Suggested Interview Questions – Leadership Competencies

Creates & Articulates a Vision

- Tell me about an occasion where you developed a plan, strategy, or sense of purpose for your team, your department, or your organization when it was in great need. (Why was it necessary? What steps did you take? What was the result?)
- Describe how you communicate your plan, vision, or sense of purpose to others. (How did you communicate? What was the impact?)
- Tell me about a time when you had to make a case for strategic change in your team, department, or organization. (Why was it necessary? What was your plan? Was the case accepted?)
- Describe a time when you needed to engage other people towards a common goal. (What was the situation? What was the goal? How did you go about it? What was the result?)
- Tell me about an occasion where you communicated to others your plan or vision that generated excitement, enthusiasm, and commitment from others. (How did you achieve this enthusiasm? Who was your audience? How did you know they were committed? What has been the impact?)
- Describe a time when you anticipated an opportunity for improvement or innovation or growth/development for your work or organization. (What was the opportunity? How did you anticipate it? What internal and external factors did you consider? What did you do in response? Was your response successful?)

Takes Accountability & Achieves Results

- What were your most memorable accomplishments at your last job? (What was it? Why was it memorable? What enabled you to accomplish it?)
- What is the biggest failure you’ve had in your career? (What was the situation? Why did you fail? What was the impact of the failure? What did you learn from it?)
- Give me an example of a time when you had to go above and beyond the call of duty in order to get a job done. (What was the situation? Why was it necessary to go above and beyond the call? What did you do? What was the result?)
- Describe a situation where you took personal responsibility to ensure an important project/task gets accomplished. (What was the situation? Why was the project/task important? What was your role? What steps did you take to ensure the project/task gets accomplished?)
- What do you consider the most important contributions you made to your current organization? (What was the situation? What was your role? Why was the contribution important?)
- Tell me the most difficult work challenge that you had to overcome in the few years. (What was the challenge? Why was it difficult? What did you do to overcome? What was the outcome? What did you learn from that experience?)
- What are some things that are critically important to you that you consider them your personal standards or code? (What are the things you would not compromise on? How would you communicate such code with others?)
Sets Priorities & Allocates Resources

- Tell me about a time when an unexpected change caused you to reschedule your work/projects. (What was the situation? How did it impact your work/project? How did you make your decision to change your schedule? What did you do? What was the outcome?)
- Tell me about a project/task you started but just couldn’t seem to get finished. (What was the project? What made it difficult to finish? What steps did you take to try to complete the project? What did you learn from that experience?)
- Describe a time when you were responsible for managing multiple and even competing priorities. (What was the situation? How did you decide what to do? What obstacles did you have to overcome? What was the result?)
- Tell me about a time when you started on a project/task and discovered that you did not have enough resources to complete the project. (What was the project? What resource problems did you have? What did you do? What was the outcome?)
- Describe a project you had to accomplish with limited resources. (What was the situation? What impact did the limited resources have on your project? What steps did you take to work with the existing resources and accomplish the project? What was your learning from this experience?)
- Give me an example of an important goal you set and how you take steps to achieve it. (What was the goal? Why was it important? What steps did you take to ensure you were making progress toward achieving the goal? What was the outcome?)

Drives Innovation Through Embracing Diversity And Change

- Give me an example of a time you found a unique solution to a problem. (What was the problem? What was your solution? Why was it unique? How did you come up with such solution?)
- Tell me about a time when you had to make a change that you were reluctant to make initially. (What was the change? What was preventing from making the change initially? Why did you decide to change? How did you do it? What was the outcome?)
- Tell me a time when you had to make a case to change the course of your work, your team, department or organization? (Why was it necessary to change? What was your plan? How did you implement the plan? What was the outcome?)
- Describe a time when you gathered a diverse group of people together to solve a problem? (What was the problem? How was the group “diverse?” What was your role? What was the result?)
- Describe a difficult situation where you had to work with many people (all quite different from each other) to get information to make an important decision. (What was the situation? What was the decision? How were the people “different?” What steps did you take? What was the result?)
- Give me an example of a time when you changed your position on something based on input from others. (What was the issue? Who did you seek input from? How did you decide that you needed additional input? Why were these source sought out? Why did you change your mind?)
- Provide an example of a particularly difficult career or job transition that you have faced in the past. (What was the situation? How did the transition occur? What was your reaction? What was the outcome? What were your learnings?)
Communicates Effectively & Works Well In A Team Environment

- I would be interested to hear about an occasion when your work or an idea was criticized. (What was the situation? What was the criticism? What was your reaction/opinion to the criticism? What was the outcome of the incident?)

- Describe a situation in which you were able to “read” another person effectively and guide you actions by your understanding of his/her individual needs or values. (What was the situation? Why was it necessary to understand the other person’s needs? How did you “read” the other person? What was the outcome? What enabled you to effectively “read” other people?)

- Describe a situation in which you were able to positively influence the actions of others in a desired direction. (What was the situation? Why would you need to influence others to a different direction? What were the obstacles you needed to overcome? How did you do it? What was the reaction from others? What was the outcome?)

- Tell me about a time that you had to manage a conflict at work. (What was the situation? What was your approach? What was the result? What did you learn from it?)

- Describe a time when you had a point of view that was substantially different from the rest of the group. (What was the situation? What was the difference between your opinion and the others’? How did you make your point across? What did you do in this situation? What was the outcome?)

- Tell me about a time when you had to get someone from outside your group/department/organization to cooperate with you on an important project. (What was the project? Why was it important to get them involved? What was your approach? What were your main challenges?)

Develops Self & Others

- Do you have an example of someone who has become more successful under your help or development? (What was the relation between you and the person? What steps did you take to develop the person? What advancement has this person made?)

- Have you ever needed to seek feedback and coaching from someone else? (Why? Who and how did you ask for feedback? What was the result?)

- Tell me about a time when you had to give negative feedback to someone. (What was the situation? How did you deliver the feedback? How was it received?)

- Describe an experience that made you feel that you really learnt something. (What was the situation? What did you learn? What made this experience impactful?)

- Discuss something you have done to address an identified, work-related development need or experience gap. (How did you know that you needed to change or grow? What was your development plan? Who did you involve? How did you measure your progress? What are you working on now?)

- What are the major development needs that you have identified for yourself? (How did you identify these needs? What is your plan for addressing your developmental needs? How has this list of needs changed over time, and what do you expect this list to be in the next few years? What, from your own experience, is the best way for you to learn?)