Sample Interview Questions

*The following questions are provided as examples only. They should not be interpreted as questions that will be applied in your interview process.

Systems Thinking

- *Looks beyond immediate*: Describe a time when you took a long term view to solving a problem, even though the solution was not the best in the short term.
- *Provides Clarity*: Give me an example of when you integrated seemingly unrelated information in order to analyze a situation or anticipate a problem.
- *Understand connections*: Describe a time when you had to consider the broader impact of your actions on the organization as a whole.
- *Considers impacts*: Tell me about a time when you overlooked the impact of your actions on the organization as a whole.

Creative Problem Solving

- *Seeks clarity*: Please tell me about a time that you most regretted not analyzing a problem to gain a high level of clarity before implementing a solution.
- *Challenges the process*: Please recall for me a time when you determined that an existing process was better replaced by a new process.
- *Integrates Perspectives*: Tell us about a time when gaining different perspectives on an issue enabled you to find the right solution, not just the obvious one.
- *Identifies alternative solutions*: Sometimes you need to be innovative to solve a problem. Please tell me about the most innovative solution you implemented.

Agility

- *Seeks out new opportunities*: Please tell me about a time when you adapted your regular workload in order to be more efficient.
- *Anticipates change*: Describe a time when you anticipated a change coming and you adjusted your behaviour to ease the transition.
- *Emotional resilience*: Please tell me about the time when you had difficulty in accepting a proposed change.
- *Supports change initiatives*: Please give me an example of a time when you implemented an improvement suggested by a customer / co-worker.
- *Adapts*: Describe a time when you needed to adapt your approach to get the result you wanted.

Drive for Results

- *Plans for results*: Please give me an example of a challenging goal that you set for yourself that ultimately improved your job performance.
- *Takes accountability*: Describe a time when you needed to be proactive to get the result you wanted.
- *Takes Risks*: Please tell me about a challenging goal you set that you found particularly hard to achieve.
- *Focuses on outcomes*: Tell me about a time when you had to focus on results for your organization or department.

Develop Networks

- *Identifies Stakeholders*: Describe a situation when you interacted with a stakeholder. What did you do?
- *Builds relationships*: Positive working relationships enhance the culture of organizations. Please tell me about a time when you were able to improve interpersonal relationship within your organization.
- *Focuses on client*: Describe a time when you deliberately chose to establish a positive, collegial relationship with a client.
- *Communicates Purposefully*: Sometimes we become too busy to keep our co-workers informed. Please tell me about a time you regretted not providing information for someone who needed to be in the "loop."

Build Collaborative Environments

- *Brings people together*: Please tell me about a time when you helped foster a sense of teamwork and co-operation while working with others.
- *Facilitates Communication*: Can you tell me about a time when you refined the communication links within your team / organization?
- *Addresses conflict*: Sometimes we have problems dealing with people. Please tell me about a time that you had the greatest difficulty working with a co-worker or supervisor.
- *Empowers others*: Please describe the time you had the most trouble delegating a task or responsibility.
- *Encourages diversity*: Describe a time when you had difficulty getting cooperation from a team of individuals who came from groups across your organization.

Develop Self and Others

- *Plans for development*: It can be easy to let our own development slide. Please tell me about at time when you most regretted not keeping your own skills current.
- *Actions development*: Tell me about a time when you took steps to improve your personal capability.
- *Fosters growth of others*: Tell me about a time when you helped a fellow co-worker or subordinate without being asked.
- *Develops staff*: Tell me about someone who became successful as a result of steps you took to develop them.