
- Identifies ethical dilemmas and conflict of interest situations, and acts accordingly to avoid and prevent them.

SUGGESTED INTERVIEW QUESTIONS

- Have you ever called in sick when in fact you had some other plans?
- As a famous artist, are offered 50,00,000 Lakhs to endorse a product which you don't like personally. Would you still take up the endorsement?
- Would you mind flirting with a customer to bag a major deal if the other party considers you attractive?
- Have you ever made a product sound better than it is, to market it?

STRESS MANAGEMENT

Demonstrating resilience in the face of challenges or adversity and being able to manage one's emotions in a positive and effective manner.

KEY INDICATORS AT WORKPLACE

- Stays calm even in adverse or difficult situations.
- Ability to think clearly even when faced with emotional or stressful situations.
- Maintain stability with regards to one's emotions while keeping balance with work.
- Reacts positively when dealing with stressed out team members.

SUGGESTED INTERVIEW QUESTIONS

- How would you respond if your manager gave a negative feedback in front of your peers?
- How do you prepare for a presentation to an important client the day before it's due?
- Can you describe a time when your stress resulted in making errors at work?
- How do you ensure that stressful situations in your personal life don't affect your work performance?

IMPLUSIVE

Tendency to act on a whim, displaying behavior characterized by little or no forethought, reflection, or consideration of the consequences.

KEY INDICATORS AT WORKPLACE

- Make hasty decisions without thinking them through.
- Have difficulty waiting for things they want.
- Interrupts conversations and others' activities.
- Blurt out inappropriate comments and act without regard for consequences.

SUGGESTED INTERVIEW QUESTIONS

- Would you accompany a colleague who asks you out for a night out?
- What would you buy in end of season sale? How often do you shop?
- How would you react to someone who constantly insults you in front of your boss?
- What is the worst thing you have done or said in anger?



ANALYTICAL ABILITY

Analytical ability is the aptitude to see patterns, trends, mismatched information and thus draw meaningful conclusion based on the given information. These strengths can help solve a company's problems and improve upon its overall productivity and success. Analytical skills may sound technical, but we use these skills in everyday work. If one possesses the skill, they can reach at solutions by either following methodological approaches or by being more creative to see every angle of the problem. Both ways of solving a problem require analytical skills. Employers look for employees with the ability to investigate a problem and find a solution in a timely, efficient manner.



ATTENTION TO DETAIL

Meet goals by taking into account every key detail howsoever big or small it is. Concerned about every facet of the task, while keeping a regular check on the progress.

KEY INDICATORS AT WORKPLACE

- Carefully follows all steps of the procedure to complete the assigned tasks.
- Reviews and edits every document before sending it across.
- Commits and delivers high quality output by closely monitoring every process.
- Takes initiative to resolve issues and intimates others regarding quality check.

SUGGESTED INTERVIEW QUESTIONS

- How do you find errors that aren't immediately obvious?
- How do you correct the errors made by you and what steps do you take to prevent them in future?
- What would you do if you forgot to communicate about a certain timeline to x team which is now impacting the launch date of your product?
- Would you ask a colleague to review your work or do it yourself, considering you have multiple tasks at hand?

CRITICAL THINKING

Ability to possess higher-order thinking skills that enable one to see both sides of the coin. Provide solutions by creating and implementing new methodologies.

KEY INDICATORS AT WORKPLACE

- Undertakes a complex task by breaking it down into manageable parts in a systemic, detailed way.
- Effectively analyzes the situation, collects input to make informed decision
- Applies formal methods and strategies to enhance creative thought.
- Deals with problems without any presumptions or bias.

SUGGESTED INTERVIEW QUESTIONS

- What do a fox, a hen and a farmer have in common?
- If you were a pizza delivery man, how would you benefit from scissors?
- A boy is walking down the road with a doctor. While the boy is the doctor's son, the doctor isn't the boy's father. Then who is the doctor?
- A journalist has called you up for certain information and you need approval from your TL to give a heads-up, but the TL is unavailable as she's gone for a board meeting. If you don't give an answer, the journalist may publish as per his wish. What would you do?

PROBLEM SOLVING

Demonstrating an ability to resolve issues and overcome challenges effectively, by utilizing available resources and methods in the least amount of time.

