

Accountability

At times we are all sometimes forced to sacrifice quality in order to get work done on time. Tell me about a time when this happened to you. What did you do?

Tell me about a time when you weren't satisfied with the quality of your work? How did you handle the situation?

Tell me about a time in your position at _____ when you were not satisfied with your work team or department's performance. Why not? What did you do to correct the situation?

Tell me about an assignment/task/project you completed that made you proud. What made it so pleasing? What was your contribution?

Describe a situation when you learnt that your work was not up to your manager's expectations. What happened? How did things turn out?

When evaluating the standard of your work, what factors do you take most note of? Describe how you have used those factors to improve your performance.

At times, most people have manic days when, by the end of the day, they aren't as effective as they need to be. Tell me about a time this happened to you. What did you do?

Tell me about a time when you had to dedicate much time and energy to ensure a task was completed thoroughly. How did you maintain your focus?

Tell me about a time when you missed an important deadline. Why did you miss it? How did you respond?

Tell me about a time when you were forced to neglect part of a job because of time constraints? What happened?

Adaptability

Tell me about a time when you had to adjust to a company restructure. How did you respond?

Tell me about a situation in your job at _____ when you had to abruptly change what you were doing. What did you do? How did the change affect you?

Tell me about the most challenging change you've faced at work. What did you do? What were the results?

We often have to make changes when the way we've been doing things is no longer effective. Tell me about a time when you had to change your approach to work. What did you do? What were the results?

Moving from your role at _____ to _____ must have been a significant change for you. Tell me about how you approached the different work environment.

We all have to make changes when the way we've been approaching a project is proving less than effective. Tell me about a time when you've had to try a new approach to a task/project/assignment. What did you do? What were the results?

Not all organisational changes are clearly explained and/or communicated. What have you done when you found out about an unexpected change or were unclear about the implications of a planned change?

Unexpected changes can disrupt progress of a work task/assignment/project. Tell me about a time when this happened to you and explain what you did.

Sometimes we have to work under new policies or procedures we don't agree with. Tell me about the last time you disagreed with a new policy or procedure introduced by management. How did you respond?

Tell me about an important project/task/assignment you were working on for a customer when the specifications changed significantly. What did you do? What were the results?

Attention to Detail

Tell me about a time when the details of the work/project/assignment you were completing were especially important. How did you ensure accuracy? What were the results?

Sometimes we've all been too busy to check all the details of a project. Tell me about a time when this happened to you and some errors were made. What happened?

Tell me about a detailed project/assignment that you worked on. How did you keep track of the details? How did the project turn out?

When working on repetitive tasks, it can be difficult to maintain concentration and not miss important details that could cause problems later. Give me an example of a time when this happened to you and you missed important details. What was the outcome?

Describe a job/task you completed that demanded paying close attention or adhering to prescribed instructions. How did you maintain your attention? How did your attentiveness pay off?

Tell me about a recent important project/assignment/task you worked on. What steps did you take to address all the small details of the project/assignment/task thoroughly?

When working on a project or task over an extended period of time, it can be difficult to maintain awareness of errors or omissions. Tell me about a time when you worked on a project/task and one of these problems slipped through the cracks. What happened?

Tell me about a time when you found errors or poor quality in the work of others. How did you discover the errors? What did you do? How did it turn out?

Describe a time when you identified an error or problem that had escaped others' attention. What did you do? What happened?

Tell me about a time in your job at _____ when you noticed that a process or task was being completed poorly. What did you do?

Building Business Partnerships

Getting people from outside your work area to cooperate often requires them to commit time for your benefit. Tell me about a time when you asked someone outside of your work area to commit time for your benefit. What did you say to gain their cooperation?

Interdepartmental cooperation often involves give and take. Tell me about a time you collaborated with others to determine courses of action to achieve mutual goals.

Successful external partnerships often depend on support from internal stakeholders. Tell me about a time when you obtained commitment from others within your organisation to support an external partnership.

Tell me about a time when you have attempted to persuade an internal/external partner to form a partnership with you.

In a partnership, role clarity must be achieved so that shared goals may be met. Describe how you have worked with a partner to determine each other's responsibilities.

Successful partnerships demand ongoing maintenance. Describe what you've done to sustain a healthy, productive partnership with someone.

Most Partnerships are based on ongoing relationships. What have you done to monitor the health of a partnership in which you've been involved?

Successful partnerships promote value for both parties. Describe a time when you have worked to clarify mutual benefits with another organisation/department/team.

