



EASI•Interviews® online tool was designed with three goals in mind:

- Accessible- create a customized employment interview in **ten minutes**.
- Affordable-enjoy **unlimited use** for a reasonable one-time charge.
- Accurate- experience an **increased confidence** in your hiring decision.

Underlying these goals is a research-based approach that is carefully aligned with professional and legal guidelines.

CREATING YOUR INTERVIEW

Using the EASI•Interviews® online tool is fast and simple. Our user-friendly screens provide stand-alone directions to help you quickly and easily create an employment interview for any position in your organization. Anyone knowledgeable of the job requirements of the open position you plan to fill can go directly to our online screens and create an employment interview at www.easiconsult.com/interviews.

Additional Support:

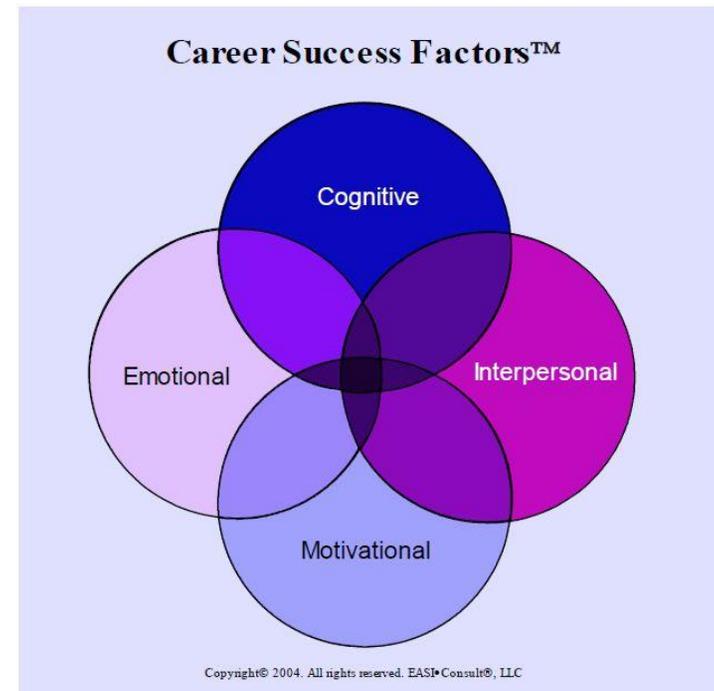
To assist you in taking full advantage of the technology, research, and legal defensibility behind EASI•Interviews®, we encourage you to print this support document before creating your interview. This document provides background on the *Career Success Factors*™ competency model used to build EASI•Interviews®; and names and definitions of the competencies. Take advantage of the separate *Preparation Worksheet* to keep track of your decisions before building your interview.

Career Success Factors™

EASI•Consult's Career Success Factors™ model consists of 24 competencies. The model is based on a review of over 40 years of assessment research, and a review of competency models used by large and mid-sized companies across the U.S. The Career Success Factors™ competencies represent common themes that were identified in our review. Individuals, successful in their career, tend to rely on strong cognitive abilities. They are continuously learning and make sound decisions along the way. Their use of interpersonal skills is equally important – building relationships and working with others to achieve goals. High achievers bring a motivation level to the job that sets them apart – continuously driving for results and motivating others in the process. Just as important for career success is an emotional strength to succeed – demonstrating adaptability to the changing demands of work and sound temperament.

Once you have chosen up to 8 competencies for your open position, an easy-to-use interview booklet will be generated for you. Your interview questions are assured to be:

- ✓ Related to key aspects of performance
- ✓ Fair for all job applicants
- ✓ Legally and professionally sound





EASI•CONSULT® INTEGRATED COMPETENCY MODEL

COGNITIVE

PROBLEM SOLVING - *Fully analyzes problems and finds effective solutions.*

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> Recognizes information that should be questioned. Determines the magnitude of the problem. Takes steps to gather all relevant data that may account for the cause of the problem. Generates options for problem resolutions. 	<ul style="list-style-type: none"> Evaluates problems from different perspectives to determine the most important issues. Uses objective data to inform decision making. Seeks solutions that are practical. Seeks innovative solutions to solve problems. 	<ul style="list-style-type: none"> Exhibits a sense of urgency in addressing organizational problems. Convenes appropriate resources to address the problems needing attention. Isolates the implications emerging from non-action (e.g., short and long term). Presents a compelling positive argument to move others to address a situation.

