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ADAPTABILITY

- Describe a time when you have had to respond quickly to something within a changing environment.
- Have you ever worked hard on something and then had your priorities change mid-stream? How did it make you feel? What did you do?
- Give me an example of a time you had to say “no” to a request.
- Tell me about a time when your project or task suffered a setback. What was the setback?
- How did you react? What action did you take? How would you prevent the setback next time?
- If we hired you, what could we count on you for without fail?

ATTENTION TO DETAIL

- Tell me about a project that has required a high level of attention to detail.
- What do you feel is the key to maintaining a high level of attention to detail?
- Tell us about a time when you have made a mistake which could have seriously impacted upon your employer. What was the mistake & what did you do when you realised?
- Tell me about a time when a team member’s level of attention to detail fell below your acceptable levels. How did you react?
- Describe your system for controlling errors in your work.
- Would you say you have a high level of attention to detail? Give me an example.
- How do you monitor the accuracy of your work? Give me an example.
- Can you give me an example of a time when an error was discovered in your work and how you handled the situation?

AUTONOMY

- Describe a situation where you had to work autonomously to achieve a desired result.
- Tell me about a time when you have worked autonomously. What were the biggest challenges you faced? How did you meet all of your objectives?
- Can you give me an example of a decision you have made in your present job, where you didn’t consult with your Manager/Supervisor first?
- Tell me about a time when you had to change a system or process yourself?
- What are some of the biggest responsibilities you’ve had in the past?
- Describe a time when you have had to figure out a difficult problem on your own. How did you go about it?
- At what level will you resolve disputes and when do you think is the right time to get your manager involved?

CHANGE

- Can you tell me about a time when you had to adjust quickly to a change in the organisational, departmental or team priorities? How did this affect you? What steps did you take to manage this situation?
- Change is a constant at the University. Can you give an example of where you had to respond to change in your current environment?
- As this position is new, the responsibilities may change. Can you relate a similar experience where you have had to adjust quickly to a change in departmental priorities? How did this affect you? What steps did you take to manage the changes in your role?
- Tell me about a time when you had to abruptly change what you were doing. How did you do this?

COMMITMENT

- What goals have you set for yourself in the past? Have you stuck to them or had to readjust?
What kind of job activities do you find most frustrating? How do you keep things in perspective?
Sometimes it is difficult to know when to quit. Describe an experience in which you were too persistent/not persistent enough. What happened?

**COMMUNICATION SKILLS**
- What communication skills have you developed while in business? What clients do you find it most difficult to communicate with? Why?
- What communication skills have you developed in your working life (business)? What co-workers (clients) do you find it most difficult to communicate with? Why?
- What clues do you look for in trying to read a group or individual? Give us an example of when you did this in a critical situation.
- Can you think of a time when you have explained something to a client or co-worker and they did not understand you. What did you do about it?
- Tell me about a time when it has been a challenge to get your point across to a client. How did you persuade them?
- Tell me about a time when you have had to communicate an unpopular management decision to your team. How did you deliver this information?
- Give me an example of when you have had difficulty getting your point across to someone via the telephone.
- Tell me about a time when you asked someone to do something and they did it wrong. Why was it done incorrectly and how was it resolved?
- What approaches worked best for you in the past in communicating with your boss? With your co-workers? With your subordinates?
- What experiences have you had working with people of different ethnicities, age, or physical ability levels?
- Tell me about a time where you had to resolve a conflict.
- What communication skills have you developed in your working life? What co-workers do you find it most difficult to communicate with? Why?
- Describe three things about the communication within an organisation that must be present for you to work most effectively?
- You attend a weekly staff meeting with your supervisor. How have you ensured, in the past, that the information you have received is communicated to your coworkers?
- Have you had to “sell” an idea to your colleagues? How did you do it? Did they “buy” it?
- Give me a specific example of a time when a colleague criticised your work in front of others. How did you respond? How has that event shaped the way you communicate with others?
- Tell me about a time when you had to present complex information in a simplified manner in order to explain it to others.

**CRITICISM**
- Describe a situation where a course/program you designed came under fire. How did you handle the situation?
- We occasionally encounter some feedback which isn’t as positive as we would like. Give me an example of a time you received criticism or less than positive feedback. What was the feedback and how did you respond? (consider from a manager or client perspective)
- When was the last time your manager criticised the way that you handled a situation. Why? How did you react?

