

# Competency Based Questions – Preparation Guide



**S**ituation



Set the  
Scene



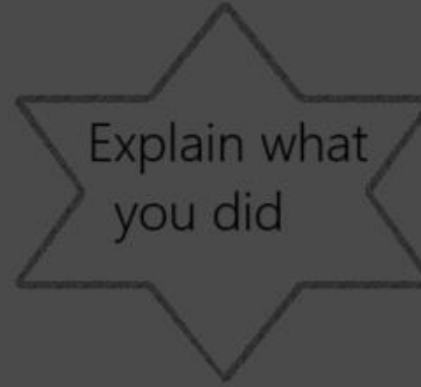
**T**ask



Describe the  
Purpose



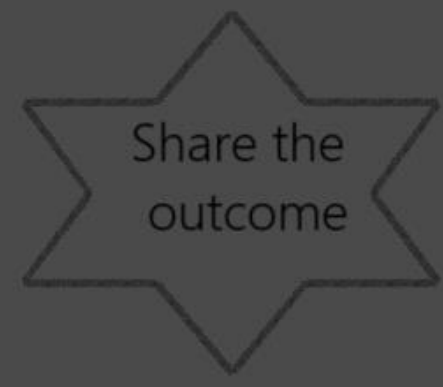
**A**ction



Explain what  
you did



**R**esult



Share the  
outcome

Use the STAR technique to help you prepare for competency based questions during your interview  
Results should always be a positive outcome (e.g. Savings, Recognition, Accomplishment)

## Join Forces for Success

### Positive Indicators:

- Collaborate well with others to deliver results
- Keeps others informed so there are no unnecessary surprises
- Effectively listens to and understands what other people are saying
- Influences others through reasoning and relationships rather than by using pressure tactics
- Understands and uses informal networks at the appropriate level to get things done

### Negative Indicators:

- Presents a facade to others, and behaves in an inconsistent manner
- Talks down to others, fails to realise the need to 'get others on board'
- Talks negatively about the achievements of others to bolster support for their actions
- Discourages, challenging the status quo
- Limits others by only allowing others to complete tasks they have already mastered

### Interview Questions:

1. Describe a time you had to engage with a challenging group of people to overcome resistance.
2. Describe a fresh approach you've used to engage or influence others – how successful did it prove?
3. How do you engage with someone during 'change'?
4. Share an example of when you have worked outside your main team environment – how did you engage?
5. How would you address someone who talks negatively about others?
6. How do you currently keep your manager informed?

## Engage People to Develop their Talents

### Positive Indicators:

- Identifies and builds upon the individual strengths of others
- Frequently acts to improve others' performance
- Quickly and appropriately provides feedback
- Role models a coaching culture within Rexel
- Set and support stretching development plans for others
- Creates opportunities for others to shine and perform at their best

### Negative Indicators:

- Fails to capitalise on the strengths of others, is unaware of the other's capability
- Does not take the time to develop the potential in others, expects them to do it themselves or in their own time
- Pays lip service to coaching for themselves and others
- Not willing to share best practices with others

### Interview Questions:

1. Describe a time when you have tailored your approach to motivate a group of people.
2. Give an example when you have had a conversation that resulted in improving someone's performance.
3. Give an example of a time when you sought out a learning opportunity to improve your performance.
4. Share a time that you have had to conduct a difficult career discussion.
5. Give an example of a time you give others credit for their achievements – what did you do?
6. Describe a time when were surprised by someone's achievements.

## Encourage to innovate

### Positive Indicators:

- Takes the initiative to find ways to get better results
- Actively seeks and takes advantage of ideas, best practices, and solutions developed elsewhere
- Develop creative solutions and different ways of doing things that add value

### Negative Indicators:

- Fails to search for new opportunities
- Reacts to change negatively
- Focus too heavily on short-term gain
- Discourages others away from suggesting new ways of working
- Fails to create, or actively limits, opportunities for others to innovate in the workplace

### Interview Questions:

1. Give an example of the idea that you have implemented that will be a legacy when you leave.
2. Give an example of when you have been able to simplify a process to get by.
3. What methods do you use to keep your knowledge and approach to the role fresh?
4. Give an example of when you have had to deal with change.
5. When have you identified an opportunity and what action did you take?
6. When have you struggled to balance workload against other priorities – how did you overcome it?

## Deliver the Best Customer Experience

### Positive Indicators:

- Champions a customer-focused approach
- Creates a reputation of strong customer service and quality
- Role models the behaviors to build strong relationships with customers
- Searches for opportunities to excel on service levels
- Ensures quality and accuracy of work

### Negative Indicators:

- Settles for 'second best'
- Fails to regularly gather and act upon customer feedback
- Follows competitor activities, reacting instead of leading in the marketplace
- Does not deliver on commitments or enhance service results
- Does not enjoy customer interaction

### Interview Questions:

1. What does good service mean to you?
2. When have you not been able to offer great service, what happened?
3. When was the last time you had great service, why was it great?
4. How do you currently plan your day to deliver service?
5. How do you ensure that quality in your work?
6. When was the last time you were recognised for your work?

## Trust Each Other

### Positive Indicators:

- Can be counted on to speak the truth with condor
- Acts consistently with his/her word
- Takes accountability for his/her own mistakes
- Establishes trust and mutual respect when dealing with others
- Treats others fairly and consistently at all levels within the organisation

### Negative Indicators:

- Wants to will at all costs and does not consider others
- Creates situations that limit others
- Re-cycles outdated ways of working, disregarding the need for change
- Does not challenge others who present the business or team in a negative light

### Interview Questions:

1. When have you led by example? In doing so, how did you encourage others to achieve a key result?
2. What have you worked on recently that allowed you to champion a fresh idea at work?
3. How has something you have implemented added value to the business?
4. Describe a time when you have gone above and beyond.
5. Describe a time you successfully challenged a colleague.
6. What have you done to develop better working relationships with colleagues?

**Positive Indicators:**

- Inspires others with self-belief
- Can be counted on for their 'can do' attitude
- Strives for excellence in all their actions
- Sets up ways of working that help others to 'keep it simple'
- Takes ownership of delivering results of outstanding quality

**Negative Indicators:**

- Presents a limited negative picture to others about completing a task or achieving a goal
- Can be dismissive of others
- Is content with previous achievements, does not strive for constant improvements
- Is risk averse, publicly discourages others from seizing opportunities

**Interview Questions:**

1. When have you used a key skill or strength to exceed expectations in delivering a project at pace?
2. Describe a time when shifting priorities proved challenging. How did you ensure that your attentions were correctly focused?
3. Give an example outline when you proactively managed risk within your role.
4. Give an example where you have been able to overcome obstacles or setbacks at work to deliver at all costs.
5. How have you adopted a fresh approach to your work, and what benefit has it brought?
6. What do you enjoy most about your current role?