BUSINESS ACUMEN – *Understands the organization, how business operates and how the competition environment impacts business success.*

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> Understands the organization and its competitive position in the marketplace. Recognizes how one’s own actions contribute to the achievement of the company’s mission. Stays up to date on competitive issues relevant to the company and own area of responsibility. Keeps current regarding the impact financial decisions have on the business. 	<ul style="list-style-type: none"> Monitors market trends to take advantage of emerging business opportunities. Demonstrates an awareness of financial implications regarding business decisions in one’s own area. Assesses relative strengths and weaknesses of competitors. Understands interrelationships among key business variables. 	<ul style="list-style-type: none"> Identifies critical success factors in a dynamic business environment. Maintains a “big picture” framework to direct current business activities. Sets financial targets that address priority opportunities. Changes business priorities when trends are indicating a shift in overall strategy.

DECISION MAKING – *Makes decisions that are beneficial to the organization’s short and long term objectives.*

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> • Applies sound logic and reasoning in the decision making process. • Draws accurate conclusions from available information. • Understands the various cause-effect relationships in decision making situations. • Arrives at sound decisions (e.g. by drawing upon past experience, expertise and sound judgment). 	<ul style="list-style-type: none"> • Makes decisions that are beneficial to the department or function’s (e.g. short-term and long-term) objectives. • Identifies the information most relevant to a decision and its significance. • Responds to the time requirements of a decision. • Enhances clarity by aligning appropriate resources with the preferred course of action. 	<ul style="list-style-type: none"> • Makes decisions that are beneficial to the company’s long-term objectives. • Creates an environment where others identify the information most significant in a decision making process. • Creates a mechanism so others can gather input prior to a decision being made. • Provides support to achieve the time requirements of a decision. • Alters the various cause-effect relationships within the organization.

CREATIVITY– *Actively seeks out new and innovative ideas and opportunities.*

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> • Determines effective solutions when solving problems. • Demonstrates openness to new approaches to problems. • Views problems from more than one perspective. • Organizes information in a way that leads to unique solutions. 	<ul style="list-style-type: none"> • Serves as a catalyst for change. • Implements innovative ways to meet others’ needs even when present approaches are working satisfactorily. • Promotes an environment that fosters original thinking. • Improves performance by introducing lean techniques that are cutting edge. 	<ul style="list-style-type: none"> • Brings others together to challenge the status quo and improve how things are being done. • Creates an environment of continuous improvement. • Introduces new business/operational approaches that foster paradigm shifts. • Challenges the organization to take dramatic steps (e.g. regarding new products, processes or approaches) that will revolutionize the industry.

LEARNING AGILITY – Draws upon various learning techniques to continuously enhance new work related skills and improve current skills.

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> Keeps current regarding technology in one’s own field of expertise. Draws upon others’ experience as a resource for development. Seeks development opportunities, (e.g. both formal and informal). Uses feedback from others to improve one’s performance. 	<ul style="list-style-type: none"> Learns new skills to improve personal effectiveness. Provides learning opportunities for own staff. Puts team members in challenging situations in order to maximize learning and improve performance. Sets the example to learn more by taking on assignments in unfamiliar areas. 	<ul style="list-style-type: none"> Understands own strengths and has learned how to apply them effectively. Uses constructive criticism in order to adjust the team’s behavior and improve overall performance. Matches employees with appropriate developmental opportunities. Creates a learning organization by not accepting the status quo.

STRATEGIC THINKING – Understands rapidly changing environmental trends, identifies opportunities and competitive threats; realizes the strengths and weaknesses of the organization and the degree to which they support the firm’s overall priorities.

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> Understands how one’s job and contributions are linked to the department’s mission. Asks the right questions to size up a situation. Uses concepts or principles effectively to describe present challenges and/or uncover opportunities’. Digs beneath the surface to discover the real issue(s). 	<ul style="list-style-type: none"> Takes a longer term view when creating business plans. Obtains the support of relevant stakeholders when preparing plans. Recognizes patterns in situations. Asks others to help monitor progress against plans. 	<ul style="list-style-type: none"> Identifies and groups the significance of the most relevant issues in a situation. Aligns talent resources are not properly aligned with the organization’s strategic direction. Looks for new businesses to acquire. Assesses the organization’s skills against new service opportunities.