**CUSTOMER SERVICE SKILLS**
- What skills do you believe are important when dealing with customers? Give me an example of when you have displayed these.
- Tell me about a time when you handled a complaint ineffectively. How did you realise that you could have handled the situation in a better manner.
- Tell me about a recent situation where you had to build a relationship with a new customer.
- What is your perception of adding value to a customer inquiry? Can you give me an example of a time when you have achieved this?
• Describe a time that you had to deal with a very angry customer/student/colleague and how you managed the situation.
• What is your perception of offering superior quality customer service? Give me an example of when you have received this quality of service (optional - over the telephone)?
• Tell us about a time when you have anticipated and influenced a customer’s needs. Walk us through the steps of how you handled this situation.
• Tell me about a time when you had to deliver unpopular information to a client. How did you deliver this information?
• Tell me about the most difficult customer you have ever had to deal with. What was the problem, what did you do and what was the outcome?
• What has been the most difficult situation you have had to negotiate with a client? What issues did you face? How did you achieve a satisfactory outcome?
• Tell me about a time when it has been a challenge to get your point across to a client. How did you persuade them?
• Can you think of a time when you have explained something to a client or co-worker and they did not understand you. What did you do about it?
• When you are contacting a customer with whom you have not spoken before, how do you determine that customer’s needs? What steps would you take to ensure that you have determined the customer’s needs adequately?
• Tell me about a time when you had to counter objections from a customer who had contacted you regarding an increase in costs or regarding a competitor’s products/costs that they perceived were better than yours.
• Tell me about a time when you handled a complaint ineffectively. How did you realise that you could have handled the situation in a better manner.
• Tell me about a time when you felt you went beyond the call of duty in helping a client.
• Describe a situation that illustrates how you developed a positive relationship with a client.
• Describe what you believe good customer service is. Describe a situation where you were able to apply this philosophy.

DECISION MAKING
• Tell me about the hardest decision you have ever had to make.
• Describe some recent decisions you’ve made which carried more than the usual element of risk.
• Describe the last time you made a difficult decision in the workplace. What facts did you consider? How long did it take for you to decide?
• Describe a work decision that you made that you wish you could re-think.
• When have you declined to make work related decisions? Why?
• What have been the most difficult decisions you have made in the last 12 months? How did you formulate these decisions?
• Can you give us an example of a work situation where you found it very difficult to make a decision? What was the decision you needed to make and what was the outcome?
• What kind of decisions do you tend to make rapidly, and which ones do you take more time?
• How have you made important decisions affecting your career?
• What unpopular decisions have you recently made? How did you communicate that decision? How did your peers/subordinates respond? How did that make you feel?
• Some decisions are better made when not based on emotions. Tell me about a time when you found yourself making decisions with emotional involvement. How did you realise and how did you alter your decision making result?
• Provide an example of a time when you had to come to a decision even though you did not have enough information. How did you go about it?
• Describe a situation in which you had to get information from a number of different sources before making a decision. How did you go about it?
• How do you normally make decisions in the workplace? Give an example.
• Describe the most difficult decisions you have had to make in the last 6 months and what made them difficult. How did you formulate these decisions?
• Give an example of a risk that you chose to take. What were your other options, and why did you decide to take this risk?
FINANCIAL ANALYTICAL ABILITY

- How much involvement do you have in your department’s financial decisions? Specifically, what is your role? What kinds of data do you use in making the decision?
- What are some of the toughest financial analysis problems that you have faced in your current role?
- What are the biggest mistakes you have made in analysing financial data? How did you discover them? What was the impact of your mistakes?