What have you done to promote collaboration and cooperation that supports the overall objectives of a partnership?

One work area's success often depends on cooperation from other departments. Give me an example of a how you've developed a strategy to obtain another department's cooperation.

Building Customer Relationships

Tell me about the most you've ever done to obtain information to better understand a customer and their needs. What did you do? How did the information help improve your service?

In trying to better serve customers, we sometimes promise more than we can deliver. Tell me about a time when you over-committed yourself or your company. What happened?

How have you built collaborative relationships with customers? Give me details about one or two of them.

Tell me about a process you've put in place to monitor the quality of customer service within your department/organisation.

Describe a time when it was particularly important to establish a good relationship with an external customer. What did you do?

Even good customers can make unreasonable demands. Tell me about a time when this happened to you. How did you respond?

Customers can be very demanding. Tell me about a time when you had to manage a customer's expectations in order to avoid making an unreasonable commitment.

Work teams can sometimes lose sight of customer needs. Describe a time when your work team has moved off track in maintaining a focus on the customer and how you got them back on track.

Describe some customer-focused actions you've taken or policies you've implemented that have produced positive business results.

What actions or policies have you instituted that developed and supported customer focus? Describe one.

What have you done to educate customers about your company/product/service capabilities? Give me a specific example.

How do you ensure that your customers keep you informed of issues or concerns in a timely fashion? Give me a specific example.

Change Facilitation

Tell me about a time where you had to implement an unpopular change. How did you go about communicating this to the stakeholders who would be affected by the change?

Sometimes people do not feel positive about change. Tell me about a time where a team member resisted a change being introduced. How did you go about dealing with the situation?

Change can be disruptive to work. How have you ensured that changes being introduced have had minimal negative impact on productivity and ongoing operations? Give me a specific example.

Involvement from stakeholders is vital to building support for a proposed change. How have you been able to generate the buy-in and commitment from stakeholders when introducing a change to the department/organisation? Give me a specific example.

Clear communication regarding the rationale for change is important for stakeholders understanding and acceptance. How have you been able to ensure that different stakeholders understand and accept the reasons for change? Give me a specific example.

In times of turbulent change, it is important to remain positive about changes being introduced. How have you been able to promote positive thinking about the upside of change rather than dwelling on the negatives? Give me a specific example.

All team members in a work environment can potentially contribute ideas regarding changes that may deliver performance improvements. How have you been able to encourage others to challenge established work practices and generate ideas for improvement? Give me a specific example.

Change projects are sometimes undermined by individual/s who have a vested interest in the status quo. Can you tell me about a time where you have had to have a discussion with recalcitrant individuals? How did you approach it and how did things work out?

Often successful change projects depend on a critical mass of stakeholders 'getting on board'. How have you been able to encourage acceptance by reinforcing or rewarding positive behaviours or attitudes? Give me a specific example.

What tactics or approach have you used to gain the support of stakeholders to an important change? How successful have these been?

Coaching

Can you give me an example of a time when you've helped a peer or a member of your team to understand what aspects of their work they needed to improve to be more effective? Tell me how you went about it.

Coaching others to be successful is a key part of a leader's role. Tell me about a time when you've coached someone to be more effective.

Can you walk me through a recent coaching discussion in which you took part? What was the situation? How did you involve the other person in the discussion? (What was the outcome?)

Can you give me an example of a time when you coached someone who was having difficulty with specific aspect of their work or a particular project? How did you go about it? [*Probe for interpersonal sensitivity such as empathy and maintaining or enhancing self-esteem.*]

Delivering negative feedback can often be a difficult thing to do for many managers. Tell about a time when you delivered negative feedback that had a positive impact. (How did you approach the situation? How did the person respond? What was the outcome?)

Managers often encounter people in their team who are not doing a good job. Tell me about a situation when this has happened to you. (What was your approach? How did you know your intervention had been successful?)

Getting a new team member up to speed quickly can be critical. Can you give me an example of a time when you coached a new employee to pick up the key skills for their new role quickly?

Tell me about a time when you coached someone to do something new in his or her job. What was your approach?

Describe how you coached a new member of your team to perform a challenging aspect of his or her job successfully.

Giving poor feedback to sensitive people is a challenge for most people. Tell me about a time when you had to give feedback for improvement to a sensitive person. What did you do? How did the person react? What was the outcome?