INTERPERSONAL

RELATIONSHIP BUILDING - *Develops and maintains relationships with others to help reach business objectives.*

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> • Develops relationships to help accomplish work at different levels. • Maintains self-control under pressure. • Maintains objectivity when there is disagreement with others. • Responds to people’s concerns in a helpful manner. 	<ul style="list-style-type: none"> • Creates relationships that influence the group’s work. • Removes barriers to positive working relationships in the organization. • Looks for common ground with others to advance cooperation. • Understands how to utilize the systems in an organization to build alliances (e.g. formal and informal). 	<ul style="list-style-type: none"> • Bridges external relationships to create business opportunities. • Develops positive working relationships with people at different levels in the organization. • “Networks” (i.e. builds alliances) with others who may be called upon for information or assistance in the future. • Responds to people’s concerns in a helpful manner.

INTERPERSONAL SENSITIVITY - *Demonstrates an understanding of others’ personal needs and how they relate to business objectives.*

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> • Gives undivided attention to the speaker (e.g., verbal and non-verbal behavior). • Actively listens to others by checking for understanding. • Probes for information to better understand a situation. • Summarizes one’s own understanding of a situation (e.g. verbally or through written notes). 	<ul style="list-style-type: none"> • Accurately reads the feelings of others and acts appropriately. • Uses active listening to prepare for others’ reactions. • Empowers others when responding to their needs. • Addresses interpersonal conflicts in a timely way. 	<ul style="list-style-type: none"> • Is present physically to address other’s needs. • Develops a solid understanding regarding the (e.g. spoken and unspoken cross-cultural) behavior patterns of others. • Creates an environment of inclusion in the organization. • Takes appropriate action when boundaries have been crossed.

TEAMWORK AND COLLABORATION - *Develops and maintains effective team relationships and performance.*

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> • Is cooperative with others. • Shares information and expertise. • Takes responsibility for own share of the work load. • Is sensitive to other team members' work priorities. • Offers own expertise to promote other team members' needs. 	<ul style="list-style-type: none"> • Provides a clear objective for a group's existence. • Clearly defines each individual's responsibilities in a group. • Promotes working collaboratively among team members. • Provides feedback to team members regarding (e.g. achievements and missed opportunities) overall performance. • Helps team members overcome obstacles to completing their assignment. 	<ul style="list-style-type: none"> • Creates a work environment that strongly endorses interdependent behavior. • Builds effective teams of people with complementary strengths. • Is willing to step aside and introduce team members into business situations. • Aligns appropriate team member strengths with project opportunities. • Provides expertise across business lines.

TALENT DEVELOPMENT – *Takes steps to help one's self and/or others develop their skills and maximize their potential.*

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> • Understands own strengths and applies them effectively. • Aware of own development needs and works to improve own capabilities. • Draws upon performance feedback to improve performance. • Establishes development goals that enhance personal effectiveness. • Provides constructive feedback to others to improve their performance. 	<ul style="list-style-type: none"> • Provides challenging assignments to others where success and/ or failure are both possible. • Asks open-ended questions of others to promote learning. • Gives specific feedback to others regarding performance (e.g., strengths and areas needing improvement). • Structures own time to take advantage of challenging developmental opportunities. • Provides cross-functional opportunities to peer's employees. 	<ul style="list-style-type: none"> • Identifies organizational performance gaps to help prioritize skill development opportunities. • Sets challenging developmental targets to maximize performance. • Sponsors innovative professional development programs (e.g., mentoring, job rotations, etc.) to address the organization's developmental needs. • Promotes high potential programs that demonstrate a strong commitment to the organization. • Shares past learnings from key challenges to enhance organizational effectiveness.