INITIATIVE

- Can you describe any projects or tasks that were primarily undertaken because of your efforts? How successful were they?
- Tell me about a time when you have identified a process or operation that was being done poorly. What did you do? How did it work out?
- Have you ever come up with ways to make a job you were doing or a project you were working on easier or more enjoyable?
- What type of balance do you strive for between your work and your life?
- What skills would you like to learn or improve in next year?
- Tell me about a time when you set specific work goals for yourself. How did things turn out?
- Tell me about a time when you took charge as a leader in a work situation without being formally assigned to that role by your boss.
- Describe a situation where things changed dramatically without much warning and how you handled the situation.
- Tell me about a time where you had to bend the rules to get something done.
- Can you give me an example of a decision you have made in your present job, where you did not consult with your Manager/Supervisor first?
- Tell me about a time when a process or operation was being done poorly. What did you do? How did it work out?
- Tell me about a time when you wanted to change a system or process in your current role. What did you do? What was the outcome?
- Give me an example of when you were successful in identifying and developing business opportunities outside existing business.
- Have you ever recognised a problem before your manager or others in the organisation? Describe this situation.
- Can you give me an example of a time when you were able to identify a small problem before it became a major one?
- Can you think of a situation you handled in which old procedures would not work? What did you do about it?
- Describe a time when you abandoned traditional approaches to meet goals?
- What are some of the best ideas that you have ever sold to a manager or peer? What was your approach?
- What are some of the most imaginative or innovative things you have done in your present position?
- Have you ever identified practices that were resulting in waste? What were the practices? What did you do about it?

LEADERSHIP SKILLS

- Tell me about a work emergency or crisis of some kind in which you were involved. What was your role? What did you do?
- Describe what you liked and disliked about how you were managed in previous positions.
- Every manager has to learn to delegate well. Describe a work situation in which you delegated responsibility successfully. Then tell me about a time when your delegation of responsibility did not work out well. How did you handle that situation?
- Tell me about your academic leadership contributions.
- Give me an example of a team performance issue that you resolved. What would you do differently now?
Tell me about a time when you have had to communicate a management decision to your team. How did you deliver the information?

Tell me about a time when you needed to communicate unpopular information to your team. How did you deliver the information?

Describe the last time you made a difficult decision in the workplace. What facts did you consider? How long did it take you to decide?

How do you judge the performance of an employee? What distinguishes a good employee from an average employee?

Give me an example of when you were successful in identifying and developing business opportunities outside existing business.

In what ways have you been able to manage costs in your area of the business? Cite a specific example.

How do you determine how much influence you’ll need to use to get others to do the job right? How do you show this? Give me an example.

Tell me about a time when you had to take charge of a group of people to achieve a particularly important outcome.

Can you give me an example of when someone has come to you for advice or support?

Can you tell me about a time when you took disciplinary action against an employee? How did you decide what to do?

Tell me about a time when you have led others in solving a problem. What was the outcome?

Describe how you set an example to other employees in your current role. How effective is this? (be specific)

Tell me about a time when you have inspired someone to work hard to do a better job. How did you do this?

Have you ever led a meeting in which one person dominated the conversation? What did you do?

How have you enhanced the commitment of staff within your team?

A primary role for leaders is to help your staff interpret decisions which maximise their success in achieving outcomes – give some examples of how you have done this.

Describe your leadership style and give an example of when it has and has not worked well?

Tell me about one of the toughest groups from which you had to get co-operation. Did you have any formal authority? What did you do?

Tell me about a new policy or idea that you implemented which was considerably different from the standard procedure. How did you go about implementing this?

Have you ever had to discipline or correct a friend on the job? How did you handle it?

Describe the best (worst) boss you have ever worked for. What made them the best (worst)?

Tell me about some of the people who have become successful as a result of your management? What was your role in their development?

What are the major training and development needs of the people in your department? How did you identify them? What are you doing about them?

To what extent have you developed employees by including them in your decision making process? How do you know this? Please give me an example.

Give me an example when you failed to properly coach an employee. What happened?

What are the three most important values you demonstrate as a leader? Tell me a story that demonstrates each of these leadership qualities within your workplace.

How do you keep yourself and your teammates staying motivated?

How do you network? What is the importance of networking?

Give me examples of what information is important to pass on to your supervisor, what information would be nice for them to have, and what information is unnecessary, and tell me why.

**LEARNING CAPACITY**

Describe a new skill you learnt recently.

In your current job, what aspects did you pick up on quickly and what aspects took longer to learn?
• How did you learn the technical aspects of your job?
• What tricks or techniques have you learnt to make your job easier or more rewarding?
• Have you ever felt that you were over your head in a project? Why? What did you do? What happened?
• In your most recent position, what did you learn? How did you apply this learning?
• How do you stay current in your area of expertise? What do you think is the next thing that you need to learn?
• What have you done in the last year to improve your knowledge?
• What people or events have been the most important in your own self development?
• How do you keep informed about important changes in your field?

