

COMPETENCY BASED INTERVIEW

For a participant, pick and choose the more suitable questions according to their role and seniority level in each competency.

Business Acumen

Tell me about a time when you considered commercial implications while taking business decision.	<ol style="list-style-type: none">1) Explain the situation which led you to take the decision.2) How did you look at the commercial implications?3) What was the outcome?
Given an example of an instance when you suggested improvements/ implemented changes which had business benefits.	<ol style="list-style-type: none">1) What led you to suggest the improvements?2) How did you pitch in the improvements?3) What were the business benefits?

Nurturing People

Tell me about a situation where you provided constructive feedback to an employee.	<ol style="list-style-type: none">1) What was the situation in which you had provide them the feedback?2) How did you ensure it was received positively and led to improvement?3) What was the impact of your feedback?
Describe a situation where you had to manage an underperforming employee.	<ol style="list-style-type: none">1) What was the situation and circumstance that led to the under-performance?2) How did you identify the potential gaps and developmental areas?3) What actions did you take to address the performance issues?4) What was the impact of your actions?
Share an example of how you identified a team member's potential and helped them develop their skills or advance their career.	<ol style="list-style-type: none">1) What was the context in which you approached them to have such critical conversations?2) How did you facilitate this conversation?3) What steps did you take to help in their development?4) What was the result of your actions?

Visionary

Can you describe a time when you developed a long-term vision for your team?	<ol style="list-style-type: none">1) How did you realize that a vision was necessary?2) How did you formulate this vision, and what steps did you take to implement it?3) What was the impact?
Share an example of when you identified a future trend or potential challenge before it became apparent to others.	<ol style="list-style-type: none">1) What was the situation?2) How did you prepare for or address this trend or challenge?3) What was the outcome?
Describe a situation where you had to manage the tension between a bold vision and immediate operational challenges.	<ol style="list-style-type: none">1) What was the context? Why was it difficult to balance the two?2) How did you navigate this balance?3) What were the results?