Customer Service Orientation

Tell me about a time when you dealt effectively with a difficult customer. (What was the issue? What did you do specifically to address the situation?)

Tell me about a time that sticks in your mind when you went out of your way to satisfy a particular customer.

What skills or qualities do you think are important in a customer service role? Can you tell me about a time when you used these skills or qualities with a specific customer?

Customers do sometimes complain. Can you describe a time when you effectively dealt with a customer complaint? (What did you do specifically? What was the outcome?)

Can you tell me about a time when a customer was being difficult asking you to make an unreasonable commitment? What did you do?

Can you describe a time when you dealt effectively with a complaint from an internal or external customer? What did you do? What happened?

Building a strong relationship is often important in dealing with certain customers. Can you walk me through a time when it was particularly important to establish a good relationship with a customer? How did you do this?

What do you do to make sure that a customer is satisfied? Tell me about a time when you found out that a customer was dissatisfied? What did you do in response? What was the outcome?

Sometimes we think back and wish that we had dealt differently with certain customers. Tell me about a recent interaction that you wish you'd handled differently.

What things have you learned that have helped you keep internal or external customer satisfied? Give me an example that shows how you have used this.

Decision Making

Tell me about a difficult decision that you've had to make at work. How did you make that decision? What alternatives did you consider?

Walk me through a complex problem that you've recently been asked to solve. What did you do? What alternatives did you consider?

Tell me about a situation in which you asked a lot of questions of several people to get the information you needed to make an effective decision. How did you know what to ask?

Describe an occasion when you decided to solicit the views of others when making an important decision. Why did you do so? To what extent did you use their contributions?

What sources of information have you used to identify problems in your work? Tell me about a situation in which you used one of those sources of information to help you make a decision.

We all make decisions that turn out to be wrong. Describe a decision you made at work that you regret making.

Can you give me an example of a decision you made that significantly changed the way your company did something? Describe the process that you went through.

It's often tempting to try to solve problems on our own but sometimes we later discover that others should have been involved in the process. Give me an example of when you took responsibility for solving a problem but later found out that you really should have involved others.

Have you ever had to review a recommendation or a proposal submitted by another team or a potential supplier? Tell me about how you tackled one of those situations.

Describe a complex problem you have had to deal with in your job. What did you do and how did you gain a better understanding of the problem?

Delegation

What do you do to keep track of what you have delegated to others? Can you tell me about a time when you applied these to recent delegation?

How much decision making latitude do your direct reports have? Give me a specific example of a key decision that you delegated?

Deciding what and to whom something should be delegated can be difficult at times. Tell me about a time when you delegated an important project/task/assignment to a person who performed well. What happened? Why?

Has there a time recently when you have asked someone to fill in for you at a meeting or presentation? Tell me about how you approached the situation. What was the outcome?

Can you give me an example of an important piece of work that you delegated? Tell me about how you specifically approached it.

What was the last key decision that you delegated? What was the outcome?

Can you tell me about a situation in which someone wasn't confident about a project or assignment that was delegated to him or her? What did you do?

We've all experienced times when we didn't want to delegate something but had no choice. What did you do? What actually happened?

Sometimes we're too busy to keep track of what we've asked others to do. Can you talk about how you ensure that you stay on top of this? Give me a specific example.

What was the most recent important project that you delegated to a person or a team? What did you do to ensure that the person or the team would be successful?

Energy

What parts of your last or current job have you found to require the most energy? What did you do to maintain your effectiveness? (Can you give me a specific example?)

Have you ever been required to work evenings or weekends for a long period of time? How did you stay effective? What was the result?

Tell me about a project that required you to work quickly for a long period of time to ensure its success. What kind of work did you do? What did you do to maintain that pace?

Describe a time when you were particularly busy at work. What kind of hours did you put in? How did the situation affect you?

We've all had days at work when we are too busy and aren't as effective as we normally are. Can you tell me about a time when this happened to you? What did you do?

Tell me about a time you worked evenings or weekends for a long period of time? What was the result?

Can you describe a time when your job required you to work much harder than usual? How did this affect you?

Sometime after a holiday it can be difficult to get back into the swing of things? Has this ever happened to you? Can you tell me about the situation what you did?

Has there ever been a time when you have felt drained of energy at work? What led up to it? How did you respond?

Can you tell me about a time when you've had to work a lot of overtime? What was the situation? What was the result?

Influencing

What techniques have you used to get others to accept your ideas? Give me an example of a time when you used one of these techniques.