KEY INDICATORS AT WORKPLACE

- Skilled to resolve problems by finding effective solutions.
- Seeks necessary help and resources to resolve issues in a timely manner.
- Uses rigorous logic and methods to analyze and understand why problems occur.
- Helps team members learn from these situations and find ways to prevent the problem from recurring in future

SUGGESTED INTERVIEW QUESTIONS

- What did you find most difficult thing in the previous workplace and how did you manage doing it?
- What would you do if you face a problem that you are unable to solve?
- How do you analyze and assess risk? What steps do you take to mitigate risk once it's been identified?
- You are about to deliver a project when you realize you have analyzed the wrong data and hence, produced faulty statistics. What would you do considering there is half the time left to do double work?

PLANNING & ORGANIZATION

Panache for detailing out the steps required to accomplish one's objectives and an understanding of the resources required to do so. Ability to prioritizing tasks and shuffle between various roles to maximize efficiency.

KEY INDICATORS AT WORKPLACE

- Performs and completes work in an organized and orderly manner.
- Understands and considers the impact of one's work on others and vice-versa.
- Recognizes the priority of different tasks and plans accordingly to ensure efficiency.
- Lays out short and long-term plans along with backup or contingency plans to ensure organization's success.

SUGGESTED INTERVIEW QUESTIONS

- How do you determine priorities when scheduling your time?
- Describe a time when you had several deadlines falling at the same time. How did you organize your time to get them all done?
- What is the definition of an ideal work environment for you that makes you most productive?
- How would you develop a month's pre-launch plan for your product?

DECISION MAKING

It is the ability to derive logical conclusions from a number of options available. One makes informed decisions after taking into account all the information, potential positive and negative outcomes of these decisions.

KEY INDICATORS AT WORKPLACE

- Considers multiple perspectives and points of view before making decisions.
- Understands the short and long-term implications of the decisions being made.
- Clearly communicates the decisions to the teams and provides a clear rationale for it.
- Prepares for any negative outcomes of their decision on the organization in the short, mid and long term.

SUGGESTED INTERVIEW QUESTIONS

- How did you handle a project where you did not have all the required information?
- What is the quickest decision you have ever made and what obstacles did you face?
- Do you regret any business decision? If so, why?
- How do you convey feedback to a reporting staff member?

STRATEGIC THINKING

Efficient in making a logical move by considering the short and long-term implications of one's actions and decisions on the organization.

KEY INDICATORS AT WORKPLACE

- Takes actions and decisions after considering the pros and cons of such a move on the organization
- Considers challenges that are likely to arise in the future and accordingly prepares contingencies for the same.
- Considers long term success factors and accordingly shapes the direction of the organization.
- Design flexible plans by creating some benchmarks for a review process.

SUGGESTED INTERVIEW QUESTIONS

- How do you set about creating a plan and how much time do you spend on it?
- How would you change if you were given an annual target of 2x growth?
- What are the important things without which you cannot create an effective growth strategy?
- In what aspect would your competitors envy you the most two years down the lane?

AMBIGUITY MANAGEMENT

Demonstrating an ability to be comfortable in novel or unknown situations and demonstrating the ability to manage one's work even without having all the necessary details.

KEY INDICATORS AT WORKPLACE

- Provide outputs even with limited information and resources.
- Encourages teams to take up tasks and do their best, even when there is little information, clarity or resources available.
- Demonstrates willingness to receive and use information as and when it may come.
- Gives necessary support and encourages the team during untoward times.

SUGGESTED INTERVIEW QUESTIONS

- How will you go about creating a report when the only information available to you is the title?
- Describe a time you had to make a tough decision (e.g. fire a team member or choose between two job offers.) How did you make sure you were objective?
- You are nearing the project deadline, meanwhile you have an ad-hoc requirement. Will you decline the request?
- If you were away travelling and weather conditions resulted in flights being cancelled, causing widespread chaos, how would you get back home?

INNOVATIVE THINKING

The inherent desire to change and innovate in order to ensure that the organization stays relevant and current with changing times.

