

## Competency Based Interview Questions



## Interview Questions

Assertiveness	3
Commercial Awareness	3
Industry Awareness	3
Conflict	3
Creativity	3
Decision making	4
Problem Solving	4
Team Work	4
Team Ethics	5
Energy & Resilience	5
Motivation	6
Motivation to move roles	6
Flexibility	6
Leadership	7
Planning and Organisation	7
Communication Skills	8
Presentations	8
Written	8
Career Goals	8
Job Performance	9

## Questions

### Assertiveness

Some of the best business ideas are born out of an individual's ability to challenge others' ways of thinking. Tell me about a time when you were successful in challenging others' ideas?

### Commercial Awareness

What was the most difficult project you have been involved in, in terms of management and delivery? Why was it difficult? What did you do to overcome this? What was the outcome?

Give an example of where you consider you have achieved high quality customer service and why? How did you achieve this?

What experience have you had of delivering projects or SLAs with customers? (Probe the situation, tasks, actions and outcome. Focus on scope, level and benefit to business as a result of the delivery)

### Industry Awareness

How do you keep abreast of industry trends?

Give an example of a time that your industry knowledge has contributed to a client situation?

What kind of books and other publications do you read? What was the last management/technical course that you did and why?

### Conflict

Sooner or later we all deal with interpersonal conflict or personal rejection at work. Give me an example of a time when you had to cope with these demands?

When you've had to deal with conflict within a team, either between yourself and another team member or between two of your colleagues? How did you resolve the matter?

When you have had to deal with conflict between two people that you report into?

Give me an example of a time at work when you had to deal with an unreasonable expectations of yourself?

### Creativity

Give me an example of one of your unique and novel problem solutions and how you implemented it? What was the outcome?

Tell me of an idea you produced through combined hard work and intuition?

In your work experience, what have you done that you consider truly creative?

What kind of problems have people recently called on you to solve? Tell us what you devised?

## Answers

### Decision making

Of your creative business accomplishments, big or small, which gave you the most satisfaction?

Have you ever made the wrong decision? What did you learn? How did this decision effect you and your team?

Tell me about a difficult business decision you had to make recently?

Give me an example of how you reached a practical business decision by an organised review of the facts and weighing of options?

Do you consider yourself to be thoughtful and analytical or do you make your mind up quickly? Give and example. (watch time taken to repond)

What was the most difficult business decision you have made in the last six months? What made it difficult?

What decisions are easiest for you to make? Why?

Tell me about a difficult decision that you have had to make in the past and how you would handle it differently if you could repeat the situation?

The last time you did not know what decision to make, what did you do?

How important do you think that problem solving skills are for someone in this position?

Give me an example of a time when a project was going wrong and what you did to resolve the problem?

When faced with a problem you didn't know how to resolve, what steps did you take to work towards a solution?

Tell us about a time when the old solutions to a problem didn't work and you came up with new solutions?

How would you handle a team member who is not doing their share of the work?

Describe how you promote team work on your projects?

What strengths do you bring to a team?

What makes a team work?

How do you promote good communication in your team?

### Problem Solving

### Team Work

## Team Ethics

Describe an example of your team work?

What kind of people do you find it most difficult to work with?

Do you prefer to work in a group/team or alone? Why?

What are the advantages of working within a team?

What are the disadvantages of working within a team?

Tell me about a time that you had to put the good of the group above your own interests?  
What was the outcome?

How would your colleagues describe you?

What makes a team work?

Tell me about a time when your work was criticized by your boss?

How would someone know that you were feeling stressed?

How do you handle a situation where your views on a work related issue differ to that of your colleagues?

We cannot do everything ourselves. Give me an example of a time when you dealt with this reality by creating a special 'team effort' at work. Highlight the special aspects of the situation which best demonstrates your skill in this area?

How would your colleagues describe you?

Give me an example of a recent team success what was your role?

Describe one of the least successful teams of which you have been a member? Why was it unsuccessful?

From your experience what are the frustrations of working within a team?

Give an example of one of the most stressful working situations in which you have found yourself?

Give me an example of a time when your positive attitude caused others to be motivated or energised.  
Be specific?