There are always times when someone doesn't agree with one of our decisions. Tell me about a decision like this and how you convinced others to accept it.

Tell me about a one-to-one meeting in which you had to influence a difficult person. How did you approach the situation? What was the result?

Tell me about a difficult meeting in which you had to gain someone's agreement with or commitment to an idea or plan. What did you do?

Tell me about a time when you had to get an internal/external customer to agree to a major change in a project you were working on for him/her. How did you get their cooperation?

Often we need contributions from others to be effective in our jobs. Describe what you've specifically done to ensure contributions from relevant people in one of your projects.

Sometimes the support of one key person can lead to the difference in the success of a project. Give me an example of a time when you identified a key individual, and tell me what you did to ensure that individual's support.

What are the most successful techniques you've used to ensure that others accept your ideas? Describe how you have applied one of these techniques.

Tell me about a time when you needed to persuade a person on your team to change his or her mind about an important issue. What did you do?

Often we need to sell the benefits of a particular project or plan before it has any chance of getting off the ground. Describe a time when you had to demonstrate the benefits of a plan or idea to gain someone's commitment. What happened?

Initiative

Have you suggested any new ideas to your manager lately? Give me an example?

Describe some ways you have changed your most recent job? What prompted you to make those changes?

What have you done differently than others in your team or in your company? What makes what you have done unique?

Have you ever done more than what was required in your current job? What did you do? Why did you do it?

What would you say has been your biggest achievement at work? What steps did you take to achieve it?

Tell me about a time when you identified that something needed to be done and took action, rather than waiting for someone else to tell you what to do?

Sometimes to get a job done we may have had to work into our personal time. Has that ever happened to you? Tell me about one such time.

We have all seen things at work that we know should be changed, but it sometimes just doesn't seem to be worth the effort. Has that ever happened to you? Explain the situation to me.

Have you ever taken any steps to make your job easier or more efficient? What did you do?

What would be the most recent change or improvement you initiated at work? What was it? Why did you do it?

Innovation

Have you ever worked with others to develop new and innovative ways to solve problems? What did you do?

In your professional career, what would be the most creative or unique idea that you have ever contributed?

Tell me about a problem you have had that you thought required an “out of the box” solution?

Give me an example of where you have done something differently to improve your organisations processes or way of doing things? What was wrong? How did you know it would work?

Tell me what you have done create new and innovative solutions to business problems. Give me a specific example of something that you did?

Have you ever taken any steps to make your job easier or more efficient? What did you do?

Think about a time that you did something different and creative to achieve results. How did you know that would work?

It is fun to be creative and innovative but our solutions don't always work properly. Tell me about a time that this happened to you?

Sometimes the best solution is achieved by combining several tried and tested methods in a different way. Have you ever done this? What happened?

What would be the most recent change or improvement you initiated at work? What was it? Why did you do it?

Learning Ability

Tell me about a time where you had just started a new job, and you had a lot of information to learn. How did you accomplish this?

What formal training did you receive in your most recent job? What tools or techniques did you use to help you absorb the information?

Tell me about a time where you attended a training session about a new product, service or procedure and didn't fully understand everything. What did you do?

Describe a time when you struggled to learn something complex. What did you do?

How did you acquire your current skill set? How long did it take before you were able to effectively apply what you'd learned?

Tell me about the most recent software program you've learned. How did you learn to use it?

What has been the most difficult task you have had to learn in your current role? What tools did you use to help you? What was the result?

Tell me about the most complex aspect of your current job. How did you go about learning it? How long did it take?

What tools or techniques have you learned to make your job easier? Give me an example of one such technique. How did you learn it?

Tell me about the most recent training program you attended. How long did it take before you were able to effectively apply what you'd learned?

Managing Objectives

Give me a recent example of a time where you were faced with competing priorities. What did you do? What was the result?

Describe how you plan your daily or weekly activities. What tools or techniques did you use to plan last week? What was the outcome?

Tell me about a time where you could not complete a project by the specified time. What happened?

Tell me about the last time you were successful at completing a project according to specification and on time. What tools or techniques did you use? What was the result?

Tell me about a time recently where your carefully thought out schedule was thwarted by unforeseen circumstances. How did you handle this? What was the result?

In the past, describe how you have kept track of items requiring your attention. What techniques or procedures have you used? What has been the outcome?

Describe a time recently where you had to adjust your work schedule because you couldn't get all the necessary components to complete a project. What happened? What did you do? What was the outcome?