KEY INDICATORS AT WORKPLACE

- Finds new ways of doing tasks.
- Brings about change in the way things are done to improve work processes and makes them more efficient.
- Looks for ways to innovate or adopt new policies to enhance work efficiency.
- Recognizes and rewards new ideas and approaches at an organizational level.

SUGGESTED INTERVIEW QUESTIONS

- When have you adopted an innovative approach to solve an issue?
- How would you generate an analysis when there is power failure at workplace, your system has drained off and you are required to present the report in a couple of hours?
- If you are to meet Sundar Pichai for half hour, what futuristic plans would you suggest him?
- In what project would you invest, given the case you have received a funding of INR 10 Lakhs?



INTERPERSONAL SKILLS

Interpersonal skills are the skills used by a person to interact with clarity of purpose. It refers to an employee's ability to get along with coworkers and get job done in the business domain. Interpersonal skills include everything from communication and listening, to attitude and demeanor. They include a wide variety of skills, though many are centred around communication, such as listening, questioning and understanding body language. Good interpersonal skills are a prerequisite for many positions in an organization.



EFFECTIVE COMMUNICATION

Effectively put across one's thoughts and ideas clearly and briefly, using appropriate language and grammar in written and oral forms of communication.

KEY INDICATORS AT WORKPLACE

- Uses appropriate grammar and language when communicating with others.
- Does not use complex terminology to refrain from confusing the other party.
- Understands how to put across one's points briefly.
- Understands the power of communication and works towards honing that skill further.

SUGGESTED INTERVIEW QUESTIONS

- How do you convince your team in going ahead with your idea?
- What will be your response to a negative online company review?
- How do you structure your report?
- Your manager quoted a price for client negotiation, but you misheard and quoted a different price. How will you make up for the miscommunication?

ACTIVE LISTENING

Attentive listening which enables understanding explicit and implicit messages being communicated by others. Probing further to gain more information as and when required.

KEY INDICATORS AT WORKPLACE

- Listens to ensure a clear understanding of the message being communicated.
- Asks appropriate questions to clarify doubts or concerns.
- Probes to gather further information that might be relevant, but unstated by the other person/party.
- Consistently paraphrases to ensure no information is lost and accurate understanding of information.

SUGGESTED INTERVIEW QUESTIONS

- HRs can test this competency through online assessments.
- The assessments can include few listening tests.
- While communicating with the candidate, notice if he is able to ignore distractions and still stay focused.
- You may conclude the interview by asking the candidate to describe a time when they were able to hang on to a key aspect of an industry leader's speech which others in the group missed out on.

TEAMWORK

Collaboratively work with each other to accomplish common goals and objectives while keeping any minor feuds aside for mutual growth.

KEY INDICATORS AT WORKPLACE

- Demonstrates ability to compromise and adapt oneself when working in a team.
- Understands common goals towards which oneself and others are working .
- Willingly helps others without being asked to.
- Understanding the potential strengths between partners and leverage it to ensure organization's success.

SUGGESTED INTERVIEW QUESTIONS

- How would you manage to get work done and communicate back and forth changes in your report, given the situation that you are working with a freelance designer?
- How would you complete a team task working with a laid-back teammate?
- Would you rather make friends at workplace or stick to professional relations?
- What would an ideal team-building exercise look like?

NETWORKING

Demonstrating an ability to build professional networks and personal relationships within and outside the organization. Use it as a way of gathering information and resources, to ensure individual as well as organizational success.

KEY INDICATORS AT WORKPLACE

- Connects with immediate stakeholders on a regular basis.
- Builds relationships with others with the intention of gathering information and inputs.
- Prudent enough to gather resources from internal and external sources to ensure the task is accomplished efficiently.
- Regularly connects with stakeholders to nurture relationships over time to build trust and to develop a basis for future interactions.

SUGGESTED INTERVIEW QUESTIONS

- How did you recover from a situation in which you misinterpreted a message and made the situation worse?
- You have finally managed to get a client for the next project, but he turns out to be difficult to deal with. In such a case, how will you try to keep him happy/contented?
- Have you ever made a decision that cost you a client? What happened and what did you learn from that experience?
- A long-term customer complains to you about the rise in product price and is about to end your business relationship. What measures would you take to retain them?

