

*CompetenCy Questions*



Competency Based Interview Question Examples

|  |  |  |
| --- | --- | --- |
| **Competency** |  | **Question** |
|  |  |  |
| **INITIATIVE** | Give me an example of a time when you took independent action to resolve a matter. | Tell me about times when you seized opportunities and grabbed something and ran with it yourself. |
| **FLEXIBILITY** | Tell me about a time when you had to stop working on a project/idea/assignment and start working on a completely different one.  What did you do? How did that work out? | Give me an example of a time your tightly scheduled day was interrupted and thrown way off schedule. |
| **APPROACHABILITY** | Tell me about a time when someone came to you with a problem. What did you do? | Tell me about a time when you had to form a relationship with someone you really disliked to get your job done. |
| **BOSS RELATIONSHIP** | Tell me about your best and worst boss. How were they the same and different? How were you able to work with these individuals? | Give me an example of something that you learned from a boss that has helped you in your career. |
| **BUSINESS SAVVY** | Tell me about a time you recognized a problem before your boss or others in the organization did. What was the problem? What was the result? | Explain what you perceive as the core competencies of your discipline. |
| **CAREER GOALS** | Tell me about a time when you went from one job/career/major to another. What were the toughest transitions? What did you realize about what you want or don’t want to do? | What have you done to improve your marketability for promotion? |
| **RAPPORT WITH STAFF** | Tell me about a time when you helped a colleague with a conflict they were having with someone else. | Tell me about a time when you tried to improve the morale in your department. |
| **RAPPORT WITH SENIOR MANAGEMENT** | Tell me about a presentation you made to upper management. What was it about? How did you feel about making the presentation? How did it go? | Who is a higher management role model for you? Why? Are there others? |



|  |  |  |  |
| --- | --- | --- | --- |
| **LEADERSHIP** |  | **Tell me about a time when you took charge of a group in which you didn’t like how things were going and you convinced the people to do something different.** | **Describe a time you led a team of people who didn’t always see eye to eye. What did you do? Why did you choose to do that?**  **How did it work out?** |
|  |  |  |  |
| **COMPASSION** |  | Give me an example of a time you were particularly perceptive regarding a person’s or group’s feelings and needs. | Tell me about a time when you demonstrated concern to a direct report  regarding a work or non-work problem s/he was experiencing. |
| **COMPOSURE** |  | Tell me about a crisis you had to manage. | Tell me about a time when you had to deal with an arrogant, condescending person or one who made you angry. |
| **CONFLICT MANAGEMENT** |  | Tell me about a time when you served as a mediator or a neutral third party. | Tell me about a conflict you handled well and one you didn’t handle well. |
| **ADDRESSING PERFORMANCE ISSUES** |  | Tell me about a time when there was a problem with one of your Employees. What was the problem? How did you deal with it?  How long after you became aware of the problem did you deal with it? | Give me an example of a time when attempts to resolve an issue with a problem employee had to be resolved by making a decision that had negative consequences. |
| **CREATIVITY** |  | Tell me about a new idea that you developed that produced positive results. | Tell me about a suggestion you made to improve a work process that was adopted and benefited your department. |
| **CUSTOMER SERVICE** |  | Tell me about a time when you exceeded the expectations of a customer. | Give me an example of a time when a customer’s trust in you was diminished. What did you do to restore the trust? Did you retain the customer? |
| **TIMELY DECISIONS** |  | Tell me about the process you use when you have to make a decision in a short amount of time. | Tell me about a decision you made and later regretted. |
| **DECISION QUALITY** |  | Give me an example of a good decision you made, as well as a bad decision. What did you learn from the bad decision? | Tell me about the analytical process you engage in when you make a decision. |
| **DELEGATION** |  | Give me an example of a good decision you made, as well as a bad decision. What did you learn from the good decision? | Tell me about the analytical process you engage in when you make a decision |



|  |  |  |  |
| --- | --- | --- | --- |
| **DIRECTING OTHERS**  **VALUING DIVERSITY** | | bad decision?  Tell me about how you plan and communicate a long-range project to staff or team members.  Provide an example of what you did to incorporate someone new who was different from the rest of the group. | Give an example of the methods you use to distribute the workload appropriately.  Tell us about a time when you encouraged people to value the uniqueness of each individual, challenge stereotypes and promote sensitivity and inclusion. |
| **ETHICS AND VALUES** | | Tell me about a time when you had to represent a position you didn’t totally agree with. | Tell me about a time when you stood alone to stand up for what was right. |
| **FAIRNESS TO WORKFORCE** | | Tell me about a time when you settled a conflict between two direct reports. | Tell me about a time when you had a direct report who was unfair to his/her staff. How did you intervene? |
| **FUNCTIONAL COMPUTER SKILLS** |  | Give me examples of your core technical competencies. | Tell me about how you keep up-to-date with technology. |
| **INNOVATION** |  | What promoted an innovative and non-innovative climate? | Tell me about a time when you took a good idea from A to Z. |
|  |
| **LISTENING** | | Tell me about a time where your active listening skills really paid off for you. | Describe a work situation that required you to really listen to a person who was telling you about a personal/sensitive situation. |
| **MANAGING AND MEASURING WORK** | | Tell me about a major project you managed. How did you assign tasks to your direct reports? How did you monitor progress? How did you measure success along the way and in the end? | Describe your procedures for evaluating your direct reports. |
| **ORGANIZATIONAL AGILITY** | | Tell me about a time when you were under time pressure and had to get something approved. | Tell me about a time when you misread an organization’s culture. |



|  |  |  |
| --- | --- | --- |
| **DEALING WITH CHANGE** | **Tell me about a time when you had to adapt to an uncomfortable situation.** | **Describe a situation where you, at first, resisted a change at work and later accepted it. What, specifically, changed your mind?** |
|  |  |  |
| **PATIENCE** | Tell me about a time when your audience just wasn’t getting it. | Tell me about a time when you had to work on a project with less skilled /less knowledgeable people. |
| **PLANNING** | Give me an example of a change you saw coming and how you planned for that change. | Tell me about a time when your schedule was suddenly interrupted and your plans for the day completely changed |
| **PRESENTATION SKILLS** | Tell me about a presentation you made to a large audience. What was the purpose? How did you prepare for it? | Give me an example of a time when a presentation you were making wasn’t working and you were able to switch tactics to make it work. How did you know the presentation wasn’t working? |
| **PROBLEM SOLVING** | Tell me about a time when someone taught you a lot about how to solve problems. | Give me an example of a time you identified a potential problem and resolved the situation before it became serious. |
| **RESULTS- ORIENTED** | Describe a time when, against all odds, you were able to get a project or task completed within the defined parameters. | Tell me about when you watched someone get results at all costs and paid a big price for it. |
| **BUILDING EFFECTIVE TEAMS** | Give me an example of when you had limited time to complete a project and had to direct a work team in fulfilling that project. | Tell me about a time when you shared success. How did you feel about it and what was the success? |
| **TIME MANAGEMENT** | Tell me about a time you had to complete multiple tasks/projects in a tight timeframe. | Give me an example of a time that your priorities were changed quickly. What did you do? What was the result? |
| **SUPPORT OF DIVERSITY** | Please describe a situation in which you worked to create a workplace that is welcoming, inclusive and increasingly diverse. | Provide an example of a time when you worked and communicated effectively and respectfully within the context of varying beliefs, behaviors and backgrounds. |