**FOREWORD**

This interview guide is to assist you in questioning during interviews. Questions have been designed to elicit behaviors that are in context with Packages Limited values and people expectations.

The competencies themselves are grouped/split as follows:

1. According to the values
2. At the job group level
3. According to cluster

It should be noted that these questions are not absolute, and serve only as a guide for interviewers. Going over the approaches discussed in these questions will provide you with a better understanding to formulate your own line of questioning as per your style of interviewing, hence targeting behaviors attributed in each value and competency.

The document ownership for this guide is with Organizational Excellence Department.

Regards,

Organization Excellence

Human Resource Division

Packages Limited

**Interview Questions for Values**

**CARE**

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| **Empathy** | * What is your strengths and weakness?  Are you a team player?Why did you leave your previous job?How is your relationship with your previous company employees?How will you help your company and team, when the company faces some uncertain events?Are you helpful by nature?What is your contribution towards the society? |
| **Fairness** | Describe a time when you spoke up even though it was unpopular.Describe a time when you admitted a mistake to a co-worker.How do you earn the trust of others?Would those you've worked with describe you as fair? Why did they reach that conclusion?Discuss a time when your integrity was challenged. How did you handle it?What three skills will you need to continue to develop to be "the best you can be?" |

**RESPECT**

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| **Respect for people** | Who do you respect the most, and why? Do you prefer to build friendly and long lasting relationships while working?Could you teach me a skill that I have not heard of before?Was there any kind of situations that you had to admit, that you had made a mistake to others and how did you handle such a situation? |
| **Respect for organization** | Tell me about a time when you stood up for your boss or coworker in front of a customer, even though you knew they were wrong.Suppose you are going to start a company, what all would be the three foundational values that you will base your company on?If there is a change in your business priorities, explain how you and your company will try to understand the change and execute a successful action plan? |

**LEAD**

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| **Communication with team** | * If you find yourself working with a team that is not motivated, how do you keep yourself motivated and motivate others? * Have you had the opportunity to work with a virtual team? If so, what special team dynamics, activities, and actions did working virtually require How did you create team cohesiveness in a virtual setting? * Have you ever [teleworked away from the office](https://www.thebalance.com/reasons-why-teleworking-belongs-in-your-future-1919421)? If so, how did you build the sense of teamwork in your workgroup from afar? * What do you like about managing people? * Have any of your personal experiences helped you to become a good leader? |
| **Equip the team** | * Have you managed a group of employees in the past? If so, how did you build the group's sense of teamwork so that the members could work more cohesively together? * Give an example of a successful project that you were part of. What was your role? What made the project successful in your view? * What actions and support, in your experience, make a team function successfully? * Share a time when you experienced working with a difficult coworker on a team. How was the coworker difficult and what did you do to resolve the situation to encourage the team's ongoing progress? * Do you feel more energized when you are working alone or when you are working as part of a team? * Give me an example of a time when your workgroup or department worked especially well with another workgroup or department to accomplish a goal. * Have you been a member of a team that struggled or failed to accomplish its goal? If so, what assessment did you make of the reasons for the failure? |

**HONESTY**

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| **Honesty** | * Tell me about the time when you spoke up within a situation that was unfavorable to you. * What kind of methods and tips do you use to earn the belief and trust from others? * How do others describe you? * Do people see you as an individual worth trusting? If so, why? * Explain a time when you were seen as a disappointment by your employees and supervisors? * What was the most difficult thing that you had to tackle in your professional life and what all measures did you take for solving that issue? |
| **Ethics** | * Was there any situation where you had to admit your mistakes to your fellow colleagues and coworkers? * Was there an instance when you had to question your truthfulness and honesty? If so, how did you curb that situation with proper control? * If you had to choose any three skills for a successful professional life, what would those be and why? * Have you ever felt like you are not qualified for a job assigned to you? * Have you experienced any kind of loss for following something right and just? |

