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Vision: Creativity

There may be plenty to choose from, but tell me about something that you have done at work that you regard as being particularly creative or imaginative?

Probe 1: Talk me through your involvement in it?

Of your many ideas, what was the most successful you ever had?

Probe 1: What were the consequences?

Probe 2: Why was it such a success?

When solving a problem how long would you normally spend considering different options and possibilities to find a solution?

Probe 1: What is the effect of this approach, overall?

Having found your best solution, how easy do you find it to 'press the button' to implement it? Probe 1: How hopeful do you feel that the things you are doing will work out

Vision: Entrepreneurial Instinct

What can give you an 'edge' in the market place?

Probe 1: How do you reach your decision?

Have you ever spotted an opportunity or put an idea forward that led to significant positive change or commercial success?

Probe 1: Tell me about it

What risks have you taken to pursue business opportunities?

Probe 1: How prepared are you to take such risks?

When have you spotted what looked like an attractive business opportunity?

Probe 1: What was the outcome?

Probe 2: What was this opportunity? Probe 3: Why did you think it was worthwhile?

Other people may feel they have the 'vital spark' quality in them that enables them to see and capitalise on something new or radical. How much of this quality do you think you possess?

Probe 1: Why do you say that?

Vision: Decision-making (speed)

Tell me about a time when you took a calculated risk.

Probe 1: What was the outcome?

Probe 2: How else could you have approached it?

Probe 3: Why did you have to take this risk?

Describe a situation when you took responsibility for making an important decision.

Probe 1: What was this decision?

Probe 2: What was the outcome of your decision?

Probe 3: What was the possible effect of a poor decision?

When was the last time you made a really quick but important decision?

Probe 1: Faced with the same decision, what would you do differently?

Probe 2: Why did this decision have to be made quickly?

When on reflection have you made your mind up too slowly?

Probe 1: What happened?

Probe 2: What would you do differently?

Tell me about a time when you held back from taking a calculated risk.

Probe 1: What was the outcome?

Probe 2: To what extent do you think it was right to do so?

Probe 3: How else could you have approached it?

Vision: Drive and determination

Tell me about any particularly challenging targets/objectives you have come across in your work. Probe 1: How successful were you in reaching these targets/objectives?

Probe 2: How much influence did you have on setting these objectives?

What happens when the work you are doing is unchallenging?

Probe 1: How much do you strive to make it more challenging?

Probe 2: How do you achieve this?

Probe 3: What is your reaction

What motivates you to do the work you do?

Probe 1: To what extent has this changed over time?

Probe 2: What would significantly demotivate you?

When you are working at a comfortable pace, what factors motivate you to work harder?

Probe 1: Give me an example

You may not see yourself as all that intense and driven, but how do you think you compare with those around you?

Probe 1: What would others say about you in this regard?

Tell me about any particularly challenging targets/objectives you have come across in your work, even if these were well outside your comfort zone.

Probe 1: How much influence did you have on setting these objectives?

Probe 2: How successful were you in reaching these targets/objectives?

Vision: Flexibility

Tell me about one of the changes that you have initiated to a work method.

Probe 1: How did you recognise the need for change?

Probe 2: What other changes did you consider?

Tell me about one occasion when you suggested a change or an alternative approach to work.

Probe 1: What steps did you take to introduce the change?

Probe 2: What exactly did the change involve?

Probe 3: What reaction did it receive?

How open-minded are you towards what you are doing being changed?

Probe 1: If not - why not?

Probe 2: What would your typical response be?

What is the biggest change that you have had to adapt to?

Probe 1: What did you view as the advantages and disadvantages of the changes that occurred?

How do you react to changing circumstances at work, given that this is something you don't really enjoy?

Probe 1: What do you do to help embrace change?

Probe 2: What do you enjoy about change?

Probe 3: What kind of changes do you find it difficult to manage?

Vision: Commercial orientation

What do you think is the key to commercial success in business?

Probe 1: How do you contribute to ensuring this?

How do you go about understanding the business you are in when you join a new company, an activity which seems to appeal?

Probe 1: Give me some specific examples

How do you react when you realise that something is unprofitable?

Probe 1: What sacrifices are you prepared to make to remedy this state of affairs?

Probe 2: How quickly can the situation be changed?

How do you go about understanding the business you are in when you join a new company?

Probe 1: Give me some specific examples

The commercial side of work is clearly of interest to you, so who would you say are our main competitors?

Probe 1: What do you think are their main market strengths?

Probe 2: How could you compete with them?

As the commercial side of work appeals to you, what are some of the most important things you have done to increase profit?

Probe 1: What prompted you?

Probe 2: What long-term impact did your action have?

Probe 3: How could you have further increased this?

Vision: Strategic awareness

Where do you see your responsibilities lying in the future?

Probe 1: How much change and accommodation will be necessary?

How far ahead do you think it is realistic to look when making decisions and solving problems?

Probe 1: Could you give me an example of when you have had to look ahead to enable better decisions to be made?

When you commenced your job what were some of the strategic considerations that you needed to assimilate?

