

6. CHCF COMPETENCY-BASED INTERVIEW QUESTION BANK

The table lists each competency from the six competency domains. Against these competencies are suggested questions for candidates, ranging from specific to broad. There is also a corresponding list of things to look for in the response and at the bottom of each domain are negative indicators for interviewers to look out for in responses.

Competency domain	Understanding of humanitarian contexts and application of humanitarian principles	
Competency	Understanding the humanitarian context	
	Suggested interview questions	Things to look for in the response
<ul style="list-style-type: none"> • Demonstrate understanding of phases of humanitarian response including preparedness and contingency, DRR, response and recovery • Apply understanding of the political and cultural context and underlying causes of the humanitarian crisis • Demonstrate understanding of the gender and diversity dimensions of humanitarian situations • Keep vulnerable people at the centre of the humanitarian response 	<p>What in your opinion, and from your experience in the field, do you think are the current three main issues in the humanitarian response debate?</p> <p>How do you ensure a sound technical basis for a programme at the outset (including humanitarian standards, e.g. SPHERE) in places where technical understanding and capacity is likely to be limited? Use an example from your own area of expertise</p> <p>Tell me about a time when you have had to adapt your work and plans to ensure that what was delivered was of use to or inclusive all members of the community, including those less able.</p> <p>What have you done previously in your work to ensure vulnerable people's needs are being catered for and included in planning?</p>	<p>Ability to demonstrate capacity to think about issues. Awareness of context, of role and wider issues. Understanding of priorities.</p> <p>Ability to prioritise and apply appropriate standards as a baseline. Adaptability but also clarity on core issues.</p>

Additional manager competencies <ul style="list-style-type: none"> • Able to assess and analyse key issues in the humanitarian situation and formulate actions around them 	<p>Give an example of when you have had to assess a humanitarian situation and make recommendations regarding the actions to be taken. What were the steps that you took in making the analysis?</p> <p>Give a specific example of how your programme is committed to gender, diversity and inclusivity dimensions? What were the challenges in doing this?</p> <p>How have you promoted and ensured compliance with humanitarian standards and principles that govern behaviour of staff?</p>	<p>Ability to conduct a baseline analysis and reach appropriate conclusions. Systematic approach. Logical analysis and conclusions.</p>
Competencies	Applying humanitarian standards and principles	
	Suggested interview questions	Things to look for in the response
<ul style="list-style-type: none"> • Ensure that programme goals and activities uphold the principles of the key national and international humanitarian frameworks, codes and commitments under which humanitarian organisations operate • Demonstrate understanding of your role and that of your organisation and others within the humanitarian system • Integrate beneficiary accountability principles into your approach • Demonstrate understanding of coordination mechanisms 	<p>Tell us about an opportunity you've had to network with representatives of similar organisations. What were the benefits to your organisation?</p> <p>What is your experience of using international codes of practice and law in relation to emergencies? How useful have you found them?</p> <p>Tell me about a time when you have had to work with other organisations in a response. What systems did you use to coordinate your work?</p>	<p>Ability to work within a wide context, to understand own role and relationship with other organisations and to understand the need to coordinate to achieve the greater goal.</p> <p>Awareness of codes of practice. Experience of applying them and ability to evaluate their application.</p>

Additional manager competencies <ul style="list-style-type: none"> • Participate in the development of an organisational response based on understanding of the context • Actively participates in disaster coordination and interagency cooperation based on clear understanding of organisation's perspective and approach 	<p>Tell me about a time when you have developed a disaster response strategy How did you go about incorporating information from the context analysis? How did you assess the importance of information?</p>	<p>Ability to assess information and adapt accordingly. Awareness of context and appropriate application of information.</p>
Negative indicators <ul style="list-style-type: none"> • Consistently does not acknowledge cultural or political context in discussions • Consistently demonstrates lack of focus on beneficiaries and does not consider their needs while addressing solutions • Appears to be unclear about own and organisation's responsibilities • Is overly directed by donor requirements and fails to balance these with the needs of beneficiaries and organisational priorities 		