CUSTOMER FOCUS - *Facilitates positive customer relationships (internal and external) and effectively anticipates customer needs.*

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> • Seeks to understand customer’s needs. • Responds to the customer’s sense of urgency. • Produces understandable and timely results for the customer. • Produces results that customers value. • Works to exceed customer expectations. 	<ul style="list-style-type: none"> • Creates opportunities for teams to solicit customer needs. • Makes decisions for the team that demonstrate meeting the customer’s expectations. • Acquires and sustains the customer’s trust. • Empowers team members to respond to the customer’s sense of urgency. • Obtains first-hand customer information. 	<ul style="list-style-type: none"> • Provides forums to seek information regarding the real, underlying needs of the customer. • Takes appropriate actions so people correct customer service problems. • Makes self fully available to the customer. • Works with a long-term perspective in addressing customer problems, (e.g., may trade off immediate costs for the sake of the long-term relationship).

ORGANIZATIONAL AWARENESS - *Understands how decisions are made and the resources to draw upon to influence those decisions.*

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> • Develops influence networks. • Understands the political relationships in the organizations. • Identifies the organizational implications of key events. • Can identify the key people who influence decisions. • Uses information effectively to persuade others. 	<ul style="list-style-type: none"> • Understands the organization’s informal structure (e.g. how decisions are made and the roles that key decision-makers play). • Recognizes unspoken organizational constraints (e.g., what is and is not possible at certain times or in certain situations). • Incorporates knowledge of organizational preferences into the organization’s planning process. • Remains flexible (e.g. demonstrates a high degree of sensitivity and self-control) when plans are altered. • Moves quickly to address underlying problems affecting organizational success. 	<ul style="list-style-type: none"> • Recognizes and integrates the characteristics of the firm’s culture into a communication strategy that is heard. • Draws upon on-going influence relationships within the organization. • Remains current regarding political forces affecting the overall organization. • Creates decision making bodies to vet information. • Sponsors venues to share organizational results and updates.

MOTIVATIONAL

RESULTS ORIENTATION - Ensures that task initiatives, goals and business objectives are met.

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> • Sets specific goals for self and others. • Works to exceed standards (e.g. beat deadlines or outperform past milestones). • Sets challenging yet achievable goals for self. • Develops more efficient ways of doing things. 	<ul style="list-style-type: none"> • Prioritizes responsibilities for others. • Takes responsibility for keeping project plans on schedule. • Demonstrates an appropriate sense of urgency when difficulties arise on a project. • Takes repeated actions to overcome an obstacle to achieving a team’s goal. • When required, works side-by-side with team members to achieve its goals. 	<ul style="list-style-type: none"> • Sets priorities based upon explicitly set criteria (e.g. concrete data regarding potential profit, ROI or cost benefit analysis). • Articulates a compelling vision that builds commitment to the achievement of a common goal. • Demands that team members work collaboratively to maximize team contributions. • Takes specific steps to address opportunities not readily visible to others. • Provides specific and timely performance updates regarding goal accomplishment.

INFLUENCES OTHERS - Draws upon numerous influence strategies to provide appropriate advice, feedback and development resources to improve the effectiveness of individuals and teams.

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> • Looks for solutions where everyone benefits. • Mutually determines project approach. • Is tactful when dealing with others. • Draws upon pertinent information to help persuade others. • Looks for opportunities to help one’s own team improve its performance. 	<ul style="list-style-type: none"> • Generates work opportunities that accommodate individual employee needs. • Appeals to the interests of others in an effort to gain their support. • Establishes a work environment that promotes excellence. • Creates a reward system that responds to different employee needs. • In times of crisis, does not hesitate to provide firm directives. 	<ul style="list-style-type: none"> • Sets a clear direction regarding project expectations. • Uses informal networks to build trust with key members of the organization. • Provides timely explanations that help lead others to act in more productive ways. • Provides timely and specific performance feedback to others. • Builds support for ideas and goals (e.g., using persuasive appeals and by describing alternative courses of action).

INITIATIVE - *Delivers more than what is expected; introduces solutions that have not been considered which will enhance the organization's success and reputation.*

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> • Searches for ways to assist others (e.g. individuals, teams, customers) to meet their goals. • Responds proactively to take advantage of business opportunities. • Takes independent action to solve problems. • Actively seeks resources to improve results. • Takes action to address problems before being asked. 	<ul style="list-style-type: none"> • Responds proactively to key project opportunities. • Ensures the full range of services are organized (e.g. capabilities are assembled, positioned and communicated) to meet project needs. • Provides additional input to solidify a course of action when answering a question. • “Does one’s homework” to address an issue not obvious to others. • Takes numerous sustained actions in the face of obstacles to reach the goal. 	<ul style="list-style-type: none"> • Takes proactive steps to obtain the resources necessary to successfully attain the firm’s strategic direction. • Directs the creation and implementation of a pragmatic plan of action. • Is resilient while accomplishing challenging tasks in the face of adversity. • Position oneself in the leadership process in order to intervene appropriately as activities unfold.

