

# Competency Based Interviews

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

## Building and 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?

## 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?

## 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

## 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 over-achieved, 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

## 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.

## 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?

## 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?

## Team-Work

- 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