Competency domain	Achieving results	
Competencies	Ensuring programme quality and impact	
	Suggested interview questions	Things to look for in the response
<ul style="list-style-type: none"> • Demonstrate understanding of agency project cycle management • Participate in the design and implementation of effective projects and programmes 	<p>What has been your experience of promoting quality and accountability in emergency programmes? What was successful and why?</p> <p>Give me an example of how you stay informed about issues and events in your area of responsibility.</p> <p>Give me an example of when you were involved with the design and implementation of a project. What steps did you follow in developing a sound project plan and what impact did your planning have on achieving the intended results?</p> <p>How have you monitored your team's/group's productivity or performance? Give me a specific example.</p>	<p>Ability to learn from experiences and improve quality and accountability. Openness to continuous improvement.</p> <p>Attitude of continuous improvement. Willingness to learn and introduce new thinking.</p>

Additional manager competencies <ul style="list-style-type: none"> • Set standards in your work and follow agreed procedures at work • Document lessons learned and apply them to future projects 	<p>Tell me about a time when you have used technology to enhance the results of a programme? How can inappropriate technology hinder results of a programme? What are some of the challenges of using social media as a promotional and communication tool?</p>	<p>Evidence of active monitoring, evaluation and learning. An attitude of continuous improvement</p>
Working accountability		
Competencies	Suggested interview questions	Things to look for in the response
<ul style="list-style-type: none"> • Collect, analyse and disseminate information to and from communities and other stakeholders • Demonstrate accountability to partners and disaster- and conflict-affected people and communities Additional manager competencies <ul style="list-style-type: none"> • Ensure efficient and transparent use of resources in accordance with internal controls • Establish community engagement mechanisms 	<p>Tell me about a time when you were accountable for the completion and success of a major assignment. What was the outcome? What would you do differently?</p> <p>Share an example of when you demonstrated accountability to other stakeholders. Why is being accountable to the beneficiaries important? How do we ensure the right level of accountability?</p> <p>Organisations have a tendency to raise the expectations of crisis-affected people in various stages of project cycle, including during the needs assessment stage. How can the organisation collect, analyse and disseminate information without raising affected people's expectations?</p> <p>What steps have you taken to make your job easier/more efficient/more productive? Give an example.</p>	<p>Experience of accountability. Willingness to take ownership of the outcomes and to learn and adapt approach.</p> <p>Evidence of a proactive approach Efficient use of resources. Ownership</p>

Decision-making		
Competencies	Suggested interview questions	Things to look for in the response
<ul style="list-style-type: none"> • Demonstrate flexibility to adapt plans and make decisions in rapidly changing environments • Demonstrate understanding of when a decision can be taken and when to involve others • Consider the wider impact of the decisions you make in your work to achieve positive results 	<p>Describe a situation where you had to change your approach half-way through a project or task following new input into the project.</p> <p>Describe an occasion when you decided to involve others in making a decision. Why did you do so? To what extent did you use their contributions?</p> <p>When faced with a situation where a group decision needs to be taken and you have a clear view on the issues, what role do you naturally take? Can you give an example?</p> <p>What do you do if a decision taken varies from your preferred option and is, in your opinion, the wrong decision?</p> <p>Tell us about the hardest work-based decision you have had to make recently and why you had to do so. What steps or actions did you have to take prior to making the decision and what was the outcome? How did you communicate your decision?</p> <p>Recall an incident where you demonstrated flexibility in a cultural context that is different to yours? How did the crisis-affected people respond to this?</p>	<p>Ability to assess new information and adapt accordingly. Examples of judgement, flexibility and adaptability.</p> <p>Evidence of appropriate collaboration (as opposed to indecisiveness), ability to assess input and reach conclusions. Ability to take responsibility for the decision.</p> <p>Role in group decision-making, and ability to accept the outcome. Willingness to go along with decisions even if they believe them to be wrong.</p> <p>Have they made difficult decisions in the past and what do they consider to be difficult? How did they go about making the decision, what process did they use? Were they aware of the impact of that decision?</p>