**COURAGE**

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| **Passion** | * Tell us about an idea you started that involved collaboration with your colleagues that improved the business. * When you had extra time available at your last job, describe ways you found to make your job more efficient. * Tell me a time when you identified a problem with a process and what steps did you take to improve the problem? * How do you react when faced with many hurdles while trying to achieve a goal? How do you overcome the hurdles? * How do you maintain self-motivation when you experience a setback on the way to achieve your goal? How do you do it? |
| **Courage** | * At times your work load may feel unmanageable. Describe a time when you recognized that you were unable to meet multiple deadlines. What did you do about it? * Everyone has good days and bad days at work. Take your time and think back to a really good day you had and tell me why it was a good day. * Describe the work environment or culture in which you are most productive and happy. * Tell me about the job position that satisfied you the most. How about the least? What made each one more or less satisfying to you? * What goals, including career goals, have you set for your life? * Describe for me a situation where you had a positive effect on someone. What did you do? How did the other person react? Why do you think what happened, happened? * What is your preferred work style? Do you prefer working alone or as part of a team? What percentage of your time would you allocate to each, given the choice? * Describe the actions and behaviors of your current/former manager or supervisor that you respond to most effectively? |

**Interview Questions for Foundation Level**

**Cluster: Be the First to Serve**

**Competencies: Build to Serve, Act to Serve, Empower to Serve**

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| **Behaviors** | **Questions** |
| Customer focus | * Can you give me an example of a good/bad customer experience? * How much of that was due to a communication gap? * What was done to improve the situation? * What was the worst customer experience you've ever had? * Who was at fault (will draw out the apology)? Do you think there was an expectation mismatch? * How did you handle it? * Do you consider yourself proactive or reactive to your customers needs? * Provide an example of when you proactively addressed a customer's concern |
| Is able to work without clear guidelines, shows initiative | * Have you ever worked in an ambiguous environment? * Did that put you through stress? * How did you manage that stress with your work? * How did it help you grow professionally? |
| Responsibility and sense of ownership | * What was your last failure? * Whose fault was it? |
| Commitment to goals | * How do you and your key stakeholders contribute to Divisional and Organizational goals? |

**Cluster: Deliver Excellence**

**Competencies: Excel through Leadership, Excel through People, Excel through Culture, Excel through Performance**

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| **Behaviors** | **Questions** |
| Ethics, Values and Integrity | * What are your values? * Have you ever been in a situation where you had to go against them? * What did you do? |
| Proactive to self development | * How would you assess your own training needs? How would you seek out training? |
| Teamwork and cooperation | * Are you capable of recognizing strengths in peers/team members? Give an example of through a situation * Can you give me an example of when you went for achieving your personal goal rather than the team professional goal (vice versa) * Give me an example of a successful team project & what was your contribution to the team’s success/did you go out of the way? |
| Resolves conflicts | * Give an example of when you had to resolve a conflict |
| Ability to mesh with the Packages culture | * What is your ideal work place/ what effect does workplace culture have on your productivity? * What do you think its like to work at Packages? |
| Understanding of formal and informal structures | * What is the difference between formal and informal structures/processes in an organization? * Give me an example of when you were able to apply informal structures/processes to get the work done |
| Sets achievable yet high performance standards | * Give me an example of an individual task where you were successful * How did you plan the task/how did you ensure quality? * How did you remain on track/focused on the result? |
| Receives criticism constructively | * Have you ever faced criticism (for whatever reason)? |
| Exhibits business foresight (analytical ability) | * Look at your present work area and identify areas for improvement. * Have you ever taken initiative and worked on reducing those areas? Example * Have you ever worked in an ambiguous environment? * How did you go about seeking information? * Give an example of when you used/analyzed that information for a work activity * While planning, are you focusing more on the long term or the short term? Give an example |