**MOTIVATION**
• Tell me about a job which was particularly uninteresting. How did you maintain your motivation? What would you do differently next time?
• Can you give me an example of something you have done recently that gave you a great deal of satisfaction?
• What has been the most difficult task you have been set in the last 12 months? How did you carry out the task?
• What goals have you set for yourself in the past? Have you stuck to them?
• What kind of job activities do you find most frustrating? How do you keep things in perspective?
• Tell me about your most satisfying experience in your current job.
• Give me an example of when you worked the hardest and felt the greatest sense of achievement.

**NEGOTIATION**
• In what situations have your negotiation skills been pushed to the limit? Why? What did you learn from this?
• What has been the most difficult situation you have had to negotiate with a client? What issues did you face? How did you achieve a satisfactory outcome?
• Tell me about a time when it has been a challenge to get your point across to a client. How did you persuade them?
• Tell me about a time when it was hard for you to deliver a task or meet a deadline. What was the problem, what did you do and what was the outcome?
• Walk me through a negotiation of which you are particularly proud.
• In what negotiations have you been involved? What was your role? How did you prepare? How did you see your results?
• In what situations have your negotiation skills been pushed to the limit? Why? What did you learn from this?

**ORGANISATIONAL SKILLS**
• What is the most challenging project or piece of work that you had to organise?
• When scheduling your time, how do you determine what constitutes a priority?
• What have you done to improve your manager’s efficiency or organisation?
• Tell me about a time when you missed a deadline. What were the causes? What did you do? What were the implications of missing the deadline? What did you learn?
• What sources of information do you use to stay aware of problems in your work area? Tell me about a situation where you used one of these sources.
• Tell me about a time when it was hard for you to deliver a task or meet a deadline. What was the task or deadline you were asked to meet? What obstacles did you encounter? How did you overcome these? What was the result?
• Tell me about some specific techniques you used on your last job in order to improve your organisational and time management skills.
PERSUASION
• Describe a situation where you were unable to persuade a customer around to your point of view.
• Tell me about a time when it has been a challenge to get your point across to a client. How did you persuade them?
• Tell me about one of your most satisfying attempts to persuade others to your point of view. (Consider what the point of view was, the approach, the results and whom they persuaded)
• How do you determine how much influence you’ll need to use to get others to do the job right? How do you show this? Give me an example.
• Describe your most satisfying experience in attempting to gain upper management’s support of an idea or proposal. What was the situation and how did it turn out?
• Can you tell me about a time when you have found it particularly difficult to persuade someone to your point of view? What techniques did you use and what was the outcome?

PRESSURE
• Can you describe a time for us when you have had a great deal of work to do and your manager or co-worker has asked you to assist with another task as well? How did you manage this situation?
• Describe a time when you have learnt something complex in a short period of time.
• Tell me about a time when a high level decision or change of policy held up your work. What did you do?
• Tell me about a time when you have to adjust quickly to change in the organisational or team priorities. How did this affect you? What steps did you take to manage this situation?
• Give me an example of where you have worked at a fast pace with a demanding workload. How successful were you at adapting to changing workloads? What is the key to being able to work successfully in a fast paced environment?
• What management style works best for you when you are in a pressured situation?
• Can you remember a time recently where you were rushed off your feet and there didn't seem enough hours in the day. What did you do and how did you cope?
• What kind of jobs do you find most frustrating? How do you keep things in perspective?
• Tell me about the kinds of pressure you feel in your job. How do you deal with them?
• When did you last lose your temper? Why? What was the result?

PROBLEM SOLVING
• What kinds of problems have people recently called on you to solve? Tell me how you solved the problem.
• Can you recall a time when you made what you considered a mistake or a bad decision on the job. How did you handle the situation?
• Describe some recent work-related problems and the decision you made to solve them.
• Can you think of a time when your standard approach to problem solving didn’t produce the desired solution? What did you do?
• Tell me about a problem you identified in the workplace. What did you do?
• How do you approach a problem?
• Tell me about a time you came up with a new idea. Were you able to get it approved? If so, how did you go about it?
• What are the steps you take to anticipate risks and resolve issues?
• What has been a stubborn or recurring problem you would like/have liked to solve in your current job, but haven't yet?

