

Key Competencies for Family Room Specialist

Employee Name: _____
Current Position: _____
Store Location: _____
Manager Name: _____

Date: _____
Phone: _____
Years in Current Position: _____
Years at Apple: _____

This tool will help you conduct a “gap analysis” which will help you assess where the candidate’s skills are in relation to the Family Room Specialist position.

This tool outlines the Key Competencies for a Family Room Specialist and provides a consistent scale upon which to rate those skills. It also provides you with a sampling of behavioral interview questions.

These questions are designed to assess a candidate’s level against each competency. You are not required to ask all questions listed below. They are provided for example purposes. You may also elect to design your own set of questions to use during the assessment process.

In addition to this analysis, you should also consider past performance, skills observations, and succession data.

Skills Assessment: Key Competencies

		Limited - 1	Fair - 2	Good - 3	Very Good - 4	Exceptional - 5
Potential	Factor	A need to develop this area. Doesn't understand this area.	Not always at standard. Can be developed more.	Consistently does what is expected.	Has a notable strength in this area; better than most.	Outstanding in this area, a model.
3	Approachability *					
11	Composure *					
14	Creativity					
15	Customer Focus *					
17	Decision Quality					
24	Functional/Technical Skills					
32	Learning on the Fly					
33	Listening *					
41	Patience *					
49	Presentation Skills					
51	Problem Solving					
52	Process Management					
52	Drive for Results					
62	Time Management					
	Score:					

NOTE: Please use the detailed information that follows this summary chart to rate your candidates on the applicable competencies in the columns to the left. Use the 1-5 scale identified above.

You will find a detailed description of each competency and sample interview questions on the following pages. This information will help ensure a consistent and objective look at each candidate's skill level.

Position Readiness

Successful Candidates should score 36 or higher with no 1's, 2's or 3's.

* Denotes Price of Admission (POA) Competencies

[3] Approachability

Is easy to approach and talk to. Spends extra effort to put others at ease. Can be warm, pleasant and gracious. Is sensitive to and patient with interpersonal anxieties of others. Builds rapport well. Is a good listener. Is an early knower, getting informal and incomplete information in time to do something about it.

Limited – 1	Fair – 2	Good – 3	Very Good – 4	Exceptional – 5
A need to develop this area. Doesn't understand this area.	Not always at standard. Can be developed more.	Consistently does what is expected.	Has a notable strength in this area; better than most.	Outstanding in this area, a model.
Distant, not easy to be around. Not comfortable with first contacts. Transactions do not go smoothly.	Does not reveal much. May be a person of few words or have selective approachability.	Knows how to make others feel at ease. Builds rapport well.	Is a good listener. Is sensitive to and patient with interpersonal anxieties.	Is genuinely warm, pleasant and gracious. Is an early knower, getting informal and incomplete information in time to do something about it.

Interview Questions

- Tell me about a time when you were part of a group and a new member joined.
- How did you make that person feel comfortable?
- What do you do to make guests who come to your home feel welcome?
- What are your methods for acquiring information from others?

Interview Notes

[11] Composure

Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress; is not knocked off balance by unexpected; doesn't show frustration when resisted or blocked; is settling influence in crisis.

Limited – 1	Fair – 2	Good – 3	Very Good – 4	Exceptional – 5
A need to develop this area. Doesn't understand this area.	Not always at standard. Can be developed more.	Consistently does what is expected.	Has a notable strength in this area; better than most.	Outstanding in this area, a model.
Gets rattled and loses control under pressure and stress, may blow up and say things he/ she shouldn't want to.	Understands the need to be calm, but doesn't consistently exhibit behaviors when times are tough.	Is cool under pressure and considered mature. In some situations may not show appropriate emotion and can be seen as cold and uncaring feel his/her	Can "flex in the -moment" under pressure. While at the same time understands the needs of the individual and the business. Is very clear on what steps to take.	Demonstrates consistent calm under pressure. His/ Her presence is calming in a crisis.

Interview Questions

- Tell me about a time when you had to be the calm person in a crisis?
- What steps do you take to ensure that customers and coworkers remain calm in crisis situations?
- Tell me about a time when you lost your composure and what triggered it?
- If your Peers and or Supervisors had to rate you on a scale of 1-10 on composure (10 being the highest) , what would be your rating?
- What was your biggest learning during the last crisis at work and how have you incorporated it in your work today?

Interview Notes

[14] Creativity

Comes up with a lot of new and unique ideas; easily makes connections among previously unrelated notions; tends to be seen as original and value added in brainstorming sessions.

