1: Give an example of a time when your team was faced with a difficult

business challenge? How did you solve the problem and what techniques

did you use to assist you in making the final decision? (Applies problem solving techniques and judgement to business issues

2. Integrates and analyses information to identify the underlying cause of problems and identify solutions

3. Proactively sources and uses additional information to make timely, considered decisions)

2: Describe an instance where you developed a new solution for your

customer or the business. What did you consider or draw on and what

was the outcome? (1. Readily identifies the commercial drivers that influence business unit

performance outcomes

2. Explores areas beyond immediate function to enhance commercial

awareness

3. Displays a strong focus on the customer, working to ensure their team

anticipates, identifies and meets customer needs

4. Adopts an entire customer lifecycle mindset)

3: Tell me how your career history has prepared you for this position.

Why are you interested in this position now?

What are your short and long term career goals?

4: Give an example of a time when you used a range of influencing

techniques to build support for a specific initiative. What was the

initiative? What influencing techniques did you adopt? What was the

outcome? (Give an example of a time when you used a range of influencing

techniques to build support for a specific initiative. What was the

initiative? What influencing techniques did you adopt? What was the

outcome?)

5: Tell me about an initiative you have done in the past to encourage

continuous improvement and innovation within your team. How did you

ensure this approach was sustained?

Give an example of a time when you implemented a new process or

system to improve efficiency in your team. Why was the improvement

required and what impact did it have? (Applies Kaizen to own business and the customer experience

Analyses current processes and practices to identify opportunities for improvement

Implements continuous improvement in localised processes and behaviours incorporating Kaizen

Asks questions that challenge the status quo)

6: Describe a time when you led a team to deliver on a key business initiative? How did you manage the team and what was the outcome?

(Applies project management principles and takes accountability for deadlines, budget and outcomes

Drives high performance and a clear focus on achieving results

Manages interdependencies and mitigation actions

Delivers consistently to plans and focuses on the achievement of results despite obstacles)

7: Our People Leaders play a fundamental role in our organization delivering on our One Plan. Describe an instance where as a leader, you built a high performing team. What was your approach and outcomes? Would you do anything differently?

Our People Leaders play a fundamental role in our organization delivering on our One Plan. Describe a time when you coached another leader around their development or performance. What was the result? (Applies coaching skills to build trust, develop and drive accountability in team members

Determines capability required to deliver on strategic priorities and translates this into individual development goals

Allocates resources and delegates tasks in a way that supports and stretches others to achieve outcomes

Helps others to achieve their potential and maximises performance by providing goal clarity and candid feedback

Demonstrates awareness of processes, tools and behaviour to support

managing performance, managing development and managing team)

8: Tell me about a change that you were required to embed that impacted your team. How did you influence others to accept this change and ensure it was sustained? What was the outcome?

(Utilises change management practices and disciplines to drive action around change and gain stakeholder support

Coaches others through the change process and manages change resistance

Recognises and rewards others for their behaviour supporting change

Recognises and modifies own behaviour and coaches others to deal effectively with change and uncertainty)

9: Describe an instance when you identified a serious business or operational risk to your customers or the organisation. What was the risk and how did you manage it?

Give an example of a time when you coached others to prevent or manage a risk to the organisation. How did you approach the situation and what was the result?

(Assesses the probability and potential impact of risk for customers and the organisation by applying appropriate risk analysis methods and tools

Engages appropriate risk experts as needed

Educates and coaches others in understanding risk and implementing policies

Initiates policy change conversations when operating risks are identified)

10: Tell me about a time when you built relationships with key internal stakeholders to facilitate a business outcome. How did you build the relationships? What was the result?

(Brings together informal teams or individuals with common interests

Actively offers and invites feedback

Has constructive, open and honest conversations

Develops networks outside of immediate area)

11. Describe a time when you were faced with a particularly stressful workplace situation that tested your coping skills. What did you do? How did you enable yourself to move forward? What was the outcome?

(Remains optimistic and focused in the face of setbacks.

Keeps disruptive emotions and impulses in check during difficult times

Coaches others through uncertainty with a view to making the most of adversity

Monitors how others are managing stress and provides constructive support

Effectively balances own workload with the need to support others when the situation demands)

12. Describe a time when you identified a development need for yourself. What approach did you take to address this development need and what was the effect of this approach? (Optional - How were you able to leverage your strengths?

(Awareness of own areas for development

Planned approach to supporting development areas

Demonstrates a thoughtful approach and commitment to ongoing development

Utilises strengths to support own development)

13. Give an example of when you kept your team focussed on executing in line with a set strategy. What was your approach and how successful were you in maintaining focus? What would you do differently? (Regularly seeks to implement the principles of strategy development and competitive advantage

Applies Group direction and strategic priorities

Guides others to ensure that activities and outcomes of the business unit support the delivery of strategy

Maintains a consistent focus on strategic priorities)