Impact		
Competencies	Suggested interview questions	Things to look for in the response
<ul style="list-style-type: none"> Maintain focus on delivery of timely and appropriate results using available resources 	<p>Tell me about a time when you faced conflicting priorities/deadlines. How did you determine the top priority? What did you do about the issues you were not able to complete?</p> <p>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?</p> <p>Can you share an example of when you had to manage a project or process with constrained resources? What was the situation? What did you do to ensure that results were delivered on time and within budget? How did you resolve issues that arose?</p>	<p>Ability to determine and focus on priorities, and mitigate issues around those deadlines not met.</p> <p>Ability to balance delivery with quality. Prioritisation. Use of resources.</p>
<p>Additional manager competencies</p> <ul style="list-style-type: none"> Clarify roles and responsibilities within your team to maximise impact Continuously provide feedback and updates to achieve improved results Coordinate with stakeholders to avoid duplication and maximise resources 	<p>Tell me about a time when you were responsible for determining assignments, schedules, and timelines for a project you were managing. Describe how you worked out a project plan. What happened?</p>	<p>Ability to deliver in a planned and focused way. Management of a project.</p>
Negative indicators		
<ul style="list-style-type: none"> Displays an inflexible attitude in the face of changing plans or decisions, which can have a negative impact on project Consistently fails to deliver results by not focusing on outcomes Gives up easily when presented with challenges Does not seem able to meet deadlines regardless of the situation and increased resources 		

Competency domain	Developing and maintaining collaborative relationships	
Competencies	Listening and Dialogue	
	Suggested interview questions	Things to look for in the response
<ul style="list-style-type: none"> Actively listen to different perspectives and experiences of stakeholders Establish and maintain clear communication and dialogue with disaster- and conflict-affected people and other stakeholders 	<p>Tell us about a time you communicated effectively under difficult circumstances.</p> <p>What have you done to make your organisation's vision and values meaningful to others? Which strategies have worked, and which have not?</p> <p>Tell me about a time at work when you objectively considered others' ideas, even when they conflicted with yours.</p> <p>Can you give an example of when you have had to communicate an important message or piece of information? How did you prepare to deliver the message and decide what method of communication to use (e.g. e-mail, meeting)? What feedback did you seek/receive?</p>	<p>Ability to think how best to communicate in different circumstances. Adaptability in difficult circumstances.</p> <p>Evidence of using varying and appropriate methods to communicate complex issues in a meaningful way. Ability to observe and analyse what works and modify approach.</p> <p>Flexibility of approach. Willingness to listen and consider other views.</p> <p>Willingness to think seriously about how to communicate and what method will work best. Ability to reflect on the outcome and adapt.</p>
<p>Additional manager competencies</p> <ul style="list-style-type: none"> Ensure beneficiary and partner feedback is incorporated into programme design, planning and learning 	<p>How would you ensure that feedback from beneficiaries and/or partners is incorporated into your agency's future work?</p>	<p>Willingness to learn. Openness to the opinions and ideas of others. Awareness of the need to listen to beneficiaries and partners.</p>

Working with others		
Competencies	Suggested interview questions	Things to look for in the response
<ul style="list-style-type: none"> • Contribute positively in the team to achieve programme objectives • Share appropriate information and knowledge with colleagues and partners as and when appropriate • Actively participate in networks to access and contribute to good practice • Challenge decisions and behaviour which breach the ICRC/NGO and individual agency Codes of Conduct 	<p>Tell us about a time when your actions inspired others to work towards achieving a common goal.</p> <p>Give an example from your own experience of how you manage a new or recently formed team and/or a team made up of staff and partner staff?</p> <p>How do you like to be managed? What do you look for from your manager?</p> <p>Describe a team in which you have worked and that you felt was particularly successful. What made that team successful? What did you learn from this? How can you minimise the possibility of creating a dysfunctional team?</p> <p>Sometimes interacting with others at work can be difficult. Describe the most stressful interaction you've had with your manager/supervisor/team leader or a peer/team member. How did you respond?</p>	<p>Ability to inspire others and to lead by example. Team attitude rather than directive style.</p> <p>Ability to apply an adaptive style. Prioritisation. Working in virtual team situations and with networks/matrix management.</p> <p>Willingness to keep manager informed. Adaptability. Understanding of requirements in a humanitarian situation.</p> <p>Have they thought about building team success or is this left to chance? What do they contribute to this process?</p> <p>Willingness to discuss/ recognise a negative situation. Openness to own role. Ability to handle and resolve conflict/stressful situation.</p>
Additional manager competencies <ul style="list-style-type: none"> • Establish clear objectives with teams and individuals and monitor progress and performance • Establish agreed ways of working at a distance with partners and staff • Work with your team to build trust with partners, communities and stakeholders 	<p>Describe the most effective techniques you've used to encourage full participation from every member of a team of which you were part.</p> <p>Give an example of a situation when you used technology to enhance the quality of your work. What difference did it make to your work?</p>	<p>Diversity/gender awareness. Ability to adapt approach to team. Working with virtual teams.</p>

