

Behavioural/Competency Based Interviews /

What is a competency based interview?

They are likely to cover:

Individual competencies – your personal attributes: Flexibility, decisiveness, tenacity, independence, risk taking, personal integrity.

Managerial competencies – taking charge of other people: Leadership, empowerment, strategic planning, corporate sensitivity, project management, management control.

Analytical competencies – the elements of decision making: Innovation, analytical skills, numerical problem solving, problem solving, practical learning, detail consciousness.

Interpersonal competencies – dealing with other people: Communication, impact, persuasiveness, personal awareness, teamwork, openness.

Motivational competencies – the things that drive you: Resilience, energy, motivation, achievement orientation, initiative, quality focus.

The STAR model will provide a structure to your answers:

- **Situation** – describe a situation or problem that you have encountered.
- **Task** – describe the task that the situation required or your ideas for resolving the problem.
- **Action** – describe the action you took, obstacles that you had to overcome.
- **Results** – highlight outcomes achieved.

You may encounter a selection of the following questions at a senior hire interview:

Influencing Peers

- Tell me about a time when you were able to change someone's viewpoint significantly?
- Tell me about a time when you were asked to do something that you disagreed with?

Interpersonal and Team Skills

- What experience do you have of working within a team?
- What skills and personal qualities do you bring to a team?
- Tell me about a time when you used tact and diplomacy in the office?
- Tell me about the last time you had a disagreement with a colleague?
- Tell me about the most difficult person you have worked with?
- What have you disliked about your previous jobs?
- What qualities do you admire most in others?

Communication Skills

- Tell me about a time when you were successful in getting critical information from another person?
- Tell me about a time when you have experienced communication problems?

Personal Adaptability & Inner Strength

- How do you feel and respond when your work or an idea has been criticised?
- When have you felt under pressure and how did you cope?
- Tell me about a time when you felt frustrated by your work?

Personal Management Skills

- Tell me about a time when you acted over and above the expectations of your role.
- Demonstrate examples of initiative and willingness to work?
- What are your 3 major accomplishments?
- What does “success” mean to you?
- What does “failure” mean to you?
- What motivates you to give greatest effort?
- What are your interests outside work?
- Give an example of a major problem you have encountered and how you dealt with it?

Problem Solving and Decision Making

- Tell me about a difficult decision that you have made?
- What significant problems have you faced in the last year?
- What impact do you think you will have on our business?
- How would you motivate an employee who was under-performing?

Conflict Management and Ethics

- How do you resolve conflict in the groups that you manage?
- How would you resolve a dispute?
- Tell me about a time when you bent the rules. When is it okay to do so?

Personal and Career Goals

- What are your short and long-term career goals?
- What person do you admire most and why?
- Why do you want to work for this business?
- Why do you want this role?

Interview Knowledge & Preparation

- Why did you apply for this position?
- What skills and personal qualities do you believe are essential for success in this role?
- What do you know about our organisation?
- In what kind of a work environment are you most comfortable/creative?
- Tell me about a time when you have been managed in a bad way?
- Describe what management success looks like to you?

Career History

- Tell me about the best job you've ever had?
- What did you enjoy most about your last job?
- What did you dislike about your previous role?

Stress Questions

- How do you respond to criticism?
- Have you ever lost your temper in the workplace and if so, why?
- Do you think you are overqualified or underqualified for this role?
- How long would you expect to remain in this role if successful?
- What are your salary expectations?