Probe 1: In what ways did you further contribute to business strategy?

Given that your outlook is a strategic one, how much does what you do impact on the longer term? Probe 1: Specifically, what have you done which has impacted on the longer term?

You seem to look ahead in life, so just how much of a 'bigger picture' person are you?

Probe 1: How much do you think your colleagues would agree with that?

Probe 2: Give me some examples

Vision: Resilience

Have you ever been stressed by your work?

Probe 1: Over what sorts of issues?

Probe 2: How long did it last?

Probe 3: How long did it take to get over it?

Probe 4: Give me an example?

Do you ever feel discouraged at work?

Probe 1: Why?

Probe 2: How quickly do you recover from it?

What significant obstacles have you needed to overcome in your job?

Probe 1: Why were these obstacles particularly significant?

Describe a major setback you have had at work?

Probe 1: How did you respond?

What have been some of your biggest disappointments in your current role?

Probe 1: How did you deal with them?

To what extent do you feel stressed at work?

Probe 1: Give me an example?

Probe 2: How long did it take to get over it?

Probe 3: How long did it last?

Operations: Analysing information

Given your fondness for analysing information, how used are you to having to justify major work decisions?

Probe 1: How would you do this?

Describe a situation when you made the wrong decision when solving a problem.

Probe 1: What would you do differently?

Probe 2: Why did you feel this was the wrong decision?

Can you give an example of a time when you have had to analyse a problem to establish a root cause?

Probe 1: More specifically how did you challenge this information?

Probe 2: How far did you need to challenge this information?

Probe 3: What information did you consider or gather to better recognise the issues?

Before reaching a conclusion, how important do you feel it is to measure and evaluate a range of options and possibilities?

Probe 1: Would you ever fly in the face of hard fact and if so why?

Given that the process of analysis appeals to you, how thoroughly do you feel you need to explore a problem before you can begin solving it?

Probe 1: How do you know you are not getting 'bogged down' in the detail?

Operations: Planning and organising

How do you decide on priorities when there is more work coming in than you have resources to deliver?

Probe 1: Can you give a specific example?

How do you feel about telling other people what they have to do?

Probe 1: What is your natural style when doing this?

What kind of data do you have to analyse in your work?

Probe 1: Give me some specific examples?

Although you find planning quite easy, what is the most demanding piece of work that you have had to organise?

Probe 1: What made this piece of work so challenging?

Probe 2: With the benefit of hindsight, what would you have done differently?

You seem to like planning things, but what planning do you have to do?

Probe 1: How do you normally go about it?

How do you decide, as all good planners must, on priorities when there is more work coming in than you have resources to deliver?

Probe 1: Can you give a specific example?

Operations: Information gathering

What do you do if a crucial piece of information is missing, considering how well-informed you like to be?

Probe 1: How effective has this course of action been for you?

Can you give an example of a time when - in spite of your better instincts - you failed to have sufficient information for your needs?

Probe 1: What were the consequences?

Probe 2: What did you learn from the experience?

How do you first set about collecting information for a project?

Probe 1: What do you need to know before you can start?

Bearing in mind how well informed you like to be, how do you decide whether the information you have gathered will be sufficient?

Probe 1: What evidence or feedback is available to you?

What are the main sources of information you prefer to use, given the importance you place on information?

Probe 1: How many other methods are available to you for collecting information?

Operations: Meeting objectives

Give me an example of when you had to deal with a difficult or challenging task, however unpleasant.

Probe 1: Why was it so challenging?

Probe 2: What actions did you take to ensure you could deal with this challenge?

It might be an irritation, but how do you feel about the practice of setting objectives?

Probe 1: How do you feel about meeting rather than setting objectives?

How do you feel about the practice of setting objectives - from the look of it, it's something you enjoy?

Probe 1: How do you feel about meeting rather than setting objectives?

Tell me about something with which you seem very comfortable: having to work to an important goal or target.

Probe 1: How did you react when you were initially given this target?

Probe 2: How did you go about meeting the target/goal?

Probe 3: How successful were you?

Give me an example of when, perhaps out of the ordinary, you have needed lots of energy to finish a task or project.

Probe 1: What do you do to ensure that the deadlines can be met?

Probe 2: How do you cope when faced with deadlines?

Tell me about something which probably made you feel very much under pressure: a time a colleague made excessive demands of you in terms of workloads.

Probe 1: What did you do to help them?

Probe 2: Why did you feel that it was so excessive or unreasonable?

Operations: Quality Orientation

Give me an example of a time when, if ever, you have worked closely with another part of an organisation to improve quality of service.

Probe 1: How successful were you

Probe 2: Why was this important?

Probe 3: How did you ensure that the co-operation was mutually beneficial?

What importance - if any - do you place on accuracy and precision?

Probe 1: What is your own reputation in this regard?

Describe an example of working with departments to help deliver a quality service to customers (internal or external), given that quality really matters to you.

Probe 1: Why was this important?

Probe 2: How successfully did this help to maintain quality standards?

In the course of your commitment to quality, to what standards have you had to comply?