<ul style="list-style-type: none"> • Foster collaborative, transparent and accountable relationships through partners to formalise and operationalise partnering agreements • Use negotiation and conflict resolution skills to support positive outcomes 	<p>Describe an innovation you introduced in a project or organisation. What challenges did you face? What was the effect of introducing the innovation?</p> <p>Recall an incident where an aid worker behaved disrespectfully with the affected population? What was the implication of his or her behaviour?</p> <p>How do you think aid workers can demonstrate greater empathy to crisis-affected people?</p>	
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Negative indicators

- Does not actively listen to inputs or feedback from other team members including members, beneficiaries, partners, other NGOs, or key stakeholders
- Reluctant to assume ownership and relies on other team members to complete own tasks
- Ineffective in communicating ideas or thoughts to the team as a result of lack of confidence, over-cautious in withholding information, or limited skills in dealing with audience

Competency domain	Operating safely and securely in a humanitarian response	
Competencies	Security context and analysis	
	Suggested interview questions	Things to look for in the response
<ul style="list-style-type: none"> • Identify and communicate risk and threats and minimise these for you and your agency 	<p>What does risk mean in the humanitarian context? Give me an example of when you have identified a risk (to a project, person or organisation) and describe how you communicated and managed this risk?</p> <p>What do you understand by the term 'security management framework'? What are the key strategies it might comprise of?</p>	

Additional manager competencies <ul style="list-style-type: none"> • Demonstrate an understanding of wider UN/NGO security coordination and how your organisation can benefit from, and contribute to, those mechanisms • Undertake effective risk assessments and develop contingency plans 	<p>What strategies have you used to encourage others to challenge established assumptions about security and risk?</p>	<p>Awareness of security framework and key issues to be addressed. Treating security as a basic principle.</p> <p>Willingness to challenge.</p> <p>Lack of complacency.</p>
Personal safety and security		
Competencies	Suggested interview questions	Things to look for in the response
<ul style="list-style-type: none"> • Build and maintain a reputation, in line with humanitarian standards, and acceptance for your work • Take appropriate, coordinated and consistent action to handle situations of personal risk and situations of risk for others • Reduce vulnerability by complying with safety and security protocols set by your organisation and contextualise appropriately to local scenarios • Champion the importance of safety and keep the safety of colleagues and team members in mind at all times 	<p>Can you give an example of when you personally felt at risk? How did you manage this risk? What steps did you take to handle the situation?</p> <p>Tell me about, or imagine, a situation in which you have been asked by your manager/supervisor/team leader to do something that you felt compromised safety or security standards in the interest of the work. How did you/would you respond? How do you balance these conflicting issues?</p>	<p>Ability to assess situation, Prioritise safety/security, Use judgement, Withstand pressure and maintain balance/avoid complacency.</p>
Additional manager competencies <ul style="list-style-type: none"> • Monitor security risks and ensure organisational protocols are consistently followed by staff • Take appropriate action and provide appropriate direction and support to team members in the event of a critical incident 	<p>Give an example of how you have implemented a responsible exit strategy within the framework of one of your projects? What was the outcome of this? What would you do differently?</p> <p>From your own experience, can you provide an example of how you have changed the culture of a team or organisation to encourage greater ownership and adherence to security procedures at any level?</p>	<p>Setting a personal example regarding security standards. Willingness to challenge the <i>status quo</i>, when standards need improving, and to inspire change.</p>

Minimising risk to communities and partners		
Competencies	Suggested interview questions	Things to look for in the response
<ul style="list-style-type: none"> Take measures to do no harm and to minimise risks for your partners and the communities you work with 	<p>What are the potential risks of humanitarian programmes to the communities we work with? How might you minimise these risks?</p> <p>What experience have you had of developing a national or local security risk assessment? How did you go about it and what aspects did you take into account? If no experience, how would you develop one and what would you take into account?</p>	<p>Awareness of context and key players, including partners and communities.</p> <p>Evidence of methodical approach.</p>
<p>Additional manager competencies</p> <ul style="list-style-type: none"> Undertake effective risk assessments with communities and partners 	<p>What experience have you had of delivering training in security and safety practice and procedures? What were the main challenges you faced? Provide an example of how you overcame the challenge.</p>	<p>Evidence of willingness and ability to communicate security issues to others.</p> <p>Awareness of need to promote security and minimise risks.</p>
Negative indicators		
<ul style="list-style-type: none"> Consistently presents ideas/opportunities that may be a risk to self or others Actively disregards, or lacks clear understanding, of security protocols leading to personal/organisational risk Demonstrates a casual attitude to risk Is overfamiliar with the context, leading to complacency 		