Limited – 1	Fair – 2	Good – 3	Very Good – 4	Exceptional – 5
A need to develop this area. Doesn't understand this area.	Not always at standard. Can be developed more.	Consistently does what is expected.	Has a notable strength in this area; better than most.	Outstanding in this area, a model.
Has narrow perspective, avoids risks, and doesn't seek to be bold or different. May have no idea how creativity works.	May be more comfortable with the past, prefers the tried and true. Uses old solutions for new problems.	Offers limited solutions to problems. Adds value in brainstorming situations. Doesn't connect to ideas outside of own area.	Pushes boundaries. Strives to be different. Come up with new and unique ideas but in short bursts.	Consistently provides new, unique ideas. Doesn't accept the here and now.

Interview Questions

- Tell me about time that you offered a new idea that solved a known problem or issue.
- Describe to me how you would add value to this role.
- How do you think your peers would describe you?
- Give me an example of a time when you have been unable to solve a problem, what steps did you take to try and solve it?

Interview Notes

[15] Customer Focus

Is dedicated to meeting the expectations and requirements of internal and external customers. Gets first-hand customer information and uses it for improvements in products and services. Acts with customers in mind. Establishes and maintains effective relationships with customers and gains their trust and respect.

Limited – 1	Fair – 2	Good – 3	Very Good – 4	Exceptional – 5
A need to develop this area. Doesn't understand this area.	Not always at standard. Can be developed more.	Consistently does what is expected.	Has a notable strength in this area; better than most.	Outstanding in this area, a model.
Doesn't think of the customer first. May focus on internal operations and get blindsided by customer problems. May not listen well to customers. May be defensive.	Understands customer policies and practice but must practice using them as a framework to solutions.	Deep belief in serving customers. Conflict skills with customers. Goes out one's way for customer service. At times can be overly responsive to customer demands.	Can design improvements based on customer feedback. Takes appropriate risk outside of policies for the customer.	Can defuse the most irate customer comfortably finding the unusual solutions to the customer problem.

Interview Questions

- Tell me about a time when you had to deal with what you thought were unreasonable customer requests.
- Describe for me a time when you exceeded your customer's expectations.
- Describe a situation where your personal relationship with a customer paid off.
- Tell me about a time that, despite your best efforts, you weren't able to make a customer happy.

Interview Notes

[17] Decision Quality

Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.

Limited – 1	Fair – 2	Good – 3	Very Good – 4	Exceptional – 5
A need to develop this area. Doesn't understand this area.	Not always at standard. Can be developed more.	Consistently does what is expected.	Has a notable strength in this area; better than most.	Outstanding in this area, a model.
May jump to conclusions based on historical solutions or narrow perspective.	May rely too much on self, does not ask for help.	Most of his/her solutions turn out to be correct/ accurate when judged over time.	Sought out by others for advice and solutions.	Makes good decisions based on a mixture of analysis, wisdom and experience and judgment.

Interview Questions

- Tell me about a time you had to make a decision without knowing all of the facts.
- How do you make tough decisions?

Interview Notes

[24] Functional/Technical Skills

Has the functional and technical knowledge and skills to do their job at a high level of accomplishment. Takes time to remain up to date with new skills and technologies. Shows keen interest in new ways of working.

Limited – 1	Fair – 2	Good – 3	Very Good – 4	Exceptional – 5
A need to develop this area. Doesn't understand this area.	Not always at standard. Can be developed more.	Consistently does what is expected.	Has a notable strength in this area; better than most.	Outstanding in this area, a model.
Stuck in past skills and technologies. Not up to functional or technical proficiency. Makes technical/functional errors regularly. Does not take the time to learn.	Makes some technical/functional errors. Judgement and decision making marginal because of lack of knowledge. Doesn't regularly take the time to learn.	Can be relied on by others to be knowledgeable about new technologies. A "go to" member of the store.	An early adopter once new functional or technical information is provided. Has the experience and detail orientation to go deep. Effectively uses their functional skills and technical knowledge to complete their role to a high level.	They are the experts. Always ahead with new technologies and new ways of working. Uses these skills to accomplish their job to an exceptional level.

Interview Questions

- How do you keep up to date with new technology?
- What does 'early adopter' mean to you?
- Tell me about a time you have shared your knowledge of new technology with others.
- How would you describe your function and/or technical knowledge?

Interview Notes

[32] Learning on the Fly

Learns quickly when facing new problems; a relentless and versatile learner; open to change; analyzes both success and failures for clues to improvement; experiments and will try anything to find solutions; enjoys the challenge of unfamiliar tasks; quickly grasps the essence and the underlying structure of anything.

Limited – 1	Fair – 2	Good – 3	Very Good – 4	Exceptional – 5
A need to develop this area. Doesn't understand this area.	Not always at standard. Can be developed more.	Consistently does what is expected.	Has a notable strength in this area; better than most.	Outstanding in this area, a model.
Not agile or versatile in learning to deal with first time problems.	May be afraid to take a chance on the unknown.	Learns quickly when facing new problems.	Open to change, experiments and will try anything to find solutions.	Enjoys the challenge of unfamiliar tasks. Quickly grasps the essence and the underlying structure of anything.

