

Work Standards

Setting high standards of performance for self and others; assuming responsibility and accountability for successfully completing assignments or tasks; self-imposing standards of excellence rather than having standards imposed.

Key Actions

- **Sets standards for excellence**—Establishes criteria and/or work procedures to achieve a high level of quality, productivity, or service.
- **Ensures high quality**—Dedicates required time and energy to assignments or tasks to ensure that no aspect of the work is neglected; works to overcome obstacles to completing tasks or assignments.
- **Takes responsibility**—Accepts responsibility for outcomes (positive or negative) of one's work; admits mistakes and refocuses efforts when appropriate.
- **Encourages others to take responsibility**—Provides encouragement and support to others in accepting responsibility; does not accept others' denial of responsibility without questioning.

Questions

1. In your position with _____, how did you define doing a good job? Did you do a good job? How did you know? Give me an example.
2. Tell me about something you've done to encourage peers/direct reports to take responsibility for improving their work standards.
3. What were the criteria for success in your job at _____? What did you do to meet the criteria? Give me a recent example.
4. Tell me about a time in your position at _____ when you were not satisfied with your unit's (team's) performance. Why not? What did you do to correct the situation?
5. Sometimes a supervisor's/team leader's evaluation of our performance differs from our own. When has this happened to you? What did you do about it?
6. Think about a time when your work was above standard and a time when it was below standard. What were some reasons for the difference in performance?
7. Give me an example of a time when you knew that a process or operation was being done poorly. What did you do? What was the effect of your actions?
8. Tell me about a time when you were not satisfied with your (department's) level of sales at _____. What did you do about that?
9. When evaluating the work standards of your direct reports, what factors do you weigh the most? Describe how you have used those factors to evaluate a specific employee.
10. Tell me about a time when you weren't satisfied with your work because of quality defects. How did you handle the situation?

11. Sooner or later, everyone comes under some pressure to sacrifice quality in order to get work done on time. Tell me about a time when this happened to you. What did you do?

Questions for people who are applying for sales positions

12. External customers are not always satisfied with our efforts. Tell me about a time when one of your external customers was displeased with something you had done. What did you do?
13. What percent of quota did you achieve last year? What percent have you achieved so far this year? Are you on track to match or improve on last year's figures? What accounts for the difference?

Questions for people with little work experience

14. As a student, how did you define good performance? What did you do to perform according to that definition?
15. What were your standards of success in school? What did you do to meet those standards?
16. We don't always agree with a professor's evaluation of us. Tell me about a time when you disagreed with a particular professor's evaluation. How did you handle the situation?
17. Tell me about a research project you did that made you proud. What made it so good? What was your role?