**Cluster: Seize the Future**

**Competencies: Innovation, Change Catalyst, Strategic Visioning**

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| **Behaviors** | **Questions** |
| Drafts new solutions | * Give me an example of a creative new idea that you have implemented in your work * Give me an example where you applied new solutions to existing problems |
| Is curious about change and perceives it positively | * How do you handle change in your workplace? Give me an example * Do you think a change can be a positive thing in work place? Example * Give me an example of when you had to try to understand the changing aspects of your assigned task - How did you deal with this? * Why do you think change is brought into the workplace? Do you challenge it or try to understand it? * How do you rationalize change for yourself? |
| Welcomes, adapts, accepts change | * Line of questioning can be the same as above |
| Approaches problems rationally | * Are you able to relate different information and use learning from one onto another? Give me an example * Are you able to relate different problems and use solutions from one onto another? Give me an example * What processes or techniques have you learned to make a job easier, or to be more effective? What was your discovery process and how did you implement your idea? |
| Is able to re-apply and transfer learning | * Line of questioning can be the same as above |
| Understands the bigger picture | * Do you have an understanding of how your assigned tasks contribute to your department's vision? |

**Interview Questions for Development Level**

**Cluster: Be the First to Serve**

**Competencies: Build to Serve, Act to Serve, Empower to Serve**

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| **Behaviors** | **Questions** |
| Gains commitment | * Can you tell me of a situation where your ideas were in conflict with someone else’s, and how did you go about resolving those issues? * Tell me of a situation where you needed to gain commitment from others to execute a task |
| Displays creativity while problem solving | * Tell me of a situation where a standard approach to a problem didn’t work. * What did you do differently to make it work? |
| Manages stress | * How do you handle your frustrations at work? * Give me an example of an emotionally charged situation that you had to deal with |
| Builds relationships | * How important are formal and informal working relationships for you to get your work done? |
| Resolves conflicts | * Conflict resolution, STAR |
| Shares information | * Can you give me an example of a situation where you successfully convinced someone of your point of view |
| Uses own influence | * Can you give me an example of when you used your influence to get the job done? |
| Customer focus | * Would you say you are customer focused? * Give an example of when you met or exceeded your customer's expectations. STAR |
| Persistence/follow up | * Can you give me an example of a frustrating experience at work where persistence and strong follow up was required? * Were you able to maintain your standard of quality of delivery/service/work? |
| Alignment of personal and professional goals | * Give me an example of when you had to let go of your personal goals for your team's goals. |
| Acts with responsibility | * Give me an example of a situation where you assumed responsibility and the accountability for delivering on a target |
| Monitors and evaluates | * How have you helped your team to anticipate, monitor and evaluate customer feedback/level of satisfaction? |

**Cluster: Deliver Excellence**

**Competencies: Excel through Leadership, Excel through People, Excel through Culture, Excel through Performance**

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| **Behaviors** | **Questions** |
| Acts as a motivator | * Give an example of when you or your team was de-motivated on a project/task. How did you increase morale? |
| Empowers own resources | * How do you go about developing and empowering your team? |
| Builds strategy | * Give me an example of how you have gone about making your department's/unit's strategy. Are these in line with your organization's vision and values? |
| Acts as a coach/role model/mentor | * Give me an example of how you have coached your team members to perform better * Do you think your team sees you as positive role model? What have you done in the regard? |
| Sets achievable but high performance standards | * Give and example of when you set high performance standards for yourself? * How did this contribute to overall growth? * How do you measure your own performance? * Do you seek feedback or wait for it? |
| Gives credit | * Describe a time when you recognized someone else’s great idea and helped materialize it |
| Initiates change | * Tell me about a time when you recognized that a change in direction or strategy was needed. What did you do? * Give an example of a great idea that was rejected by your superiors. What did you do next? How did you determine what to do about it |
| Acts as an ambassador for the organization | * Are you proud of your organization? Why? |
| Performance excellence | * Give and example of when you set high performance standards for yourself? * How did this contribute to overall growth? |
| Optimizes resource allocation | * How do you go about allocating resources (people, money, time) for a task? Example from current work role of resource allocation |
| Focus on long term and short term goals | * Example of a time when you had to sacrifice short term goals for long term goals |
| Improves processes | * Give us an example of when you improved upon a current process (increasing its operational efficiency, etc) |