DELEGATION

Assigning tasks to others to ensure efficient management of the work. Ensuring that tasks are assigned based on experience in understanding individual's strengths and the necessary resources required to accomplish them.

KEY INDICATORS AT WORKPLACE

- Distributes work among team members in an appropriate manner.
- Provides team members with necessary help and guidance to ensure they are able to complete the task appropriately.
- Leverages individual team member's strengths to ensure the work is done in the most efficient manner and leads to best outcomes possible.
- Ensures that leaders and successors are groomed by being given adequate opportunities to take on key responsibilities and critical tasks.

SUGGESTED INTERVIEW QUESTIONS

- How stressed and overburdened do you feel at work?
- How do you determine if a specific person is fit for a certain task?
- Would you invest in an expensive tool which one of your subordinates wants for his task? Give reasons to support your answer.
- Have you figured out why your team misses out on the deadline? How do you handle such slips and ensure they don't repeat?

ESTABLISH TRUST

Being honest and ethical in all transactions with internal and external stakeholders to earn their trust. Being considered a trusted partner by others.

KEY INDICATORS AT WORKPLACE

- Open and transparent in one's transactions with internal and external stakeholders.
- Ensures that deals are done in a fair manner.
- Does the right thing, regardless of the consequence one will have to face.
- Answers difficult questions without hiding critical details from team.

SUGGESTED INTERVIEW QUESTIONS

- How would you justify breaking professional confidence in an organization-set-up?
- Would you be willing to tell a white lie to protect the company's reputation in case you upset due to a minute flaw converting into a major issue?
- Would you report a dishonest co-worker to your manager? Give reasons to support your answer.
- What would you do if you have been caught red-handed by your parents lying about your whereabouts?

EFFECTIVE PRESENTATION

Demonstrating an ability to present oneself and one's ideas in a confident and convincing manner while adjusting and adapting oneself, based on the audience's verbal and nonverbal feedback.

KEY INDICATORS AT WORKPLACE

- Uses appropriate medium of communication depending on the audience.
- Break down explanations of complex processes, rules into everyday situations to engage listeners.
- Speak at an appropriate speed, volume, tone and pitch to communicate the idea effectively to the audience.
- Looks for cues from the audience to gauge their understanding.

SUGGESTED INTERVIEW QUESTIONS

- What are the key areas you focus while preparing for a presentation?
- What would you do if the board members disapprove your idea which took you a week to pull through?
- What are the key elements that keep your audience engaged?
- How do you confront hostile questions?

NEGOTIATION

Demonstrating an ability to effectively convince and compromise with others to achieve end results.

KEY INDICATORS AT WORKPLACE

- Finds synergies between the needs of various parties to arrive at solutions that are agreeable to everyone.
- Recognizes how to leverage one's position to make the outcomes as favourable to oneself/team/ organization.
- Understands when to compromise as well as when to stand one's ground.
- Responds to opposing views in a non-defensive manner.

SUGGESTED INTERVIEW QUESTIONS

- You are on the verge of closing a client deal with a retail giant, but they are bargaining a lower price which is way beyond the maximum discount that you can offer. How will you come to the same page in order to retain them?
- Why do logical arguments sometimes fail to influence?
- There is a role of greater responsibility in your company which you have been anticipating taking up for a while, even though you lack few credentials. How will you still recommend yourself for the position?
- You are house hunting in a new city where you have secured a job but the house you finally like is beyond your budget. How will you negotiate with the owner to compensate the property in your budget?

EMPATHY

An innate ability to genuinely care about people and the problems they are facing. Always ready to help those in need.

KEY INDICATORS AT WORKPLACE

- Fairly good at understanding feelings, emotions and supportive during distressful times.
- Understands emotional components behind complex situations.
- Remarkable ability to put himself/herself in other people's shoes.
- Respectful and considerate of others' view point.

SUGGESTED INTERVIEW QUESTIONS

- If you could share one thing with someone who is interested in a job that requires helping people, what would it be?
- When do you criticize someone and what is your criticism based on?
- How would you comfort someone who is reluctant in sharing his problems?
- How do you feel and what do you do when you see a colleague crying?

