

*Here's my summary of the critical assessment factors  
in a job interview, and hence for support in a resume.*

**In all areas, the best examples are one where you describe a personal experience (not a philosophy!). Dramatic examples are better than routine ones. Situations with problems, complications, frustration are good—if they illustrate your ability, or at least a significant learning you took away from it. In general, more recent examples are better than older ones—but not always so. A mixture of school-related, work-related, and personal life-related experiences is powerful. A single experience may support multiple factors, so re-use where appropriate..**

**Initiative**

- starting activities;
- getting others motivated;
- going beyond what is required or requested;
- “selling” opportunities;

**Follow Through**

- finishing the job;
- not quitting early;
- overcoming obstacles;
- looking for final payoff, result, impact; “ensuring” results
- showing “ownership” for results, not just for activities;
- assuring that things won't get dropped or forgotten; measuring results

**Leadership**

- essentially this is getting others to follow you, without a ‘following’ leadership is only an illusion;
- setting a vision and getting it adopted;
- organizing work and delegating it to others; using others/outside resources effectively;
- competing/campaigning for positions and winning them;
- participating in work is good—but don't confuse teamwork for leadership;
- showing a balance of toughness and compassion for those led

**Communication**

- oral and written examples;
- one-to-one, small, and large audiences;
- knowing your audience and adapting your preparation, your presentation;
- formal and informal styles;
- to peers, subordinates, superiors;
- especially look for tough, difficult, challenging situation examples

### **Working With Others**

teamwork, yes; also mentoring; sports, work, academics;  
best examples are where there are problems and challenges;  
constructive management of conflict situations;  
show you're not a conflict-avoider;  
performance across barriers (age, gender, class, race, boss/subordinate, teacher/student) are rich examples;  
toughness as well as compromise is important;

### **Creativity/Innovation**

examples where you chose to think out-of-the-box, try a new approach, reapply something from a different area, rethink an assumption;  
this is a very difficult area for many individuals;  
do not confuse it with artistic bent, nor with pure creative genius;  
innovation is not the same as invention;  
freshness of thinking and approach is key, not complexity or uniqueness, nor being first, nor patentability.

### **Priority Setting**

is about making choices based on values;  
is about being mature about the world and your capacity;  
is not about fitting everything in or juggling;  
is not about sorting good things from bad things;  
is about not being able to have/do good things...and having to choose;  
is best shown around big, important (life) issues, sacrifices

### **Problem Solving**

is evidenced by the totality and variety of resources you consider applying to any problem;  
shows versatility, ingenuity, practicality, cleverness, timeliness and efficiency in getting "the" answer, "an" answer, or a "good-enough" answer;  
within ethical constraints, finding and calling the right person who has an answer and gives it to you is an example of great problem solving;  
purchasing answers, copying existing answers, and building your own answer are all various problem solving methods;  
school problems usually present a very limiting set of rules for problem solving, business does not;  
applying your technical mastery (below) may be a good problem solving method, but it is just one approach

### **Technical Mastery**

methods, techniques, and tools that you understand and have applied;  
textbook approaches, analytic methods, algorithms, software tools, mathematical methods;  
mastery means understanding the theory, where it applies, where it doesn't apply, its power and its limitations, and how to use it (get a result);  
the language describing technical mastery areas is very precise...like the language of physical/social science, engineering, finance;