EMBRACES CHANGE - *Responds appropriately to change in order to advance business goals and objectives.*

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> • Approaches change enthusiastically. • Maintains goal focus under conditions of uncertainty. • Adapts effectively when there is ambiguity. • Maintains a positive outlook when facing adversity. 	<ul style="list-style-type: none"> • Creates a vision that motivates others to creatively achieve business objectives. • Monitors the implementation of new innovations. • Makes necessary adjustments when implementing an innovation.. • Seeks new innovative approaches (e.g. strategies, technologies and processes). • Creates change by challenging the status quo. 	<ul style="list-style-type: none"> • Serves as a catalyst for change by setting the pace and for it. • Demonstrates an unflinching openness to different approaches to a situation. • Persists in the face of opposition to successfully implement change initiatives. • Improves organization performance by introducing approaches that are unique to the industry.

QUALITY FOCUS - Takes steps to ensure quality goals are met, demonstrating a proactive approach to quality.

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> • Strives for accuracy and completeness of information. • Works efficiently. • Ensures accuracy of work. • Achieves quality results. 	<ul style="list-style-type: none"> • Checks out information to ensure it is correct and reasonable. • Uses techniques to organize and keep track of information. • Carefully monitors the quality of others' work. • Gives detailed explanations of how to do things. • Sets high standards for team members. 	<ul style="list-style-type: none"> • Develops systems to monitor quality on a continuous basis. • Confirms the accuracy of information received from others. • Proactively addresses quality improvement issues. • Uses objective data to help make decisions. • Creates systems to improve performance.

COMMUNICATES INFORMATION - Conveys information and ideas in an effective and timely manner.

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> • Listens effectively. • Presents ideas effectively in both written and oral forms. • Adapts one's communications to meet audience needs. • Probes for missing information to better understand a situation. 	<ul style="list-style-type: none"> • States complex issues in an understandable manner. • Responds to requests for information in an appropriate manner. • Effectively communicates to others using a variety of mediums. • Actively listens while communicating with others as a way to check for understanding. 	<ul style="list-style-type: none"> • Conveys information clearly and concisely in different settings. • Actively listens to others. • Delivers effective presentations to others on a wide array of topics. • Adjusts one's communication style when it isn't working effectively. • Keeps people informed regarding organizational information.

EMOTIONAL

ADAPTABILITY - Effectively copes with unforeseen obstacles and capitalizes on business opportunities.

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> • Recognizes the validity of opposing viewpoints. • Modifies one’s approach to work based upon new information. • Incorporates ideas from others into one’s own work. • Changes own behavior to suit the situation. • Learns from people with different perspectives. 	<ul style="list-style-type: none"> • Utilizes alternative approaches (e.g., ideas, opinions, strategies and processes) across various situations. • Adapts plans to changing conditions. • Remains resilient in the face of adversity and/or changes in organizational priorities. • Benchmarks “best in class” in other parts of the organization. • Quickly modifies one’s direction when facing new business opportunities. 	<ul style="list-style-type: none"> • Leads effectively in ambiguous situations. • Modifies own leadership priorities to best handle varying situations. • Maintains a high level of self-control when faced with uncertainty. • Adjusts rapidly to changing conditions. • Coaches others to modify their behavior when changes in direction are necessary.

RISK TAKING - Takes calculated risks when necessary in order to reach business objectives.

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> • Gathers available information to help fully understand an issue (before taking a risk). • Quantifies the degree to which different factors impact an issue. • Reduces or eliminates factors that negatively affect chances for success. • Takes actions that have a favorable chance of succeeding. 	<ul style="list-style-type: none"> • Recognizes critical interrelationships among key business variables. • Identifies critical success factors in a dynamic business environment. • Maintains a big picture perspective regarding level of risks to be taken. • Assesses competitor’s relative strengths and weaknesses regarding future decisions. 	<ul style="list-style-type: none"> • Challenges others to take on assignments that will enhance the organization’s position against the competition. • Takes steps to successfully address competitive challenges (e.g., operational/financial and talent resources). • Draws on past risk taking experience to help direct the work of others. • Follows up on a scheduled basis to make necessary mid-course corrections.