OPENNESS TO DIVERSITY

Aware and sensitive to differences among individuals as a result of their gender, race, ethnicity, country of origin, cultural background, language or sexual orientation. Ensuring that everyone is treated with respect and sensitivity despite these differences.

KEY INDICATORS AT WORKPLACE

- Demonstrates an understanding and sensitivity to others who might be different from oneself.
- Actively tries to learn more about people who might be different from oneself and accommodate to a reasonable extent any special needs that they might have.
- Treats everyone with respect despite differences.
- Finds ways to help diverse individuals work towards common goals and objectives.

SUGGESTED INTERVIEW QUESTIONS

- What would you do if you see two groups of men quarrelling on a sensitive issue?
- How comfortable would you feel working with someone belonging to the LGBT community as a colleague?
- What according to you are the best practices for managing a diverse work group?
- How would you make a co-worker understand if he has been ill-treating someone from a different ethnicity?

CONFLICT MANAGEMENT

Capable in resolving interpersonal differences in a timely manner such that it leads to optimal solutions and healthy relationships with others.

KEY INDICATORS AT WORKPLACE

- Understands when conflicts arise as a result of disagreements or miscommunication.
- Takes appropriate and immediate action to resolve misunderstandings.
- Ensures that conflicts don't fester for a long time.
- Makes sure that conflicts within (or between) the teams are resolved immediately so as not to hamper the work environment.

SUGGESTED INTERVIEW QUESTIONS

- How would you advise a team member who complained about a coworker's behavior?
- Can you remember any instance where you did not agree with your teammate's idea on a collaborative project? If so, how did you express your thoughts and what was the outcome?
- How do you deal with angry customers who complain about the service you provide?
- How do you deal with criticism at workplace?



LEADERSHIP SKILLS

A person who leads a small or large group, organization or nation is said to possess leadership skills. Individuals are termed leaders because of their credibility, which is why people around them wish to follow their footsteps. Thereby, leadership skills can be applied to any situation where one is required to take the lead, professionally and socially. A good leader keeps his team organized, takes calculated risk, motivates his peers and pushes them to do their best. Good leadership skills give impetus to a steady organization growth.

MOTIVATING PEERS

Exhibiting an understanding of the various intrinsic and extrinsic motivators to engage people at work. Provide them with appropriate reinforcements and recognition as an inspiration to accomplish their professional objectives.

KEY INDICATORS AT WORKPLACE

- Understands what drives individual team members to work.
- Appropriately leverages this knowledge to get team members to do their best at work.
- Provides appropriate reinforcements to continuously encourage team to put their best foot forward.
- Conducts oneself in a manner that inspires others to do their best everyday.

SUGGESTED INTERVIEW QUESTIONS

- Briefly describe an instance where you were able to gauge a person's strengths, development needs and aspiration to churn out the best from him.
- How will the conversation unfold when your sibling has failed in an exam in which he was confident he would do well?
- Who according to you is a successful world leader from history and why?
- How would you comfort a colleague who has faced untimely termination?

DEVELOPING PEOPLE

Focused on individual's professional growth and development by identifying their behavioral as well as functional strengths and areas of development. Providing opportunities to work on the team's areas of development through various interventions.

KEY INDICATORS AT WORKPLACE

- Provides team members with timely and constructive feedback.
- Provides opportunities to team members to work on their areas of development on-the-job and outside.
- Helps individual team members gain better understanding of their strengths and areas of development.
- Creates and encourages employees to take up learning opportunities to enhance their behavioral and technical skills.

SUGGESTED INTERVIEW QUESTIONS

- How did you change your managing style to suit two different sets of assignments/team members?
- Describe a case when you provided a constructive feedback to an employee.
- What would you do if your mentoring did not help in better team/ team member's performance?
- How would you encourage your subordinates to try problem solving on their own instead of reaching out to you for possible solutions?

CHANGE AGENT

Efficiently communicate the need and rationale for change and thereby ensuring that all stakeholders are comfortable with it.

KEY INDICATORS AT WORKPLACE

- Understands the rationale for change mandated by the organization.
- Effectively change and adapt oneself and work with new processes and systems.
- Finds synergies between the old and new ways of doing things, to effectively transition during the change process.
- Clearly highlights the benefits of the change in the short and long term.

