

Skill Name: Disciplining

Skill Description: Ability and willingness to confront employees who are not performing up to standards.

Skill Notes: Willing to confront performance deficiencies; comfort with confrontation; disciplines in appropriate manner.

1. Describe the last time you felt it was necessary to talk to an employee about improving his/her performance.
2. Give an example of a problem employee you have supervised. What was the problem? What did you do to deal with him/her?
3. How do you approach someone about improving his/her performance? Use a recent example to demonstrate.
4. When is coaching not an appropriate intervention? Use an example from your own experience.
5. Describe the most difficult one-on-one meeting you have had with a subordinate. Why was it difficult? What did you do?
6. Tell me about a recent time when you had to give someone negative feedback. What did you do to get your age across?
7. How do you judge the performance of your subordinates, what factors are most important to you? What distinguishes a good employee from an average employee? Give examples.
8. Give me an example of one of your employees who was not meeting his/her objectives. How did you deal with the problem?
9. Give me a recent example of an employee you had to discipline. What steps did you take? What was the end result?
10. Tell me about a situation in which one of your employees was not following company policies and procedures. How did you handle it?
11. Give me a recent example of when you had to reprimand an employee. What specifically did you do?