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 a 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.