Probe 1: Why were these standards important?

Probe 2: How did you ensure that others adhered to the same quality standards?

Probe 3: How do you feel when faced with formal quality procedures?

Tell me about a situation when you did not meet quality standards at work.

Probe 1: How did you realise that standards have not been met?

Probe 2: How did you eventually overcome the problems?

Communication: Oral communication

Tell me about a time you had to conduct a presentation, something you may do regularly, considering your facility with communication.

Probe 1: How comfortable are you presenting to others?

Probe 2: What feedback did you receive from others?

How do you start up conversations with strangers?

Probe 1: How do you know that they are taking you seriously?

What is your natural style when presenting ideas to others?

Probe 1: How do you go about getting your message across?

Given that communication may not be a natural strength, what is your natural style when presenting ideas to others?

Probe 1: How do you go about getting your message across?

Describe a situation when you found it hard to keep someone's attention whilst you were speaking to them.

Probe 1: What made it so difficult?

Probe 2: What could have you done differently?

Communication: Persuading others

Given that winning other people over may not come instinctively to you, how can you 'sell' an idea which might initially not prove popular?

Probe 1: What happens when you meet resistance?

What happens when your view is very different to other people's but you are nevertheless convinced you are right?

Probe 1: How long do you persist?

Probe 2: What can you do to win people round

Give me an example of when you had to persuade someone to your point of view.

Probe 1: How happy were you with the final outcome?

Probe 2: What was the final outcome?

Although it may not be a prominent part of your makeup, what would you say your strengths are when influencing other people?

Probe 1: How often do you need to influence others?

Probe 2: How would other people describe your influencing skills?

How well do you think you are equipped to win the hearts and minds of others, allowing for the fact that you don't see yourself as all that pushy?

Probe 1: What is your approach to doing this?

Communication: Leadership

Give me an example of an occasion when you had to lead your team or others in pursuit of a business objective.

Probe 1: How did you know that you had been effective?

Probe 2: How did you ensure that the team's individual objectives were met

Probe 3: What did you actually do?

When have you defended your team against criticism?

Probe 1: How did you defend them?

Probe 2: When have you decided not to defend their actions?

Probe 3: What stopped you from defending them on this occasion?

Probe 4: How did you feel about this?

Give an example of when you needed to motivate a team or individual to achieve a target.

Probe 1: How successful were you?

Probe 2: What did you do to increase their motivation?

What do you see as being your natural style when it comes to being in authority?

Probe 1: Give me an example

Relationship: Networking

How easily can you begin to strike up a business relationship with a stranger?

Probe 1: How can you tell if it is succeeding?

Probe 2: Which techniques do you use?

Who are some of the people with whom you needed to establish working relationships?

Probe 1: How differently do you behave with people at different levels?

Tell me about a time when you had to establish a business relationship quickly.

Probe 1: What did you learn from this?

Probe 2: What was the outcome?

Probe 3: What did you do?

Tell me about a situation when you had to get people to work together more supportively.

Probe 1: How did the others respond to you?

Probe 2: What would you do differently next time?

Probe 3: What caused the problems?

How long-lasting are your business relationships, allowing for the fact that keeping them going can take a lot of effort?

Probe 1: What do you do to maintain them over time?

Given a certain degree of shyness or standoffishness on your part, how easily can you begin to strike up a business relationship with a stranger?

Probe 1: Which techniques do you use?

Probe 2: How can you tell if it is succeeding?

Relationship: Team working

What can be done to help a newly formed team 'gel' effectively?

Probe 1: How do you know if you have been successful?

Probe 2: How much of this can you do personally?

How can you spot when a team is not working successfully?

Probe 1: What can you do to remedy the situation?

Tell me about a particularly effective team you have worked in.

Probe 1: How did you work with the other people in the team?

Probe 2: How did you contribute to making the team successful?

Probe 3: What was your role?

Give me an example of when you had to support other people in a team.

Probe 1: How did you determine what type of support was needed?

Probe 2: Why do you feel they required this support?

Relationship: Supporting others

What happens when you feel one individual is holding a team back?

Probe 1: How do you treat that individual?

Probe 2: What can you do to keep the team going?

What is the most supportive environment you have experienced?

Probe 1: What made it so special?

Probe 2: How much of an effect did you have personally?

When have you had to be particularly supportive to another member of staff?

Probe 1: What else could you have done?

Probe 2: What did you do to support them?

How do you react if you believe someone isn't receiving the support they need from their manager? Probe 1: Who do you involve?

Relationship; Following directions

Are you someone on whom others feel they can depend?

Probe 1: Give me some examples of why you say that?

What happens when you are given ambiguous directions?

Probe 1: How do you cope with such ambiguity?

Tell me when you had to work without any guidance or support from others, even though it seems you enjoy receiving clear directions.

Probe 1: Why was this?

Probe 2: What feedback did you receive from others?

Probe 3: How did you cope in this situation?

How do you feel about having to follow agreed guidelines/systems/procedures?

Probe 1: When would you do this and when would you not?