**Cluster: Seize the Future**

**Competencies: Innovation, Change Catalyst, Strategic Visioning**

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| **Behaviors** | **Questions** |
| Challenges paradigms | * Guide us through a time when you challenged the *status quo* |
| Converts challenges into opportunities | * How have you converted a challenge into an opportunity in you current role. Example |
| Braced for change | * Give me an example of where you weren’t very comfortable with the changing circumstances. How did you manage? * What is your perception about change? * What changes have you brought about in your present work role that added value? |
| Is proactive towards change (anticipates change) | * Line of questioning can be the same as above * Give us an example of when you have converted challenges into opportunities * Give us an example of where your proactive approach has benefited the business |
| Possesses systemic thinking | * What is your understanding of Systemic Thinking? (answer them if they don’t know) * Can you give me an example of a time when you applied this thinking in your work role, and what results did it produce? |
| Remains neutral during politically charged scenario | * Give me an example of when you were caught in the middle of office politics… what happened, and what did you do? |

**Interview Questions for Growth Level**

**Cluster: Be the First to Serve**

**Competencies: Build to Serve, Act to Serve, Empower to Serve**

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| **Behaviors** | **Questions** |
| Shares ideas and vision | * How have you gone about communicating new ideas/visions/directions with your team? * How was the response? |
| Empathy and diplomacy | * Can you tell me of a situation where you were sensitive to the needs of your team, yet could not address them due to task priority? * How did you relate it to them? |
| Decisive under pressure | * Can you tell me of a situation when your confidence in yourself was badly shaken, and you couldn’t be decisive? (Ask about failures) * What were the reasons for your lack of confidence? * How did it affect your ability to manage your unit? |
| Formulates strategy | * What part do you play/how do you contribute in making your unit’s strategy? |
| Manages stress | * How do you manage your unit's stress? |
| Anticipates customers’ needs | * How would you anticipate your customer's future needs? * What is your strategy for customer service? * How do you go about meeting the expectations of your customers? |
| Acts as advisor to customers | * Give me an example of an incident/situation/time when you acted as an advisor to your customer, putting yourself in their shoes and thinking like them |
| Builds networks and relationships | * How do you go about influencing individuals/groups/customers? * Give me an example of building coalitions to get support for your ideas and achieving organizational objectives |
| Uses influence positively | * Line of questioning can be the same as above |
| Empowers direct reports | * How do you go about empowering your second line of management (direct reports)? * Give me an example of your efforts when they failed, and an example of where your efforts were successful. What was the difference between what you did in these 2 examples |
| Acts as coach/mentor | * Tell me of a situation where you coached someone to success. Take me through the process |
| Provides means for team to achieve goals | * How have you ensured that your team or your unit has the means to achieve their goals? |

