

During a selection interview we must obtain information regarding those variables that we have preselected and that correspond to what we are looking for in the person we wish to incorporate. Much of this information can be obtained through the candidate's own curriculum (professional experience, training, ...); however, there is a lot of other information that will be easier to collect through the personal interview. As we have seen, there are two types of interviews and / or questions to analyse candidates: interview by competences and by critical incidents.

In this document, different examples of possible questions that can be asked during the interview are included, in order to obtain information from the candidates.

Sample questions for a competency-based selection

Some of the skills that we can analyse through an interview are:

Initiative - autonomy

- What have you done in your current or past job to make it more rewarding or effective? Is this the achievement that you feel most proud of?
- Give me an example of an idea or suggestion that you have proposed to your superior in recent months. As was? How did you implement it? What were the results?
- On what occasions of your current job do you feel that you have to consult your boss before acting?
- What are the tasks that you like to do most in your current job? And the most boring?
- Tell me an example of a project or idea that you have carried out despite the limitations or oppositions of some co-workers. What was the project about?
- Tell me something that nobody asked you to do at the time and what you now regret.
- Tell me the last time you did not agree with a decision from your boss.

Dynamism- energy

- Give me an example of a task or project that has required an important effort for a long period of time. How did you start it? Which it was the result?
- How is a typical work day developed? What are the daily problems of your work? What do you do to solve them?
- In what work situations have you felt the need to leave a task unresolved?

Customer orientation

- Define the concept of customer service for you.
- How do you capture their needs?
- Tell me an episode where you could provide an optimal response to the demands of a client.
- Describe a situation in which you had to work hard to satisfy a customer's request.
- What have you done to create positive relationships with the clients with whom you interact?
- What would you change from the current policy of your customer service company?
- What was the last client you lost? For what reason? What solutions could have been implemented and were not made?
- What procedures do you use to evaluate customer satisfaction with respect to the services provided?
- Do you remember any improvement you have had to implement due to a particular dissatisfaction of a client?
- Tell me the last time you had to convince a client that what he was requesting was against his own interests. How are the objections of a client handled?

Learning capacity

- Describe some work situation in which it has cost you to learn something. Where was the difficulty?
- How do you keep informed of important changes in your field of work?
- What have been the problems that you have had to adapt to in your current job?

Productivity

- Do you remember any situation where your performance considers that it was not as successful as you would have liked?
- Describe a situation that has represented a real challenge for you.
- What were the goals assigned to you last year? What was the degree of compliance?
- Discuss a situation in which your performance has been higher than the average. Based on what parameters do you measure it? What do you attribute the one that was like that?

Adaptability- flexibility

- I guess you've had to handle tasks that were not usually or properly yours. How did you approach them?
- Sometimes the ways of acting that are good in a given situation cease to be so. Has this ever happened to you? In what situation(s)?
- What have been the most important situations of change that you have faced? What learning did you get from them?
- What differences do you perceive between your previous job and the current one? What are the differences between the current culture and the previous one? How did you adapt to that change?
- How do you feel when someone censors any of your behaviours?

Leadership

- In what conditions was your team before you directed it? What actions did you implement so that your team could improve its performance?
- What level of decision-making do you delegate in your team and what do not?
- How do you motivate your collaborators? What methods have you found to be the best?
- What makes you a good leader?
- What procedures do you use to evaluate your collaborators? And to evaluate your own work?
- What strategies do you use to make your ideas or goals come true?
- How often do you meet with your collaborators? How are these meetings prepared?
- Describe a situation in which you had to reprimand one of your collaborators for lack of performance or because they had done something that was not right. How is that situation handled?
- Before a complex task assigned to the group you coordinate, how did you get everyone to respond?
- Have you had a subordinate difficult to handle? How was that problem solved?
- Do you have a career development plan for your employees? What does it consist of?
- How do you detect their needs?
- Describe your ideal boss.

Persuasion- Influence

- Tell me about a time when you had to earn the support of others regarding an idea or recommendation from you.

Teamwork

- Describe an important achievement you have obtained as a member of a team.
- What are the aspects that you value most when you work as a team?
- Tell me a situation in which you had to work with some colleagues or boss that were not to your liking.
- With what groups or people have you felt more comfortable and have you performed better?

Tolerance towards pressure

- Describe the most tense work situation you have had. How is it solved?
- How are daily work pressures treated and disconnected?
- Tell me about a situation in which I had to work within very strict time limits.
- What are the most frustrating conditions for you?
- In what working conditions do you work most effectively?

Emotional stability

- Describe a situation where a personal aspect has influenced your professional performance.
- Tell me about a situation where you publicly admitted that you made a mistake.

Problem solving

- Describe a situation in which it was difficult for you to fulfil what you had promised. How was it solved?
- Tell me the last time you faced a difficult situation and how you solved it.

Vision of oneself

- What aspects of your personality are the most valued by the people closest to you and what others usually motivate the anger of these?
- What are your strengths and weaknesses?
- What do you have to learn as a professional? Have you taken steps to achieve that learning?

Adaptation person- post- company

- How would you describe your ideal work situation?
- What aspects do you value most in a company? What factors have to be present in a job to be motivated?
- What impact does the activity you have on the objectives of your current company?

Personal development expectations

- What are your immediate and long-term professional goals?

Motivations towards new position

- What are the reasons that would lead you to accept this position?
- What are the dissatisfactions of your current job?
- In how many selection processes are you participating? For what positions? What is your interest in these offers?
- What do you expect this company to contribute to your life? And what can you contribute?

Sample questions for a selection based on critical incidents

The main difference between a competency interview and one of critical incidents is that the questions of the second are based, expressly, on concrete situations where the candidate has had to show some of the skills that are sought.

Some examples that questions of critical incidents would be:

Give me an example of an idea or suggestion that you have proposed to your boss in the last months. How did it go? How did he/she implement it? Which were the results?

(INITIATIVE)

What was the last client you lost? For what reason? What solutions could have been implemented and were not made?

(CLIENT ORIENTATION)

Describe any work situation in which it has cost to learn something. Where was the difficulty?

(CLIENT ORIENTATION)

Which were the goals assigned to you last year? What was the degree of compliance?

(PRODUCTIVITY)

I suppose you have had to take over tasks that were not usual or properly yours. How did you approach them?

(ADAPTABILITY-FLEXIBILITY)

How do you motivate your collaborators? What methods have you found better?

(LEADERSHIP)

What are the aspects that you value most when you work as a team?

(TEAMWORK)

Describe the most tense work situation you have had. How was it solved?

(TOLERANCE TOWARDS PRESSURE)