**COMPETENCY INTERVIEW QUESTION GUIDE**

**SECTION A: COMPETENCY QUESTIONS**

Select x1 Question per competency. Check the importance of the competency against your job specification.

**Ability to deal with pressure:**

1. What deadlines does your current role have? □

2. Describe the peaks/ troughs in your role and how you handle these. □

3. How do you deal with a pressurized role? What support systems do you need to deal with pressure? □

4. Describe a pressure situation you have encountered recently and how you dealt with it. □

5. We all have times when the pressure at work is extremely high. Describe a time like this in your

past? How did you react? □

6. Give me an example of a time when you were under an extreme amount of pressure and how

you coped with it? □

7. What is your coping mechanism to deal with stress? □

**Action Orientation & Decision making ability:**

1. Tell me about a time where you had to make an urgent decision with limited facts. What did you do? □
2. You receive an urgent call from a client for assistance on a query you don’t know anything about.

The client needs an answer urgently as it is an elevated query. How would you deal with it? □

1. Discuss a situation where you have turned an idea into an action. □
2. What techniques have you used to control / prevent backlog in your area. Describe a specific

instance when you needed to do this. □

**Assertiveness:**

1. Tell me about a time when you had to convince somebody of an idea of yours and how you went

about it? □

2. Describe what action you would take if a colleague of yours was neglecting work activities that

impacted on your team by engaging in personal calls and playing games during work hours? □

3. Think of an example where one of your colleagues was doing something which you did not agree

with, and how you handled it. □

4. Have you been in a recent meeting and did not agree with what someone was saying?

What was the situation and what did you do? □

**Attention to Detail / Quality Orientation:**

1. Can u think of a situation where somebody in your team missed an important bit of information in a

report or presentation and you picked it up? □

2. How do ensure attention to detail in your work? □

3. What active steps do you take to ensure quality output of work? □

4. If you are balancing some figures, are you the kind of person who will not rest till you have found

the last cent? Tell me about an example o where this happened. □

5. Are you bothered by spelling/other mistakes on documents, give me an example □

**Communication & Coaching:**

1. Describe documentation/ presentations you have generated in your role. □

2. Describe documentations / presentations you have been involved in. What was your role?

Give an assessment of your performance. □

4. Tell me about a time when you had to explain complex information to a staff member. How did you

ensure that the other person understood? □

5. Describe a situation in which you were able to use persuasion to successfully convince someone

to see thins your way. □

**Conflict Management:**

1. Give an example of a situation where there was conflict in your work situation and how you

handled it. □

2. How do you handle conflict and “politics” in the workplace? □

3. If you were involved in a conflict with a colleague, how would you deal with it? Why? □

4. Tell me about a time where you had to deal with an irate customer & what the outcome was of this. □

**Creativity & Innovation:**

1. Tell me about an innovation or improvement that you introduced in your current position. □

2. Tell me about a time when you were innovative/creative or made a suggestion/change and it was

actually implemented/adopted by others. □

**Customer Focus:**

1. What is your philosophy on customer service? Give examples of how you took action on this? □

2. Give an example of a problem client and how you turned them around? □

3. Give an example of where you believe you went the “extra mile”. What was the consequence of this

effort? □

**Flexibility & Adaptability:**

1. Give an example of a major change you had to deal with recently. □

2. Describe a time when you were faced with a problem that tested your coping skills. How did you

cope? □

3. Describe a time where you had to adapt to a difficult situation which you didn’t particularly agree with. □

**Interpersonal Sensitivity & Team Orientation:**

1. Using a recent team you were part of; describe the role most comfortably played in a team

(i.e. Leader, facilitator, follower, etc) □

2. What aspects of your role require you to work in a team? □

3. Give examples of a team and what your involvement was in that team. □

4. In a team environment, what is the natural role you tend to assume?

(Leader/ Initiator/ Motivator/ Follower/ etc.) □

5. How would you describe your relationship with other members in your team?

Why do you believe that this relationship is successful/ unsuccessful? □

6. Of the Managers you have reported to in your career, who did you respond/ work with best? Why? □

7. If you had to choose between working in a team and working independently, which would you

choose? Why? □

**Leadership & Management Ability:**

1. Tell me about a colleague or team member, who became more successful because of your

assistance or coaching. How did you assist/ coach them? □

1. Tell me about a time you had to provide feedback (positive/ negative) to a colleague. What was the

result? □

1. Give me an example of a task you gave a colleague to handle, so that they could develop a

particular skill/ improve their performance. □

1. How do you motivate others in a team? □
2. Tell me of a time when you were required to lead a team, and weren’t getting any co-operation.

What did you do? □

**Planning & Organising (Time/Self Management):**

1. How do you manage your time / what tools do you use to manage your day? □
2. Give examples of things which interrupt/ hinder your day. □
3. Describe environments in which you have worked, which optimized your time management. □
4. Give an example of processes you have put in place to assist you to manage your time. □
5. How do you determine priorities in scheduling your time? Give me examples. □
6. Describe a situation where you had conflicting priorities i.e. many projects due at the same

time, what steps did you take to get them all done? □

**Problem Solving & Analysis:**

1. What aspects of your position require you to solve problems? □

2. Give an example of a recent problem you experienced and how did you deal with it. □

3. Describe a situation where you had to "think out of the box" to solve the problem. □

**Process Orientation:**

1. Give an example of processes/ procedures in our current role. □

2. Describe where you have implemented processes in your current/ past role □

3. Give an example of when you would deviate from a process. □

4. Tell me of a time when you had to improve or implement a process based on negative

feedback you received from customers. □

**SECTION B: GENERAL INTERVIEW QUESTIONS**

1. Describe a typical day? □
2. What is your biggest achievement? (work/ personal) □
3. What was the biggest challenge you’ve ever had to face? □
4. What is your main motivator? □
5. What drives you? □
6. What are your strengths and weaknesses? □
7. Why do you feel you are the best suited person for this position? □
8. What courses would you like to attend in the future?

(This highlights weaker areas where the candidate would like to improve.) □