**Cluster: Deliver Excellence**

**Competencies: Excel through Leadership, Excel through People, Excel through Culture, Excel through Performance**

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| **Behaviors** | **Questions** |
| Serves as a role model for vision and values | * What are your organization's vision and values? * How have you practiced those values in your day to day operations? * How has that inspired your direct reports? |
| Contributes to overall success | * Describe your contribution to the success of your current organization |
| Identifies, nurtures and develops the team’s abilities | * Tell me of a situation where you had to push your team to achieve organizational goals. How did you go about it |
| Encourages ownership of the vision and values | * What actions have you taken in the past that have encouraged your direct reports to act in accordance with the organization's vision and values? |
| Resolves conflicts amicably | * Conflict Resolution, STAR |
| Encourages a learning culture | * How have you gone about developing a work environment which is conducive to learning and strengthening entrepreneurial spirit, risk taking attitude? Example. * Give me an example of a work situation where one of your subordinates came up with a very wild idea that you shot down due to its high risk |
| Encourages risk taking | * Above line of questioning can be used |
| Promotes cross-functional cooperation between teams | * Can you give me an example of a situation where your teams had lots of problems working together on a cross functional project? * What were the hurdles? How did you tackle them? What was the result? |
| Provides constructive feedback on performance | * How do you go about developing your subordinates? Please give an example of a low performer that you helped develop professionally |
| Able to identify obstacles to growth | * How have you been able to identify hurdles to your organization's growth? * What actions did you take in order to achieve the organization's goals? * What potential hurdles do you see for your division's development? What are you planning to do about it? |
| Stands firm on own decisions | * What is the most unpopular decision that you have ever taken? Explain what happened afterwards. * Give an example of a decision that you took for the benefit of your organization, at the expense of your division/unit |
| Stays updated with industry trends and competition | * How do you see your competition developing in the next 2-3 years? Do you think you're prepared to handle that? How? * How would you realign present strategy to facilitate business' growth? * What have you done now which your competitor has not? * How will that help your organization in the future? |
| Creates growth opportunities for unit/organization | * How have you created growth opportunities in your area that have helped/benefited your business? * How have they benefited? * What are their implications for the future of your company? |
| Improves business performance | * What have you done to encourage others to improve business performance? |
| Can think in terms of profit and loss | * How does your unit's work/contribution translate into profit and loss? (Even if your work area is not a direct contributor to P&L, are you thinking in those terms?) * What strategies have you put in place to ensure that your unit optimizes the cost of quality? |
| Monitors the implementation of strategy | * How do you go about monitoring the implementation of strategy? |

**Cluster: Seize the Future**

**Competencies: Innovation, Change Catalyst, Strategic Visioning**

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| **Behaviors** | **Questions** |
| Encourages innovation | * Give me an example of when you facilitated out-of-the-box thinking in your team. * How did you handle the most close minded individuals in your team? How did you encourage them? What do you consider while thinking creatively? |
| Adapts industry benchmarks and best practices | * Above line of questioning can be used * Did you use any industry benchmarks/best practices? |
| Considers ideas to provide long term benefits | * Give me an example of an organizational change that you brought about in your unit which yielded long term benefits |
| Accepts the consequences of action taken | * Give me an example of the biggest risk that you have taken * Give me an example of a recent failure |
| Challenges the status quo | * Give me an example of where you challenged the status quo? Why? What was the outcome? * Give me an example of when you changed the strategic direction of your unit totally. How and why did you do it? |
| Acts as a change agent | * How have you introduced and managed change in your unit/team? What challenges did you face and how did you overcome them? |
| Transfers understanding of change to others | * Have you ever been in a situation where you resisted organizational changes? * Could you give me an example of a situation where you promoted change and were met with resistance? * How did you get those who resisted on-board with the change initiative? |
| Understands all areas of the organization | * Tell me what is happening in your organization currently in terms of people, culture, business performance, perceptions, market, etc (exploratory line of questioning) * Based on the current facts and figures, how do you envision your organization in the next 5 years? Given this, how will your business be growing? * What are the factors that play a role in determining this future [internal and external factors] * Where would you like to see your organization 5 years down the line? * Did you communicate your vision so that your organization/unit was able to fulfill its potential? What was the outcome? * How did you go about translating your vision into actionable plans? * How did you go about implementing and monitoring those plans? * What did you have to change in the organization, or what did you have to do differently to gain support for your plans? |
| Envisions long-term business growth |
| Has an holistic view of the organization |
| Develops strategy and vision |
| Identifies future potential and objectives |
| Converts objectives into actionable plans |
| Uses relationships and influence to achieve goals |
| Possesses an evolutionary approach to management |