What procedures have you used to organise information in your work area? Describe a time when the procedures worked and a time when they didn't work.

Do you have a particular system for organising your work area? Describe a time when that system helped in your job and a time when it didn't.

Tell me about a time recently where you were able to complete a project despite distractions. What tools or techniques did you use? What was the result?

Managing Relationships

Effective working relationships are often built on cooperation and collaboration. Tell me about a time when you have worked collaboratively with someone in order to bring about a successful outcome within the workplace. What kinds of things did you do?

Tell me about a time when you had to resolve a contentious issue with a colleague. How did you go about ensuring the relationship did not suffer? What kinds of interpersonal techniques did you employ? What was the outcome?

Describe for me a time when you had to work on a project or assignment in conjunction with someone else. How did you go about deciding upon the best course of action to take?

Think about a successful working relationship you have had so far in your career. What kinds of things did you do that made the relationship effective? Provide specific examples.

Sometimes we have to work with people who have different ideas to us about how best to approach a given task or assignment. Have you ever been in this situation? How did you handle it? What was the outcome?

Give me an example of a time when you were working jointly on a project with a number of other stakeholders. When differences of opinion arose, how did you go about resolving them?

Tell me about a time when you worked on a project or assignment with someone else. How did you go about deciding what to do?

Describe for me the most effective working relationship you've had during your time at _____ (it can be with someone internal or external to your organisation). What kinds of things did you do that made it an effective relationship? Give examples.

Can you think of a time when you were required to partner with someone on an important project/assignment, where their goals and objectives were quite different from your own? How did you go about managing the relationship? How successful was the outcome?

We often have to work in collaboration with other people, either internal or external to our organisation, on projects or assignments. Can you tell me about a time when you have had to do this. What was the situation? Was it an effective working relationship? What made it effective/ineffective?

Negotiation

Describe a negotiation situation you have been in where you reached a win-win solution with someone. What kinds of things did you do to bring about the solution?

Tell me about a time when you've had to negotiate with someone who was upset or defensive. What did you do to keep the discussion focused on achieving a positive outcome?

Can you talk me through a situation where you have successfully negotiated with others in order to secure a favorable outcome for your organisation / division.

Have you ever had to mediate a dispute between two parties? What was your role? What kinds of techniques did you use? What was the outcome?

Can you tell me about your most successful (or unsuccessful) negotiation experience? What kinds of things did you do that made it successful (or unsuccessful)?

Tell me about a time when you have needed to tell a customer / colleague that they were wrong or that you disagreed with them. How did you approach the task? What was their response? What was the outcome?

Describe a situation where you had to negotiate with someone whose needs were considerably different from your own. What did you do to understand their needs and / or communicate your own? Whose needs did the outcome favor?

What is the most difficult negotiation you have ever entered into? Can you tell me about how you handled the situation? What was the outcome?

Sometimes negotiation discussions can drift off track, especially if either party is angry or upset. What kinds of things have you done or said to keep the negotiation discussion focused on the important issues?

Tell me about a negotiation where you have achieved a win-win outcome with another party. How did you go about generating possible solutions to the problem? How did you confirm that the other party was happy with the outcome?

Presentation Skills

Tell me about a time when you had to give a presentation to a group of people. What kinds of things did you consider when you were preparing? How did you choose to structure the presentation?

Describe a situation where you were required to present a proposal to colleagues / clients. How did you choose to convey the information? How successful was it?

Think about a time when you had to make a major presentation. What was the occasion? What kinds of techniques did you use to keep the audience involved? Was the presentation ultimately successful?

Can you tell me about a time when you delivered a presentation that did not go well. Why did it fail? What attempts did you make to improve the situation?

Think about a time when you were required to convey complex information to a group of people who were unfamiliar with the topic. How did you go about it? How did you confirm that the group understood the information?

Describe for me your most enjoyable experience as a presenter. What was the occasion? What specific actions did you take that made it an enjoyable experience?

Talk me through a time when you had to make a presentation to a large audience. Were you able to maintain their attention and keep them involved throughout your presentation? What techniques did you use to do this? How effective were those techniques?

Describe a time when you were required to give a presentation to a group of people who were assessing your knowledge / performance. How did you go about preparing for the occasion? What techniques did you employ during the presentation to ensure you were successful?

Tell me about a time when you were required to verbally present a large volume of information to a group of people where there was limited time available for the actual presentation. How did you choose to approach the task? What techniques did you employ to convey the information?

