

COMPETENCY BASED QUESTIONS



FOUNDATION
RECRUITMENT



COMPETENCY QUESTIONS

The main competencies that an employer may look to investigate during an interview / assessment process are as follows...

BUILDING & MAINTAINING RELATIONSHIPS

1. How do you build and develop relationships with new people?
2. Describe a situation when you have had to communicate with a group of people from totally different backgrounds or with widely different views.
3. Give an example of when you have had to deal with people who are highly demanding.
4. Give an example of a time when you have built a new client relationship, how did you go about doing it and how did the relationship develop?
5. Give an example of a time you have had to repair a damaged relationship, how successful were you in doing so?



TEAMWORK

1. Describe a situation in which you were a team member. What did you do to positively contribute to it?
2. Tell us about a situation where you played an important role in a project as a member of the team (not as a leader).
3. Give an example where you worked in a dysfunctional team. Why was it dysfunctional and how did you attempt to change things?
4. 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?
5. How do you build relationships with other members of your team?
6. How do you bring difficult colleagues on board? Give an example of where you had to do this.

DELIVERING RESULTS

1. What has made you successful in your current role?
2. What value have you added to your job this year?
3. How do you define 'doing a good job?'
4. How do you ensure you will deliver the results required of you?
5. Give an example of when you have failed to deliver results. How have you adapted your own behaviour?
6. Give an example of when you have overachieved, how did you do this and how did you ensure your continued success?

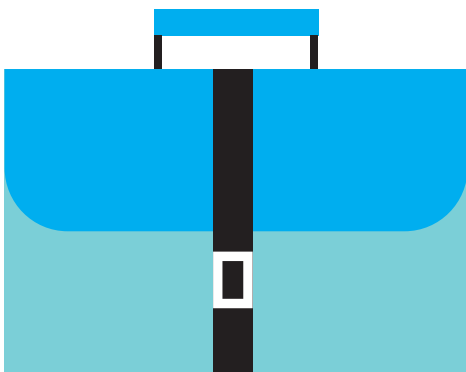


INFLUENCING SKILLS

1. Describe a situation where you were able to influence others on an important issue. What approach or strategies did you use?
2. Describe a time when you failed to sell an idea that you knew was the right one.
3. Tell us about a time when you have been influenced (for better or worse): What did you learn from that experience?
4. Describe a time you changed the mind of someone more senior than you.
5. Tell us about your worst selling experience.



PLANNING



1. Give an example of when you have had to change plans as a result of a new priority.
2. How effective are you as a planner and how can you demonstrate success in this area.
3. Give an example of a time when you failed to plan properly, what impact did this have?

COMMUNICATION SKILLS

1. Tell us about a situation where your communication skills made a difference to a situation.
2. Describe a time when you had to win someone over who was reluctant or unresponsive.
3. How do you prepare for an important meeting?
4. Tell us about a situation when you failed to communicate properly.
5. Demonstrate how you vary your communication approach according to the audience you are addressing.
6. Describe a situation when you had to communicate a message to someone, knowing that you were right and they were wrong and reluctant to accept your point of view.
7. Give us an example where your listening skills proved crucial to an outcome.
8. Tell us about a time when you were asked to summarise complex points.
9. Tell us about a time when you have failed to listen properly - what impact did it have and how did you handle the situation?

LEADERSHIP

1. Tell us about a situation where you had to get a team to improve its performance. What were the problems and how did you address them?
2. Describe a situation where you had to drive a team through change. How did you achieve this?
3. Describe a situation where you needed to inspire a team. What challenges did you meet and how did you achieve your objective?
4. Describe a project where you had to use different leadership styles to reach your goal.
5. Tell us about a time when you were less successful as a leader than you would have wanted to be

CUSTOMER SERVICE



1. How have you ensured that your level of service consistently exceeds customer's expectations?
2. Give an example of a time you successfully dealt with a customer complaint.
3. Give an example of a time when you have made suggestions to improve the experience of your customers and successfully implemented your ideas.

SELF - MOTIVATION

1. Describe a situation when you have had to remain focussed under significant pressure.
2. Describe a situation when you have received constructive criticism. How did you respond?
3. What is the biggest challenge you have faced in your career to date? How did you overcome it?
4. Describe a situation when you have set yourself a challenging goal and achieved it.
5. How do you deal with stress?
6. What makes you frustrated or impatient at work?
7. Tell us about your biggest failure. How did you recover and what have you learned from that incident?

HOW TO ANSWER...

When presented with a competency based question, the answer you provide should always be delivered in the following format:

- Situation (or task)
- Options
- Action
- Result (or response)
- Learning

The candidate is tasked with two things - giving a strong example of demonstrable behaviour but also, a structured response that clearly shows an individual's approach to a situation and how they have modified their behaviour as a result of what they have learned.

SITUATION

- Describe the situation (or task) confronted with or that needed to be accomplished.
- Sets context, it needs to be concise and informative - concentrate only on what is relevant to the 'story'.

OPTIONS

- Able to demonstrate a clearer understanding of a situation by describing the range of options available to them.
- Shows a thinking process that is logical, creative and intelligent.

ACTION

- Able to explain the chosen course of action what, how and why you did that.
- Explains their own actions, what was their own personal contribution.
- Gives detail and sensible/rational reasons behind their actions.
- Can demonstrate that they are calculating their actions and the potential results in order to remain in control of the situation.

RESULTS

- Explains what happened eventually and how it all ended.
- What was accomplished is described here - can the candidate demonstrate that they saw it through 'to the end'?

LEARNING

- Perhaps the most crucial part of the answer - what did they learn during this event?
- What will they use/do differently as a result of their experience (for the better) in future?
- Can they evidence their behaviour has changed at all?