SUGGESTED INTERVIEW QUESTIONS

- How is the current process?
- What was the need to change management?
- What would the organization achieve by doing so?
- What will be the consequences if there is no such change?

VISIONARY PERSPECTIVE

A mindset developed through experience that enables one to think long-term, have a broader perspective and account for future trends that are likely to impact the organization's success.

KEY INDICATORS AT WORKPLACE

- Demonstrates a thorough understanding of the nature of one's business.
- Knows the impact of one's work on the organization as a whole.
- Understands the linkage between one's work compared to others in the team.
- Good knowledge of domestic and global trends and factors that could impact organization's productivity.

SUGGESTED INTERVIEW QUESTIONS

- What do you hope to achieve in your new position and why?
- For which job role would you apply and why given the scenario that you can only apply for one position?
- How do you want yourself to be remembered?
- How do you stay on track as per current market trends? What challenges do you face?

ENTREPRENEURIAL MINDSET

Having a deep understanding that involves multiple possibilities of taking business beyond what is currently being done. The strong desire and will to explore those options to further ensure success of the organization.

KEY INDICATORS AT WORKPLACE

- Explores opportunities for new businesses and expand existing lines of business.
- Willing to take calculated risks for organization's growth.
- Ability to distinguish between potential for success and risks of failure that accompanies ventures.
- Readiness to tackle challenges by implementing new strategies and thus accept the change in approach.

SUGGESTED INTERVIEW QUESTIONS

- How long does it take for you to implement and fulfil the end goal since the time you have an idea?
- Who is your greatest competitor?
- Which improvement areas are you currently working on? How did you identify the need to do so?
- What are your favourite reads?

INFLUENCE

Demonstrating an ability to convince others of one's points of view and ideas.

KEY INDICATORS AT WORKPLACE

- Providing necessary arguments that will win over the other side.
- Demonstrates the ability to answer questions effectively to convince others of one's thoughts and opinions.
- Considers others' points of view and addresses them before they can bring it up themselves.
- Possessing the charm to win over others despite others' arguments.

SUGGESTED INTERVIEW QUESTIONS

- How would you persuade a colleague to do something he or she does not agree with?
- How would you utilize an influential relationship to help you achieve desired goals at work place?
- Describe an instance where you had to get work done from a team over which you have no authority. What approach did you follow and what was the relevant outcome?
- What according to you was a breakthrough idea which you failed to sell to your manager? Why was it rejected and how did you feel about it?

A PEEK INTO THE THINK TANK

This handbook is a product of the
dedicated efforts by:

