

Competency-Focused Interview Question - Examples

Conflict Management

Others' work ethics are sometimes in conflict with our own. Describe a time this happened to you. Were you able to work it out? How (why or why not)? What did you learn from this experience? How have you applied that learning?

Creativity/Innovation

Tell me about a time when you created a new process or program that was considered risky.

Customer Focus

We sometimes say something to a customer that, upon reflection, we wish we hadn't. Tell me about a time you did this. What did you do to correct the situation?

Decision-Making

Describe a time when you had to make a decision that you knew would be unpopular.

Delegation

Give me an example of a major project or task you delegated to one of your employees. How did you monitor the project or task?

Ethics/Values/Integrity

Tell me about a time when you took responsibility for a mistake before anyone else even knew that you had made a mistake.

Flexibility/Adaptability

Most organizations today make on-going changes in policies and procedures. Tell me about a time when you had difficulty dealing with one of these changes. What about the change made it difficult? How did you deal with the situation?

Initiative

Describe a time when you took the initiative to do something that needed to be done, even though it wasn't your responsibility. What circumstances prompted you to act?

Oral Communication

Tell me about a time when you were able to successfully communicate with another person – even though he or she may not have liked you.

Problem Solving

We can sometimes identify a small problem and fix it before it becomes a major problem. Give me an example of how you have done this.

Results Orientation

Tell me about a time you had to pay close attention to the tiny details in order to be successful.

Risk Taking

Give me an example of a time when you had to bend a company rule or policy in order to get something done. What was the outcome?

Teamwork

Describe a time when one of the members on your team did not complete (or wasn't doing) his or her fair share of the work.

Written Communication

Tell me about a time when someone misunderstood something you wrote. How did you determine that you had been misunderstood? How did you make yourself clear?