Competency domain		Managing yourself in a pressured and changing environment	
Competencies	Resilience		
	Suggested interview questions	Things to look for in the response	
<ul style="list-style-type: none">• Recognise stress and take steps to reduce it• Remain constructive and positive under stress to be able to tolerate difficult and sometimes threatening environments• Remain focused on your objectives and goal in a rapidly changing environment• Able to adapt to changing situations• Keep yourself emotionally stable when helping others	<p>What was the last pressure situation you were in? How did it emerge? What was your part in the situation? What did you do to handle the pressure? How did you resolve it?</p> <p>Please describe your experience of working in remote, harsh or insecure environments. How do you recognise when you are becoming stressed? What do you do to manage this?</p> <p>Can you give us an example of when you have had to change your work plan quite significantly? Why was this and what/who instigated the change? How did you feel about it and what was the outcome?</p>	<p>Ability to analyse the causes of a situation, to respond in a mature way and take responsibility for dealing with it. Techniques for handling pressure.</p> <p>Past experience, realistic attitude, ability to take responsibility for self. Methods used to deal with stress – personal and/or involving others?</p> <p>Willingness to adapt plans according to circumstances. Ability to be comfortable with requirement to change plans</p>	
Additional manager competencies <ul style="list-style-type: none">• Help team members to practise stress management through prioritisation of workloads and modelling of appropriate self-care	<p>Give an example of when you have observed that a colleague or member of your team is not coping well with stress. What did you do and what was the outcome? Would you do anything differently?</p>	<p>Sensitivity to staff/colleagues. Ability to intervene in a positive way. Ability to reflect and learn from the experience.</p>	
Maintaining professionalism			
Competencies	Suggested interview questions	Things to look for in the response	
<ul style="list-style-type: none">• Take responsibility for your own work and for the impact of your actions• Plan, prioritise and perform tasks well under pressure• Maintain ethical and professional behaviour in accordance with relevant codes of conduct• Demonstrate personal integrity by using one’s position responsibly and fairly	<p>Have you ever been faced with an ethical or value conflict in your job? Give me an example of when this happened to you. What did you do?</p> <p>Tell me about a time when you had a particularly heavy workload. What impact did it have on you and how did you set about prioritising this work?</p> <p>Tell me about a time when you have not been able to get all of your tasks completed in the time allowed.</p>	<p>Integrity, ability to apply standards and deal with conflict.</p> <p>Past experience and coping mechanisms – realistic expectations and coping systems.</p>	

Additional manager competencies <ul style="list-style-type: none"> • Set realistic deadlines and goals • Facilitate others to carry out their roles and responsibilities • Make time to learn from experience and feedback, and apply the lessons to a new situation 	<p>Can you give me an example of when you provided feedback and assistance to another person about substandard performance? What did you do? How did you do that? What happened next?</p>	<p>Evidence of setting and maintaining appropriate standards. Assisting others to meet standards; Ability to learn from experience.</p>
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Negative indicators

- Demonstrates considerable stress and does not show signs of taking steps to reduce it
- Displays unprofessional conduct that is not in line with the relevant Code of Conduct and shows demonstrable damage to reputation of agency
- Resists adapting behaviour and actions to changing environment
- Does not demonstrate a good work/life balance and shows evidence of loss of perspective.

Competency domain	Leadership in humanitarian response	
Competencies	Self-awareness	
	Suggested interview questions	Things to look for in the response
<ul style="list-style-type: none"> • Show awareness of your own strengths and limitations and their impact on others • Demonstrate understanding of your skills and how they complement those of others to support team effectiveness • Seek and reflect on feedback to improve your performance 	<p>Reflecting on your past experiences, what are the three things that you would be able to immediately contribute to this position?</p> <p>Have you received tough feedback from a manager or colleague? Did you feel that it was valid and how did you respond. If none has been received what would you do if, in your opinion, a colleague criticised your management of a situation unfairly?</p> <p>How would your colleagues describe you? What would they identify as your strengths and weaknesses?</p> <p>Tell us about a time when a mistake you made affected others and how you dealt with this.</p>	<p>The ability to reflect on past experiences, understand strengths and assess how they can contribute to the new role. Do they have a realistic view of themselves?</p> <p>Ability to take criticism and consider it. Or if none received, this may indicate insensitivity or denial, which should be explored in the hypothetical question.</p> <p>Ability to see self as others see them. Realistic about how they come across.</p> <p>Learning from the mistake.</p> <p>Acknowledgement of consequences.</p> <p>Actions taken to own the consequences and rectify the situation.</p>

