

Assessor Guide

COMPETENCY BASED INTERVIEW QUESTIONS: There are 2 probe questions / competency. If the assessor is unable to gather enough evidence, 2nd probe can be used.

BUSINESS ACUMEN:

1. Tell me about a time when you considered commercial implications while taking business decision
 - a) Explain the situation which led you to take the decision
 - b) How did you look at the commercial implications?
 - c) What was the outcome? OR What were the business benefits?
2. Given an example of an instance when you suggested improvements/ implemented changes which had business benefits
 - a) What led you to suggest the improvements?
 - b) How did you pitch in the improvements?
 - c) What were the business benefits?

HIGH EQ:

1. Describe a situation when you had to work with someone who had very different perspective than that of yours.
 - a) Explain the assignment/ task that you were working on
 - b) How did you manage the differences?
 - c) What was the outcome of your actions?
2. Walk us through a negative feedback you had received at work place.
 - a) Explain the work for which you received negative feedback.
 - b) How did you receive the feedback? OR What actions did you take to improve your work?
 - c) What were your key learnings?

CRISIS MANAGEMENT:

1. In the last 6 months, tell me about a work place crisis/ challenge that you have managed.

- a) Why was it challenging?
 - b) What actions did you take to manage the situation?
 - c) What were your learnings?
2. Tell me about a time when you had to alter your plans to accommodate unforeseen changes
- a) What was your original plan and how did you change it?
 - b) What actions did you take to manage the available resources while altering the plan?
 - c) What was the outcome of the changed plan?

VISIONARY:

1. Tell me about a time when you identified the need for a new approach to meet changing market/ customer needs.
- a) Explain the changing trends
 - b) How did you analyse the changing trends before initiating a new approach?
 - c) What was the outcome of the new approach?
2. Describe a situation where you had to align different stakeholders to achieve the common team goals
- a) Explain the team goals that had to be achieved with different stakeholders
 - b) How did you bring the stakeholders together? OR What actions were taken to bring the stakeholders together?
 - c) What were your key learnings?

NURTURING PEOPLE:

1. Tell me about a time when you created opportunities to capitalize on the skills of teams to drive work impacting larger teams.
- a. Explain the goal that you achieved.
 - b. Elaborate on the skills that you identified and leveraged.
 - c. What was the outcome of the venture?
2. As leaders, we are responsible for creating a culture of continuous learning by valuing, sharing and encouraging learning in order to equip larger teams for current and future roles. Elaborate on your approach to creating a culture of continuous learning.
- a. Share how you create opportunities of learning

- b. What do you do to motivate your team to focus on their developmental plans?
- c. Tell us how you share learning with your teams and the larger teams?