Interview Questions

- Tell me about a time you had to learn something on the spot.
- How do you stay current on work-related trends?
- What do you do if you do not know an answer?

Interview Notes

[33] Listening

Practices attentive and active listening. Has the patience to hear people out. Can accurately restate the opinions of others even when he/she disagrees.

Limited – 1	Fair – 2	Good – 3	Very Good – 4	Exceptional – 5
A need to develop this area. Doesn't understand this area.	Not always at standard. Can be developed more.	Consistently does what is expected.	Has a notable strength in this area; better than most.	Outstanding in this area, a model.
Cuts people off. Interrupts to make a pronouncement or render a solution or decision. Many times misses the point others are trying to make.	Is prone to finish others sentences if they hesitate. Needs to improve his/her ability to restating the case of others. May listen to some groups/people and not to others.	Is a perceptive listener. Patiently hears people out. Can accurately paraphrase the opinions of others even.	Leaves people comfortable that they have had their say. Does not miscommunicate their "acceptance" of what was said for listening to what was said.	Is excellent at knowing when to stop listening and take action, while still making others feel heard. Can read what others mean to say vs. only hearing what was said.

Interview Questions

- Tell me about a time when your listening skills helped diffuse a situation.
- Have you ever forgotten to utilize you listening skills? What was the outcome?
- Is it ever hard to practice good listening when someone is going on and on?
- Tell me about a time when you were angry or upset with someone.

Interview Notes

[41] Patience

Is tolerant with people and processes; listens and checks before acting; tries to understand the people and the data before making judgments and acting; waits for others to catch up before acting; sensitive due to process and proper pacing; follows established processes.

Limited – 1	Fair – 2	Good – 3	Very Good – 4	Exceptional – 5
A need to develop this area. Doesn't understand this area.	Not always at standard. Can be developed more.	Consistently does what is expected.	Has a notable strength in this area; better than most.	Outstanding in this area, a model.
Doesn't take the time to listen or understand. Will just jump to conclusions rather than thinking things through. May appear as a know-it-all. with others.	Selectively chooses when to be patient and listen to others. Must work on consistency.	Is considered a patient person. Takes time to listen before acting.	Not only is this person considered patient, but gives feedback to others with respect to their responses.	Sought out as a person to talk to for advice. Listens to all points of view before acting. Helps others work on this skill.

Interview Questions

- Tell me about a time where you felt you had provided feedback too early in the process and had to reevaluate later – what was the outcome?
- Describe a time where you felt you were extremely patient in a customer interaction.
- Tell me about a project you had where you had to wait and solicit feedback from others in order to complete the project.
- Tell me about a time where your impatience cost you something valuable.

Interview Notes

[49] Presentation Skills

Is effective in a variety of formal presentation settings: one-on-one, small and large groups, with peers, direct reports, and bosses; is effective both inside and outside the organization, on both cool data and hot controversial topics; commands attention and can manage group processes during the presentation; can change tactics midstream when something isn't working.

Limited – 1	Fair – 2	Good – 3	Very Good – 4	Exceptional – 5
A need to develop this area. Doesn't understand this area.	Not always at standard. Can be developed more.	Consistently does what is expected.	Has a notable strength in this area; better than most.	Outstanding in this area, a model.
Not a skilled presenter in varying situations.	May have flat or grating style.	Is effective in a variety of presentations.	Is effective in presenting to all audiences and commands attention.	Can manage group processes during the presentation and change tactics midstream when something isn't working.

Interview Questions

- What was easy, and what was challenging?
- How would you deliver complex information to a customer who has little background knowledge in your topic?
- How about one who is well versed?.

Interview Notes

[51] Problem Solving

Uses rigorous logic and methods to solve difficult problems with effective solutions. Probes all fruitful sources for answers. Can see hidden problems. Is excellent at honest analysis. Looks beyond the obvious and doesn't stop at the first answers.

Limited – 1	Fair – 2	Good – 3	Very Good – 4	Exceptional – 5
A need to develop this area. Doesn't understand this area.	Not always at standard. Can be developed more.	Consistently does what is expected.	Has a notable strength in this area; better than most.	Outstanding in this area, a model.
Many times has to come back and rework the problem a second time. May miss the complexity of the issue and force fit it to what he/she is most comfortable with. May pull unfit solutions from their bag of tricks.	Could show more discipline in problem solving. Focuses on the nature of the problem. Can be more patient to find the best answer.	Challenges the solutions of others. Ask penetrating questions and sees hidden patterns. Patient to find the best answer. Sometimes comes up with the second and better solution.	Always wants to improve things. Uses varied techniques. Takes the intellectual risk. It the one most likely to come up with the second and better answer.	Zeros in immediately. Can be relied on to come up with a second and better answer.