Describe the steps you go through when preparing for and conducting a formal presentation. What kinds of things do you consider? How do you ensure the audience is involved? Provide specific examples.

Resilience

Tell me about a time when you were able to remain positive, despite setbacks. What was the occasion? What techniques did you employ to stay positive?

Can you think of a time when a major task that you had expended considerable time and effort working on suddenly became redundant? How did you immediately react to the situation? How did you cope over the longer term?

When you have faced disappointments or setbacks in your job, how have you generally responded? What coping techniques do you use? Provide specific examples.

Tell me about a recent setback you experienced at work. What happened? How did you handle the situation? What was the outcome?

Tell me about a time when colleagues / clients responded negatively to work you had done. How did you handle the situation? How did you move forward from the negative feedback?

Describe a time when you have been disappointed by setbacks at work. What was the situation? How did you respond in the immediate term, and in the longer term?

Sometimes when we are faced with considerable setbacks, our performance might deteriorate. How do you generally respond to such situations? Provide specific examples.

What is the most disappointing setback you've been faced with so far in your career? To what extent did your disappointment impinge on your performance? What kinds of techniques did you employ to help you stay focused on work commitments?

Tell me about a time when a project you had spend a great deal of time working on fell through unexpectedly. What was your immediate response? What kinds of things did you do to remain positive and focused?

Have you ever felt disappointed by poor feedback on your performance? What did you do to remain positive? How did you continue to stay focused on work commitments? Give specific examples.

Risk Taking

Tell me about the biggest professional risk you've ever taken. How did you go about weighing up the pros and con's of the situation? What was the outcome?

Describe a time when you took action, despite not being sure whether the outcome would be positive or negative. What information did you base your decision to take action on? What happened?

Can you describe a time when you have had to make a risky decision. To what extent did you analyse the potential benefits and consequences of your decision? What was the outcome?

Describe a time when you have had to decide whether or not to make a risky decision. What kinds of things did you base your decision on? What happened?

Can you tell me about a time when you took a risk which you later regretted? Why did you initially decide to take action? How much had you explored the potential negative consequences before taking action?

Tell me about a time when you took action, even though other people said you were being too risky. What factors influenced your decision? What happened?

Can you describe for me a time when you chose to try out a new and untested approach to handling a situation or problem. What information did you consider before choosing to go with the new approach? What was the outcome?

Tell me about a time when you have been faced with a number of different possible courses of action, some of which were more risky than others. How did you go about deciding which action to take?

Tell me about a risk you took recently. What steps did you take to try to understand the potential benefits and consequences of your actions? What was the outcome?

Can you tell me about a time when you have chosen a low risk approach rather than a high risk one? What kinds of things did you consider before deciding upon the low risk option?

Sales Ability

Describe a time when you were able to convince a reluctant customer / client to buy your organisation's products or services. What kinds of things did you do that led to the effective outcome?

Can you tell me about a time when you had to modify your sales approach during a sales interaction? Why did you decide to change your approach? What was the outcome?

Tell me about one of your most successful sales experiences. What made it successful?

Tell me about your most difficult sales experience. What kinds of things made it difficult? Was the outcome positive or negative?

Talk me through a time when you have had to position your products or services against a competitor's in order to make a sale. How did you do it? What was the outcome?

Describe for me a time when you had to sell to someone who was uncertain about what they needed or wanted. How did you handle the situation? What kinds of things did you say or ask?

Describe one of your most enjoyable sales experiences. What made it enjoyable? What specific actions did you take? What was the outcome?

Sometimes salespeople are faced with barriers that prevent them from accessing those with the ultimate buying power. What approaches have you used when faced with such barriers? Which approach have you found to be the most effective, and why?

Tell me about a time when you unexpectedly lost a sale. Why do think the sale fell through?

We often come across potential customers who are reluctant to interact with a sales person. How do you overcome this barrier? Give me a specific example? What was the outcome?

Sense of Urgency

Tell me about a time when you were required to act quickly in order to take full advantage of a business opportunity. What was the situation? What action did you take? What was the outcome?

Can you describe a time when you needed to respond quickly, but effectively, to something at work? How did you go about tackling the situation? What was the result?

In your current / past job, have you ever had to take quick action in order to capitalize on a business opportunity? What did you do? What was the outcome?

Tell me about a time when speedy action on your part was called for. What was the situation? How did you go about managing the task? What was the result?

