**Sample Interview Questions**

**General**

Tell me about you work history/career to date?

What interests you about this role?

Why are you looking to leave your current role?

What do you most/least enjoy about your current job?

**Achievement Drive** – A desire to meet or exceed standards, welcoming feedback, and continually seeking to improve. It includes staying focused on goals over an extended period of time.

* Tell us about a time when you have gone above and beyond what was required of you
* Describe an occasion when you have introduced a new system or way or working which benefited your team or organisation
* Give us an example of a situation where you knew that a project or task would place you under great pressure. How did you plan what you would need to do and remain motivated to achieve your goals?
* What is the biggest challenge that you have faced in your career. How did you overcome it?
* Tell us about a time when you have had to make a decision which placed the organisations needs as a whole above your own or your team’s needs?
* Can you tell us about a time when you have had to organise a project or event, what elements did you have to consider and how did you go about it?
* What are your strengths and development areas?

**Relationships** – The ability to understand the perspectives, feelings and concerns of others and initiate, build and maintain relationships in a mutually beneficial way. Recognise one’s own feelings and those of others and manage emotions effectively..

* Demonstrate how you vary your communication approach according to the audience that you are addressing.
* How do you build relationships with other members of your team?
* Describe a situation where you have had to deliver a difficult message.
* Tell us about a time when a colleague has come to you with a concern or problem, how did you handle it?
* Tell us about a situation where you played an important role in a project as a member of the team (not as a leader)
* Can you give an example of when you have had to deal with a difficult or challenging colleague?

**Persuasiveness** – The ability to convince others of a view, conclusion, position etc. Communicating in an impactful way, tailored to one’s audience.

* Tell us about a situation where your communication skills made a difference to a situation?
* 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. What problems did you encounter and how did you deal with them?
* Describe a situation when you had to communicate a message to someone, knowing that you were right and that they were wrong and reluctant to accept your point of view?
* Tell us about a time when you had to convince a senior colleague that change was necessary. What made you think that your new approach would be better suited?

**Problem Solving** – The ability to investigate and breakdown a problem or situation into its component parts, identifying implications and the key underlying issues and establish possible solutions.

* Tell us about a project or situation where you felt that the conventional approach would not be suitable. How did you derive and manage a new approach? Which challenges did you face and how did you address them?
* Tell us about a time when you had to make a decision without knowledge of the full facts.
* Tell us about a situation where you made a decision too quickly and got it wrong. What made you take that decision?
* Describe, through examples drawn from your experience how you measure and take account of the impact of your actions and decisions on results and achievements.
* Tell us about a time when you were asked to summarise complex points.

**Independence** – A demonstrated belief in one’s capability to select an appropriate approach to a situation. It includes confidence in one’s judgement or opinion and showing resilience in adversity. Know when to seek the support and advice of others.

* Describe a challenging situation you have faced, and how you decided on an appropriate approach?
* What big decision did you make recently? How did you go about it?
* Tell us about a situation where things deteriorated quickly. How did you react to recover from that situation?
* Tell us about a time when you had to identify and present a new process or way of working to your superior, how did you go about it, how did you justify your idea?
* Can you give an example of an occasion when you have had to pre-empt the needs of the organisation or a colleague and work accordingly?

**Adaptability** – The ability to adapt one’s behavioural style or method of approach where necessary to achieve a goal. Responds to change with a positive attitude and demonstrates a willingness to learn new ways to accomplish objectives.

* 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?
* Tell us about a time when you have had to learn something new in a short space of time?
* Describe a situation where you started off thinking that your approach was the best, but needed to alter your course during the implementation.
* Describe a situation where one of your projects suffered a setback due to an unexpected change in circumstances.
* Describe a project of team you have been a part of where you have needed to adjust your way of working to meet the team/project goals.

**Teamworking** – The willingness and ability to work co-operatively and collaboratively with others toward a shared goal, contributing actively to the team. Builds positive relationships and a sense of pride within the team.

* What place does empathy play in your work? Give an example where you needed to show empathy?
* Tell us about a time when you had to deal with a conflict within your team.
* Give us an example where you were unable to deal with a difficult member of your team.
* Give an example of a situation or project where a positive outcome depended on the work of people from a wide range of backgrounds and ideas
* Describe a situation in which you were a member of team. What did you do to positively contribute to it?

**Management competency questions**

* Tell us about a situation where you trusted your team to derive a new approach to an old problem. How did you manage the process?
* 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?
* What type of responsibilities do you delegate? Give examples of projects where you made best use of delegation.
* Give an example of a project or task that you felt compelled to complete on your own. What stopped you from delegating?
* Give an example where you underestimated the impact of your decisions on stakeholders external to your organisation.
* Describe your current team and their strengths and weaknesses. How do you cope with such diversity of personalities?
* Describe a project or situation where you took a project to completion despite significant opposition.
* Describe a situation where you were able to influence others on an important issue. What approaches or strategies did you use?
* Tell us about a situation where you had to get a team or individual to improve its performance. What were the problems and how did you address them?
* Describe a change where you had to drive a team through change. How did you achieve this?
* Describe a project or situation where you had to use different leadership styles to reach your goal.
* Please describe one of your current or recently completed projects, setting out the risks involved. How did you make decisions to mitigate those risks? How do you know that you made the correct decisions?
* Give an example of a time when you had to deal with a conflict within your team? What did you do to help resolve the situation?
* How do you bring difficult colleagues on board? Give us an example where you had to do this.