## Energy & Resilience

Motivation

Describe a situation in which you have had to demonstrate the ability to work with pace, vigour and stamina?

What did it involve?

What will be your biggest learning curve in a role such as this:

What do you find the most frustrating aspect to your present role?

What has been the highest pressure situation you have been under in recent years? How did you cope with it?

What do you find motivating in your present role?

What de-motivates you?

How do you define when you have been successful in your role?

What are your professional goals?

What targets did you give yourself to reach objectives in your last role? How did you set the targets? What were the results?

In your position how would you define doing a good job? On what basis was your definition determined?

Tell me about a specific time when you have created positive motivation in others? How did you achieve this?

How would you define professionalism?

What can this role bring you that your present/most recent role does not/ did not?

Why have you applied for this role?

Tell us about an important idea or suggestion you received recently from your employees and what was the outcome?

What are your feelings about continuous change in company operating policies and procedures?

How effective has your present employee been in adapting its policies to fit a changing environment?

Motivation to move roles

Flexibility

## Leadership

What was the most significant change in your organisation/company in the last six months which directly effected you and what was the out come?

At times, we are all required to deal with difficult people. An even more demanding factor is to be of service to a difficult person. When have you been successful with this type of situation at work?

Give me an example of a time when you have had to deal with frequent job changes or unexpected events in a role? How did you deal with this type of environment?

How do you cope with working in a changing environment?

In your present role what do you do to get people together to establish a common goal?

What specifically do you do to set an example for your employees?

What sort of leader do you think those who work for you think that you are?

If you have people who hold seriously differing views and you only have a very limited time what would be your approach to get the job done?

How would you describe your leadership style?

Have you lead a group of people who did not report into you, but from whom you needed to get information from? How did you do this? What were the difficulties and how did you overcome them? What were the good parts? What were the disappointing parts? What lessons did you learn?

How do you define leadership? What do you consider to be the key attributes of an effective leader?

Tell me about a time that you effectively mentored an individual?

How do you prioritise your work load/day?

What do you think that you can do to improve your organisational /planning skills?

How do you handle unrealistic timelines and their impact to your plans?

Planning is often more than thinking, its also doing. Tell me about your experiences using tools such as flow charts, production schedules, MS Project (filing systems or anything else) to help you plan?

## Planning and Organisation

## Communication Skills

### Presentations

Tell me about your goals for the next week, three months, year?

How do you overcome obstacles to your work plan?

Give me an example of a time when bad planning took you off track? What steps did you take to remedy the situation?

What specific tools do you use to prioritise your day or week?

What do you consider the most effective means of communicating information to a group of people? Why?

Describe an effective presentation that you have given?

Have you ever done any public or group speaking? Recently? Why? How did it go?

Have you made any individual presentations recently? How did you prepare?

How do you rate your skills in giving oral presentations? Describe an effective presentation that you have given?

If you were going to deliver a presentation, how would you ensure that it created the maximum interest amongst your audience?

If you were giving a presentation and you noticed that the audiences attention was waning how would you adapt? Can you give an example?

Would you rather write a report or give a verbal report? Why?

What kind of writing have you done? For a group? For an individual?

What is the extent of your participation in major reports that have to be written?

What are your long term career goals?

What kind of job do you see yourself holding five years from now?

What do you feel you need to develop in terms of skill and knowledge in order to be ready for that opportunity?

How does this job fit in with your overall career goals?

### Written

### Career Goals

## Job Performance

Pinpoint any specific things in your past experience that affected your present career objectives?

What would you most like to accomplish if you were successful in this role?

Everyone has strengths and weaknesses. What are your strong points for this role? What are your weaknesses for this role?

How did your supervisor in your most recent position evaluate your job performance? What were some of the good points and bad points of that rating?

Starting with your last role, tell me about any of your achievements that were recognised by your superiors?

Do you consider your progress in roles to be representative of your ability? Explain why?

If I were to ask your present/most recent employer about your ability as a (?), what would they say?

What are some of the things in your role that you feel that you do particularly well or in which you have achieved the greatest success? Why?