SELF-CONFIDENCE - Believes in his/her capability to accomplish tasks at a high level of effectiveness; this includes demonstrating strength while dealing with increasingly challenging circumstances in reaching decisions, forming opinions and handling failures constructively.

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> • Presents one’s self in an impressive manner. • States confidence in own ability. • States own position clearly when it conflicts with others. • Acknowledges how others’ opinions differ from own. 	<ul style="list-style-type: none"> • Presents self impressively (e.g., one-on-one meetings, in groups or during presentations) in different types of meetings. • Remains steadfast in the face of disagreement (e.g., does not back down). • Takes personal responsibility for own mistakes. • Convinces own team regarding their ability to solve problems. • Instills a sense of confidence among team regarding own ability. 	<ul style="list-style-type: none"> • Realistically evaluates own strengths and limitations while taking on significant challenges. • Takes personal responsibility for the team’s shortcomings. • Rapidly turns failure and/or shortcomings into a strategy for success (e.g., does not lament). • Described as “bigger than life” as he/she pursues own major goals. • Surrounds self with highly talented individuals (e.g., possessing unique abilities and experience).

VALUES DIVERSITY - Respects and leverages individual differences in work styles, abilities and personal backgrounds.

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> • Demonstrates sensitivity to individual differences when working with others. • Capitalizes on the unique differences of individuals in a work situation. • Encourages contributions from employees with different backgrounds and experiences. • Champions others (e.g. employs, promotes and develops individuals) with different backgrounds. • Seeks out people different than self to accomplish work activities. 	<ul style="list-style-type: none"> • Demonstrates sensitivity to individual differences when managing others. • Encourages team to incorporate the unique differences of individuals in a work situation. • Encourages contributions from departments with different backgrounds and experiences. • Creates opportunities on teams to develop individuals with different backgrounds. 	<ul style="list-style-type: none"> • Sets a tone regarding sensitivity to individual differences within own organization. • Encourages businesses to capitalize on the unique differences of individuals in a work situation. • Creates programs to encourage contributions from employees with different experiences. • Creates systems to develop individuals with different backgrounds.

CONFLICT MANAGEMENT - *Seeks out effective resolutions to conflicts between business personnel.*

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> • Promotes cooperation among those representing opposing positions. • Looks for solutions where everyone benefits. • Maintains objectivity when there is not agreement with others. • Draws upon a logical process to select an appropriate solution. • Generates options for problem resolution. 	<ul style="list-style-type: none"> • Brings different factions or disciplines together to solve problems or accomplish goals. • Develops an atmosphere of teamwork and cooperation. • Gets other people to resolve their conflicts. • Obtains the input of others who are affected by activities being planned. • Connects the overall objective with the part each individual plays to ensure success. 	<ul style="list-style-type: none"> • Attempts to understand the different positions being held on an issue. • Works to generate a solution that benefits all parties involved. • Works to sustain a productive business environment. • Escalates issues to a higher level when it is necessary to obtain a solution. • Promotes a greater understanding of the issues represented by different parties in a conflict.

PROFESSIONALISM - *Demonstrates honesty and integrity and maintains focus under pressure.*

Individual Contributor	Manager	Senior Manager
<ul style="list-style-type: none"> • Makes a very favorable first impression. • Conducts self appropriately given the situations. • Shares own information and expertise with others. • Maintains composure under stressful conditions. • Honors commitments. 	<ul style="list-style-type: none"> • Serves as a positive role model for others in the organization. • Maintains an objective view of people in negative situations. • Directly confronts performance issues with others. • Works to maintain the self-esteem of subordinates in difficult situations. 	<ul style="list-style-type: none"> • Demonstrates the highest level of integrity in all aspects of one’s job. • Takes immediate action if one observes unethical behavior. • Bridges differences within the management ranks for the good of the organization. • Works to resolve organizational issues discreetly.