Interview Questions

- Tell me about a time when you came up with a new process or procedure to solve a problem.
- Tell me about a time when your efforts at solving a complex problem didn't work.
- Tell me about a time when you selected a solution that worked in the past but it didn't work as well this time.
- Think about a time you solved one problem but created another one.

Interview Notes

[52] Process Management

Good at figuring out the processes necessary to get things done. Knows how to organize people and activities. Understands how to separate and combine tasks into efficient work –flow. Knows what to measure and how to measure it. Can see opportunities for synergy and integration where others can't. Can simplify complex processes. Gets more out of fewer resources.

Limited – 1	Fair – 2	Good – 3	Very Good – 4	Exceptional – 5
A need to develop this area. Doesn't understand this area.	Not always at standard. Can be developed more.	Consistently does what is expected.	Has a notable strength in this area; better than most.	Outstanding in this area, a model.
Not good at figuring out effective and efficient ways to get things done. Doesn't take advantage of opportunities for synergy and efficiency with others. Lays out tasks for self and others in a helter skelter way. Uses more resources than others to get the same thing done. Lacks attention to detail.	At times may work in a disorganized fashion. Has difficulty visualizing effective processes in his/her head. Struggles in his/her attempts to simplify things.	Good at figuring out the processes necessary to get things done. Knows how to organize people and activities. Knows what to measure and how to measure it. Can see opportunities for synergy and integration where others can't.	Anticipate the problems that will arise. Regularly separates and combines tasks into efficient workflow. Can simplify complex processes Gets more out of fewer resources.	Can articulate his/her vision of a process. Can put many things together at once. Properly judges the capacity of others.

Interview Questions

- When you are tasked with a large project, how do you organize your resources, i.e.: people, activities?
- Describe a time you were caught in an inefficient process and had to figure out a better way.
- What contribution are you proudest of at your current (or former) job?
- Tell me about a time when you improved an existing process. How did you communicate that change to your peers/boss.

Interview Notes

[53] Drive for Results

Can be counted on to exceed goals successfully. Is constantly and consistently one of the top performers. Very bottom-line oriented. Steadfastly pushes self and others for results.

Limited – 1	Fair – 2	Good – 3	Very Good – 4	Exceptional – 5
A need to develop this area. Doesn't understand this area.	Not always at standard. Can be developed more.	Consistently does what is expected.	Has a notable strength in this area; better than most.	Outstanding in this area, a model.
Doesn't get things done on time. Wastes time and resources pursuing non-essentials. Something always gets in the way.	Needs to show more consistency in delivering results.	Passion for results. Ingenuity. Fights tough barriers. Complex and varied tactics to get things done. At times can go for results to the detriment of people, teams, process, etc.	Shows perspective and doesn't blindly pursue results, results, results.	Inspires others while delivering results; Is the one to get "impossible" things done.

Interview Questions

- Tell me about a time when you got results when others tried and failed. What do you think you did differently?
- How would you rate yourself among your peers? Where does your (store/district/region) perform as compared to others? How do you teach others to reach for the best possible results?
- How do you strike the right balance between striving for the best possible results, and remembering that there are other things that are important in the business?

Interview Notes

[62] Time Management

Uses his/her time effectively and efficiently. Values time. Concentrates his/her efforts on the more important priorities. Gets more done in less time than others. Can attend to a broader range of activities.

Limited – 1	Fair – 2	Good – 3	Very Good – 4	Exceptional – 5
A need to develop this area. Doesn't understand this area.	Not always at standard. Can be developed more.	Consistently does what is expected.	Has a notable strength in this area; better than most.	Outstanding in this area, a model.
Is disorganized and wastes time and resources. Doesn't set priorities. Can't say no. Is very easily distracted. Doesn't have or follow a plan or method for his/her time.	At times appears scattered with little rhyme or reason. Appears to only concentrate on one thing at a time. May become reactive to what's hot at the moment.	Uses his/her time effectively and efficiently. Values time. Concentrates his/her efforts on the more important priorities. Can attend to a broader range of activities.	Often gets more done in less time than others. Regularly attends to a broader range of activities. Can take time to stop and enjoy successes.	Manages own time while remaining patient with others' agendas and pace. Seems to have a clock in his/her head.

Interview Questions

- Tell me about a time when you had too much to do and couldn't get it all done.
- What do you do when you simply won't complete a task on time?
- How do you 'rush someone along' without making him or her feel rushed?
- Describe how you plan your day to handle the unexpected.
- How would you define your work/life balance, and that of those who work for you?

Interview Notes