

COMPETENCY BASED INTERVIEW QUESTIONS

1. INTERVIEW COMPETENCY: ADAPTABILITY

Adjusts to changing environments whilst maintaining effectiveness

Which change of job did you find the most difficult to make?

.....
.....

Tell us about the biggest change that you have had to deal with. How did you cope with it?

.....
.....

2. INTERVIEW COMPETENCY: COMPLIANCE

Conforms to company policies and procedures

How do you ensure compliance with policies in your area of responsibility?

.....
.....

Tell us about a time when you went against company policy? Why did you do it and how did you handle it?

.....
.....

3. INTERVIEW COMPETENCY: COMMUNICATION

Communicates effectively, listens sensitively, adapt communication to audience and fosters effective communication with others

Verbal

Describe a time when you had to win someone over, who was reluctant or unresponsive.

.....
.....

Describe a situation where you had to explain something complex to a colleague or a client. Which problems did you encounter and how did you deal with them?

.....
.....

How do you prepare for an important meeting?

.....
.....

Demonstrate how you vary your communication approach according to the audience that you are addressing

.....
.....

Listening

Describe a situation where you had to deal with an angry customer

.....
.....

Written

What type of writing have you done? Give Examples? What makes you think that you are good at it?

.....
.....

How do you feel writing a report differs from preparing an oral presentation?

.....
.....

What positive and negative feedback have you received about your writing skills?
Give an example where one of the reports was criticised.

.....
.....

How do you plan writing of a report?

.....
.....

4. INTERVIEW COMPETENCY: DECISIVENESS

Makes well –informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implication of decisions.

What big decision did you make recently? How did you go about it?

.....
.....

How did you reach the decision that you wanted to change job?

.....
.....

Give an example of a time when you had to delay a decision to reflect on the situation. What did you need to do this?

.....
.....

What is the decision that you have put off the longest? Why?

.....
.....

When is that last time you have refused to make a decision?

.....
.....

Give us an example of a situation where you had to make a decision without the input of key players, but knowing that these key players would judge you on that decision (e.g. superior unavailable at the time.)

.....
.....

Tell us about a decision that you made, which you knew would be unpopular with a group of people. How did you handle the decision-making process and how did you manage expectations?

.....
.....

Tell us about a situation where you made a decision too quickly and got it wrong. What made you take the decision?

.....
.....

Interview Competency: Flexibility

Modifies his or her approach to achieve a goal. Is open to change and new information; rapidly adapts to new information, changing condition, or unexpected obstacles.

Describe a situation where you were asked to do something that you had never attempted previously.

.....
.....

Interview Competency: Independence

Acts based on his/her convictions and systematically the accepted wisdom.

What decisions do you feel able to make on your own and which do you require senior support to make?

.....
.....

Interview Competency: Resilience and Tenacity

Deals effectively with pressure, remains optimistic and persistent, even under diversity. Recovers quickly form setbacks. Stays with a problem/line of thinking until a solution is reached or no longer reasonable attainable.

How do you deal with stress?

.....
.....

Give us an example of a situation where you worked under pressure.

.....
.....

Under what conditions do you work best and worst?

.....
.....

Which recent project or situation has caused you the most stress? How did you deal with it?

.....
.....

When did you last lose your temper?

.....
.....

When is the last time that you were upset with yourself?

.....
.....

What makes you frustrated or impatient at work?

.....
.....

Interview Competency: Risk Taking

Takes calculated risks, weighing up pros and cons appropriately

Tell us about risks that you have taken in your professional or personal life? How did you go about making your decision?

.....
.....

What is the biggest risk that you have taken? How did you handle the process?

.....
.....

What risks do you see in moving to this new post?

.....
.....

Describe a situation where you had a disagreement or an argument with a superior. How did you handle it?

.....
.....

When do you feel that is justified for you to go against accepted principles or policy?

.....
.....

Which constraints are imposed on you in your current job and how do you deal with these?

.....
.....

Interview Competency: Influencing

Ability to convince others to own expressed point of view, gain agreement and acceptance of plans, activities or products.

Describe a situation where you were able to influence others on an important issue. What approaches or strategies did you use?

.....
.....

What is your worst selling experience?

.....
.....

Interview Competency: Integrity

Ability to maintain job related, social, organizational and ethical norms.

When have you had to lie to achieve your aims? Why did you do so? How do you feel you could have achieved the same aim in a different way?

.....
.....

Tell us about a time when someone asked you something that you objected to. How did you handle the situation?

.....
.....

Have you ever been asked to do something illegal, immoral or against your principles? What did you do?

.....
.....