When you are required to take quick action in response to an immediate business need, how do you generally go about it? Provide specific examples.

Describe a time when you had to respond quickly in order to capitalize on a business opportunity. How did you go about clarifying what needed to be done? What actions did you take? How successful were your efforts?

When working within dynamic environments, we often need to react with a sense of urgency to situations as they arise. Have you ever needed to do this? What was the situation? What did you do? What was the outcome?

Tell me about a time when you had to act swiftly in order to make the most of a business opportunity. How did you go about it? What action did you take? Were your efforts successful?

When presented with a lucrative business opportunity, how do you generally respond? Provide specific examples, including the end results.

Give me an example of a time when you needed to act swiftly in order to take full advantage of a lucrative business opportunity. How did you balance the need to plan and prepare with the need to take action? What was the outcome of your efforts?

Strategic Delivery

What would be the most successful strategy you have ever developed? How did you go about developing it?

What would be the most successful strategy you have ever implemented? How did you implement it? How do you know it was successful?

What would you consider to be the most difficult strategy you have ever had to formulate? Why was it difficult?

Sometimes our strategies founder or don't run as smoothly as planned. Tell me about a time this happened to you. How did you deal with it?

Have you ever had a time where you identified more than one strategic option or alternative? How did you decide on the best option? How did it turn out?

Implementing a strategic plan can take a lot of effort. What would be the most complex implementation you have ever managed? How did you manage it?

Have you ever noticed the implementation of a strategy going off track? How did you know? What did you do?

Sometimes circumstances change and our strategies become less effective. Tell me about a time where you have had to rework a strategy to make it relevant to changing circumstances.

What information have you considered in developing your most recent strategy at _____?

Have you ever had to abandon a strategy because you believed it would no longer deliver the right outcomes? How did you know? On what did you base your decision? What was the result?

Strategic Leadership

Have you ever developed a vision for an organisation or business unit? Talk me through how you went about doing it?

How have you ensured that your areas strategies and plans reflect your company's vision? Can you provide me with a good example of how you have done this?

Can you give me an example of a strategic plan that you have formulated? What factors did you consider in developing the plan?

At _____, what would you consider to be the organisational strengths and core capabilities? Can you give me an example of where you have developed a strategy that leverages these?

Sometimes we develop a vision or a strategy that does not always meet everybody's expectations. Can you tell me about a time where you encountered resistance from key stakeholders? What did you do?

What techniques have you found useful for getting others to adopt your vision and take action? Can you give me an example where you applied some of these techniques?

Have you ever noticed a strategy being developed by others that did not align to your vision for the company or business unit? How did you know? What did you do?

Has there ever been a time in business where you have had to forgo short-term gain to generate even greater longer-term benefits or rewards? Tell me about it.

Not all of our strategies get off the ground. Tell me about a time where a strategy you developed wasn't as successful as you would have liked.

What would be the most successful strategy you have ever developed? How did it come about? What did you do?

Stress Tolerance

Tell me about a time when you had to work with a difficult individual who made the workplace a stressful place to be. What steps did you take to ensure that you remained focused on achieving outcomes?

Detail a time when you felt stressed and overwhelmed by demands being placed on you at work. How did you cope with this situation? What was the result?

Hearing client complaints and negative feedback can be very stressful. How have you coped with such situations in the past?

Working in settings where structure is unclear and there is a high level of ambiguity can be stressful. How have you dealt with situations like this in the past?

Detail a time when you were working on a particular project which had an unreasonable deadline which you thought you were going to miss. What steps did you take to remedy the situation?

Tell me about a time when you have had to work for a particularly demanding manager, who made unrealistic demands and expectations of you. How did you deal with this situation?

When working in a sales role, having visible targets to achieve can be stressful. Detail a time when you have had a challenging quota to achieve which was causing you stress. What actions did you take? What was the outcome?

Tell me about a time when you had to interact with unreasonable internal or external clients. How did you respond?

Working with demanding customers who have unreasonable expectations can be stressful. Relate a time when you were in a similar situation. How did you handle it?

Tell me about a time when you have had to work excessively long hours to meet project deadlines. How did you cope with such a situation?

Team Leadership

Describe an instance where you have been required to set specific goals for your team. What methods / techniques did you use to ensure that your team understood goals that they were working towards? What was the outcome?

Achieving team goals requires individuals to fulfill their responsibilities. In the past, how have you articulated an individual's roles and accountabilities? What processes did you employ? What was the result?