RESULTS ORIENTATION
• Can you think of a situation where you tried to achieve a result with a process that didn’t work? What did you do?
• How do you improve the quality of your results?
• In your career, what has been your biggest success?
• Do you set performance standards for yourself, and if so, how?
What have you done in your current or past position to improve your organisation’s key metrics?
Describe a time when you achieved what others thought was near impossible.
How would you determine that a project/course/plan had achieved its desired results?
Tell me about your last research project. What were the outcomes? What would you do differently?
Tell me about a situation where you had to rely on others to achieve your outcomes. How did it make you feel?
Tell me about a time when you have achieved a goal. How was the goal determined? What feedback was given and what was the outcome?

SALES SKILLS
Describe your thinking style. Give me an example of where your thinking style has helped you to win business. If you had the opportunity, what would you do differently next time?
Describe a situation where you successfully sold a product to a customer. How did you determine what the customer wanted? What objections did you overcome? What was the key to ensuring the sale was successful?
Describe your most satisfying experience in attempting to gain upper management’s support of an idea or proposal. What was the situation, and how did it turn out?
Give me an example of when you were successful in identifying and developing business opportunities outside existing business.
Tell me about a time when you had to counter objections from a customer who had contacted you regarding an increase in costs or regarding a competitor’s products/costs that they perceived were better than yours.
Give me an example of where you have “broken the ice” in an initial conversation with a client, co-worker, subordinate, manager, etc.
Think of a major sale presentation that you have made. What was your approach? Explain how the sale developed.
Contrast a sale that you have made with a sale that you lost. What did you do differently in these two situations?

TEAM SKILLS
A successful team relies on each other for help and assistance. How do you balance helping others with meeting business requirements?
Can you tell me about a time when you were working in a team and one team member was performing badly/ not getting the job done? Can you tell me about the situation? What did you do?
Describe the most positive team you have ever worked in? What made it this way?
Describe a situation where you wish you had acted differently with someone in your workgroup. What happened? In hindsight, what do you wish you had done?
When dealing with team members, how do you determine if you are pushing an issue or a decision too hard? Tell me about a time when you pushed too hard.
Describe a time when you have had to arrive at a compromise or had to help others arrive at a compromise.
Describe a favourite work experience/position and tell us why it was satisfying.
Tell me how you increased teamwork among a previous group with whom you worked.
What do you see as your role in a team?
Tell me about a time where you had to rely on your team to get things done?
Tell me about the best team that you have worked in and why it stands out positively in your mind.

TIME MANAGEMENT
Can you describe for me a time when you have had a great deal of work to do and your manager/co-worker has asked you to assist with another task as well? How did you manage this situation?
• Can you remember a time recently where you were rushed off your feet & there didn’t seem enough hours in the day. What did you do and how did you cope?
• Tell me about a time when you have had the opportunity to plan your own day. How did you do this?
• What are some of the things that you do to ensure that your time is being used effectively?
• How do you keep track of progress on projects which you are responsible for?
• How often do you find it necessary to take work home?
• Describe to me how you manage your day.
• How would you describe the pace at which you work?

TOLERANCE
• Give me an example of a time when your ideas were strongly opposed in a discussion. How did you react?
• What conditions in your current work are most frustrating to you?

WORK ETHIC
• Describe a time or situation where you found yourself in an environment that you didn’t enjoy. What did you do?
• Tell me about a time when you have disagreed with a company policy or a company procedure. Why did you disagree? What did you do and what was the outcome?
• What are your standards of success in your job? What have you done to meet these standards? Give a recent example.
• What do you consider to be the biggest contribution you have made to your organisation? Why?
• Describe a time in the past year when you have been upset with your performance.
• In your position, how do you define doing a good job?
• Tell me about a time when you were asked to do something that you didn’t think was right. What did you do?
• Tell me about your most satisfying experience in your current job.
• Give me an example of when you worked the hardest and felt the greatest sense of achievement.
• In what areas do you lack qualifications? What are you doing about this?
• When has your morale been the highest at work? Why?
• How do you define success and how will you make our company more successful?