Motivating and influencing others		
Competencies	Suggested interview questions	Things to look for in the response
<ul style="list-style-type: none"> • Communicate humanitarian values and motivate others towards them • Inspire confidence in others • Speak out clearly for organisational beliefs and values • Demonstrate active listening to encourage team collaboration • Influence others positively to achieve programme goals 	<p>Tell us about a time when your actions inspired others to work towards achieving a common goal.</p> <p>Tell us about a time when other members of your team disagreed with you, what happened?</p> <p>Describe a situation or project in which you had no formal position of authority, yet still maintained a clear leadership role. Talk us through how you demonstrated leadership.</p> <p>Do you have an example of a situation where you felt that you succeeded in building the confidence of others? How did you do this?</p>	<p>Ability to inspire others and to lead by example. Team attitude rather than directive style.</p> <p>Openness to others' views and to take others' ideas on-board. Ability to assess ideas, to influence where needed to reach a successful outcome.</p> <p>The ability to show leadership when it is not assigned. Ability to use strengths to gain respect and lead when not in a position of authority.</p> <p>Awareness of others and their different needs. Examples of interactions with others.</p>
<p>Additional manager competencies</p> <ul style="list-style-type: none"> • Inspire others by clearly articulating and demonstrating the values, core purpose and principles that underpin humanitarian work • Provide regular and ongoing informal and formal feedback to recognise the contribution of others • Adapt leadership approach to the situation 	<p>What have you done to make your organisation's vision and values meaningful to others? Which strategies have worked, and which have not?</p>	<p>Evidence of using varying and appropriate methods to communicate complex issues in a meaningful way. Ability to observe and analyse what works and modify approach.</p>

Critical judgement		
Competencies	Suggested interview questions	Things to look for in the response
<ul style="list-style-type: none"> Analyse and exercise judgement in new situations in the absence of specific guidance Demonstrate initiative and ingenuity Demonstrate tenacity to achieve solutions Address difficult situations and make tough decisions confidently and calmly Suggest creative improvements and different ways of working 	<p>Can you tell us about a situation, involving your staff or team, where you felt that things were not done well enough, or the right way? How did you take the initiative to put it right as you felt it should be? What did you learn from that experience?</p> <p>What new ideas would you bring to this position that others would not?</p> <p>Tell me about a time when you have had to take an immediate decision, with important consequences, but did not have all the facts that you would have liked? What process did you follow for decision-making in such a critical situation? What was the outcome? What would you do differently in the future?</p> <p>Describe a situation in which you identified a problem and took action to correct it rather than wait for someone else to do so.</p>	<p>Ownership and the willingness to take the initiative to resolve an outstanding matter.</p> <p>Innovation and ability to apply experience to a new position.</p> <p>Ability to deal with uncertainty, assess the risks and follow a decision-making process under pressure.</p> <p>Ability to assess outcome and learn from it.</p> <p>Evidence of a proactive approach. Willingness to take ownership</p>
<p>Additional manager competencies</p> <ul style="list-style-type: none"> Maintain simultaneously a broad strategic perspective and awareness of the detail of a situation Adapt plans quickly in response to emerging situations and changing environments Take calculated risks to improve performance Able to act decisively and quickly 	<p>What types of organisational systems (controls, compensation, communication etc.) have you put in place to support a specific organisational strategy? Explain the process. What were the results?</p>	<p>Ability to implement the organisation's strategy through operational actions.</p> <p>Demonstrates helicopter vision and practical planning/implementation.</p>
Negative indicators		
<ul style="list-style-type: none"> Resists or delays taking decisions when it is clearly required Attempts to maintain control by not delegating effectively to cater to specific skills of team members, resulting in lack of confidence among the team Puts forward problems without solutions Communicates without clarity or structure in a way that is generally pessimistic Sees consultation as time-consuming and irrelevant 		