How have you encouraged individual team members to contribute their talents in order to achieve team outcomes? Which techniques proved most effective?

Tell me about a time in the past where your team was not on track to meet specific goals. What did you do to help get the team back on track? What was the result?

Open communication and sharing of ideas is integral to running a successful team. How have you encouraged team communication and the sharing of relevant information in the past? Which techniques have you found to be most helpful?

Describe an instance where you needed to involve your team in making a decision. How did you decide what information to share, which would assist them in achieving their goals?

Accomplishing team goals requires the dedication and commitment of individuals that comprise the team. How have you demonstrated your commitment to team goals?

In the past, how have you monitored progress towards achievement of set goals and objectives? What techniques did you employ?

Think of an instance where you led a particularly effective team towards achieving set goals. What was your role? What did you contribute?

Establishing and maintaining good interpersonal relationships with team members is important for ensuring a harmonious team environment. Detail a time when team morale was at a low. How did you restore the spirit of the team? What was the result?

Teamwork

Tell me about an instance where a team that you were a part of accomplished its goals and objectives. What did you contribute? What was the outcome?

Describe a time when suggestions you made enabled the team you were working in to achieve its goals. What did you suggest? What was the outcome?

Sometimes team decisions are made with which we have personal reservations. Tell me about a time where this has happened. What did you do? What was the result?

When working as part of a team, we sometimes find ourselves having to work with difficult team members to accomplish team goals. How have you managed conflict with a fellow team member in the past? What did you do or say? What was the outcome?

Tell me about a time where you needed to share information with team members that would benefit the team. What did you say or do? What was the result?

In the past, describe how you have encouraged colleagues to share their thoughts and ideas. What did you do or say? What was the outcome?

Sometimes when working as part of a team, obstacles arise which prevent the team from accomplishing goals. Tell me about a time when this happened. What did you do? What was the result?

When working as part of a team, we sometimes find the goals of the team in conflict with our own goals. Describe a time where you found yourself in a similar situation. What did you do? What was the outcome?

Describe how you have involved other team members in decision-making in the past. What tools did you use? What was the result?

Detail your specific contribution which led to the team's successful achievement of goals.

Tenacity

Scheduling meetings with senior staff in a prospect organisation is often a challenge. Tell me about a time recently where you were able to schedule this type of meeting. What techniques did you use? What was the result?

Winning new business is never easy. Tell me about an account you successfully won that required repeated effort on your part. What action did you take?

When working on projects, we often encounter obstacles. Tell me about a recent project you worked on where you encountered a major obstacle. What did you do to get around that obstacle? What was the outcome?

Tell me about a time when you came to the realisation that continued attempts would not result in attainment of some goal. What did you do?

Describe a situation where you persisted with a sales strategy until the business was won. What techniques did you employ? What was the outcome?

When prospecting for new business, one is often always met with objections from customers. Tell me about a major sale you lost because you were unable to overcome the customer's objections.

Tell me about the biggest sale you have lost? Describe your attempts to make the sale.

Tell me about a time where you repeatedly called on a prospective customer until you came to the realisation that you were not going to make the sale. Describe your attempts to make the sale. How did you determine when it was time to move on?

When working on projects, barriers and difficulties often present themselves that make set goals difficult to achieve. Tell me about a time where you were in a similar situation. How did you determine whether to stay with your plan of action or to move on? What was the result?

What is one of the biggest obstacles that you have had to overcome in your current role? How did you overcome this obstacle? What was the outcome?

Values Based Leadership

Helping others to understand a company's vision and values can take some effort. Tell me what you have done to help others understand your company's vision and values?

How have you ensured that your areas strategies and plans reflect your company's vision? Can you provide me with a good example of how you have done this?

How do you live your company's values on a day-to-day basis? Give me an example of how you model these values in the workplace.

Have you ever noticed someone on the team doing things that were inconsistent with your company's values? What did you do?

What sorts of things have you done to motivate others to demonstrate the company's vision and values?

Have you ever rewarded someone for supporting the organisation's vision and values? What did you do? Why?

Occasionally we may find ourselves having to make decisions that are inconsistent with our company's vision and values. Has this ever happened to you? Describe the situation to me.

What have you done to assist your team or others to understand how the vision and values affects their jobs and actions?

Have you ever worked for a company whose vision or values were unclear or ambiguous? Can you describe a time where this made it challenging to lead others?

When you were at _____ how do you know whether you and your team are acting consistently with the vision and values?