Siddhartha Gupta

CEO

siddhartha.gupta@mettl.com

Radhika Katyal

Head, Business Strategy

radhika.katyal@mettl.com

Subhro Kanti Bera

Business Head, Psychometric
& Data Analytics

subhro.bera@mettl.com

Dr. Snigdha Rai

Senior Consultant, Psycho-
metric & Research

snigdha.raai@mettl.com

Shakun Bansal

Head, Marketing

shakun.bansal@mettl.com

Megha Singh

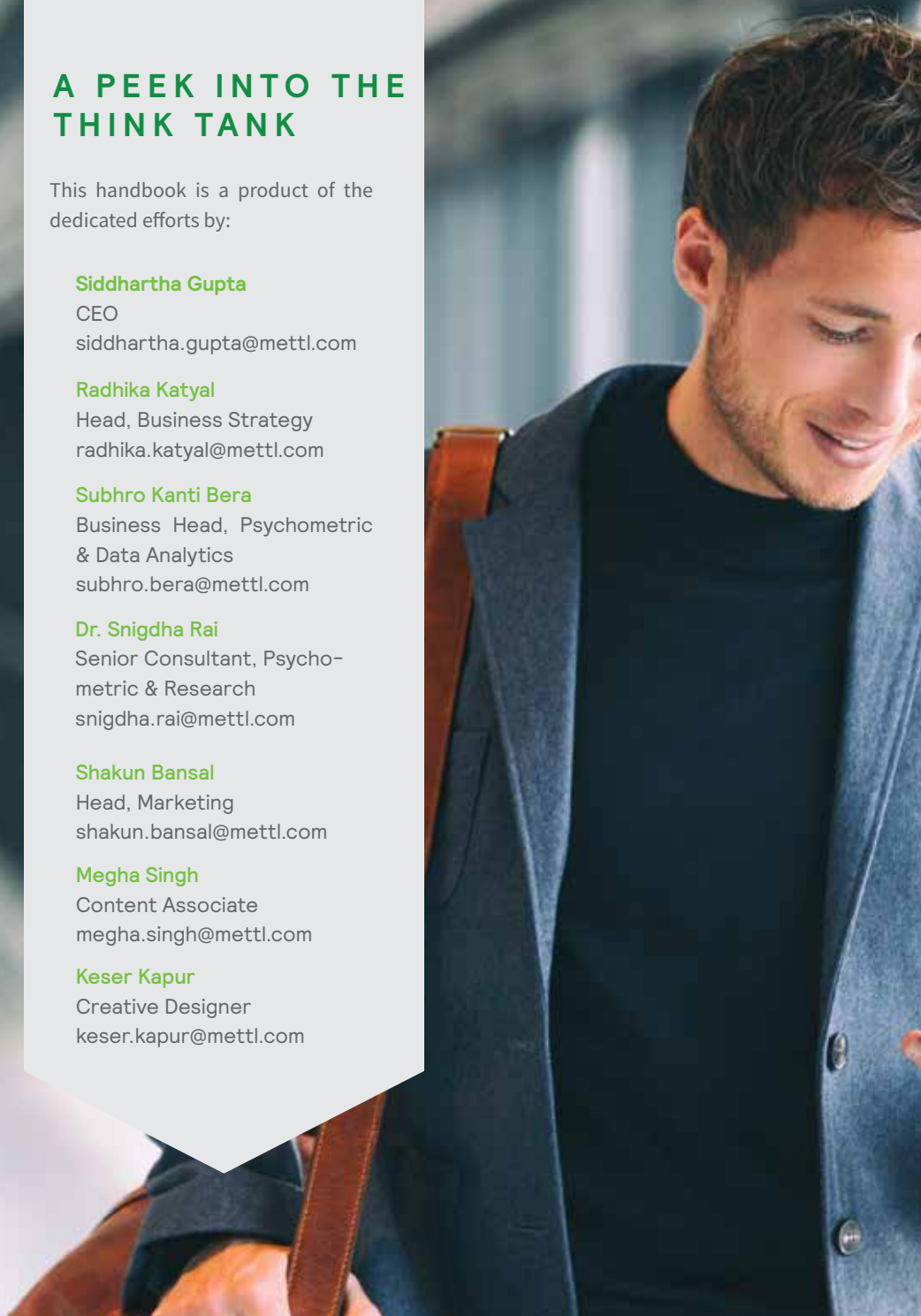
Content Associate

megha.singh@mettl.com

Keser Kapur

Creative Designer

keser.kapur@mettl.com



About Us

Mercer | Mettl, provides an Online Assessment Platform which delivers efficient, cost effective and technology-driven skill assessments that help organizations to build winning teams by taking credible people decisions across two key areas: Acquisition and Development.

Mercer | Mettl is currently partnering with over 2,000 global companies, 31 sector skill councils and 15+ educational institutes across 80+ countries.

Mettl has been acquired by Mercer in 2018, a global consulting leader in advancing health, wealth, and career, and a wholly owned subsidiary of **Marsh & McLennan Companies** (NYSE: MMC), the leading global professional services firm in the areas of risk, strategy and people.

For more information, visit www.mettl.com. Follow Mercer | Mettl on LinkedIn [Mettl](#) and Twitter [@mettl_](#)

TRY FOR FREE

INDIA OFFICE

+91-9555114444 Plot 85,
Sector 44, Gurgaon,
Haryana, India - 122003

US OFFICE

+1-650-614-1816
Mettl Technologies Inc.

Find out how Mettl can drive growth and help you find the winning team intrinsically or extrinsically.

Ask a Mettl expert how we can help:



+91-9555-11-4444



contact@mettl.com

Trusted By

amazon

SIEMENS

PUMA

Optimizely

Lufthansa