



**Competency-based
Interview Guide**

About This Interview Guide

This competency-based interview guide provides a structured, objective process to gather information about a candidate's behaviour and experience. It can be used as is within your recruitment process or edited to include your preferred competencies. In this guide, we have included seven research-based management and agility competencies, with two questions per competency. You can access our full competency library and online profiling tool [here](#).

What is a competency?

A competency is defined as a set of behaviours, skills or abilities that are related to effective performance in a role. A competency consists of a definition – describing the nature of the behaviour – and a set of behavioural indicators – breaking down each element of the competency in a way that is objective and observable. Together, these form the standard against which an individual's [objective potential](#) and performance can be measured.

How to conduct a competency-based interview:

Questions are designed to assess a candidate's likely future behaviour, by assessing how they previously responded to certain situations within the workplace. To get the best results:

- Before starting the competency-based section of the interview, explain to the candidate that you will now be asking some structured questions, and that you would like them to answer with examples of their past experiences.
- Ask for specific examples of recent behaviour. People change. Recent behaviour has the strongest predictive value.
- Avoid using closed questions ('yes' or 'no'). Rather start questions with words such as 'what', 'how' and 'why'.
- Ask multiple questions regarding the same competency.
- Evaluate each response according to the rating scale on page 3, and by using the **STAR** methodology:
 - Did the candidate clearly describe the **Situation** or context?
 - Did the candidate describe the **Task** or challenge?
 - Did they explain what **Actions** they took?
 - Did they describe the end **Result** or impact?

Competency Based Interview Schedule: Management Role

Candidate's Name:

Interviewer:

Date:

Rating Scale

1 Does not demonstrate competence

- The candidate demonstrates **no ability** for the competency.
- The candidate would require continuous close supervision and guidance to perform the competency.

2 Needs development

- The candidate has demonstrated **some competence** in the range of required behaviours, though not enough competent behaviour required for the position.
- The candidate would require some supervision where competence is lacking to perform the competency.

3 Competent

- The candidate has demonstrated **substantial/adequate competence** in the range of required behaviours.
- The candidate would require very little/minimal guidance to perform the competency.

4 Demonstrates greater competence than required

- The candidate has demonstrated **greater competence than required** for the position.
 - The candidate would need no guidance and is a potential resource for the development of others in the team.
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Competency Scoring Overview

Enter your competencies below and their definitions. You can find a digital version of the competency library with all definitions and behavioural indicators [here](#).

Competency	Interviewer 1	Interviewer 2	Interviewer 3	Interviewer 4	Final
Directing					
Motivating					
Providing Feedback					
Results-oriented					
Structuring					
Agility					
Self-awareness					
Overall Rating					
Recommendation/ Next Steps					

Competency 1: Directing

Directing others, taking charge.

- *Sets an example.*
- *Clearly expresses what he/she expects from others.*
- *Paints the big picture, provides frameworks.*
- *Enthuses employees about the chosen approach.*

Question:

Can you give an example of a situation in which an employee disagreed with the direction you envisioned? How did you handle this situation?

1	2	3	4
Does not demonstrate	Needs development	Competent	More competent than required

Question:

As a manager, how do you determine the course of action for your team? How do you deal with conflicting views in this respect?

1	2	3	4
Does not demonstrate	Needs development	Competent	More competent than required

Competency 2: Motivating

Stimulating others to display desirable behaviour or perform the desired activities.

- *Shows an interest in others.*
- *Gives compliments regularly.*
- *Celebrates successes as a team effort.*
- *Gives others the opportunity to use their skills as much as possible.*
- *Gives others insight into the importance and value of their work.*

Question:

What do you do to motivate employees or team members to start taking action? What has proven to be effective in this regard, and what has not?

1	2	3	4
Does not demonstrate	Needs development	Competent	More competent than required

Question:

Have you ever had the feeling that you were unable to motivate a colleague or employee? What was the reason for this, in your opinion?

1	2	3	4
Does not demonstrate	Needs development	Competent	More competent than required

Competency 3: Providing Feedback

Giving scope to others by sharing one's views on their performance.

- *Provides others with insight in the effectiveness of their performance.*
- *Provides feedback regularly.*
- *Provides feedback that people consider useful.*
- *Isn't afraid to use feedback to bring up subjects that are negative or sensitive.*
- *Provides specific feedback.*

Question:

Have you ever had to give critical feedback to a colleague or employee about his or her work? How did that make you feel, and how did you handle it at the time?

1	2	3	4
Does not demonstrate	Needs development	Competent	More competent than required

Question:

Has a colleague or employee ever disagreed with your feedback? How did you handle this situation? What was the result of your approach?

1	2	3	4
Does not demonstrate	Needs development	Competent	More competent than required

Competency 4: Result-oriented

Being focused on achieving objectives and results, persevering in the face of adversity.

- *Makes concrete agreements with others about the results to be delivered.*
- *Remains focused on results when other things interfere.*
- *Makes an effort to achieve objectives.*
- *Looks for a solution when achieving the objective becomes threatened.*

Question:

Have you ever had too many things on your plate at the same time? Did you establish your priorities at the time? If so, what did you base these priorities on?

1	2	3	4
Does not demonstrate	Needs development	Competent	More competent than required

Question:

Does your strength lie in starting up or wrapping up projects? Can you illustrate this with an example?

1	2	3	4
Does not demonstrate	Needs development	Competent	More competent than required

Competency 5: Structuring

Applying, implementing and maintaining structure in day-to-day business.

- *Applies structure to his/her own work.*
- *Structures things in a way that is also clear to others.*
- *Has an overview of both his/her own activities and the activities of others.*
- *Provides support to others in their work by choosing and maintaining clear procedures.*

Question:

What do you do to ensure that your work and your employees' or team members' work gets carried out systematically? Why do you choose this approach?

1 Does not demonstrate	2 Needs development	3 Competent	4 More competent than required

Question:

In your current position, do you make use of structure and procedures? If so, can you give an example of a time when this structure provided you with support and an example of a time when it was actually a burden for you?

1 Does not demonstrate	2 Needs development	3 Competent	4 More competent than required

Competency 6: Agility

The ability to develop new effective behaviour in the face of new experiences.

- *Looks for chances and opportunities offered by the situation when confronted with change*
- *Sees opportunities where others do not*
- *Is open to ideas from others*
- *Looks for ways to make a contribution to change*

Question:

Have you ever been asked to do something at work that you had never done before? How did you handle the situation?

1 Does not demonstrate	2 Needs development	3 Competent	4 More competent than required

Question:

Have you ever worked on a project or task where the requirements changed at the last minute? What did you do?

1 Does not demonstrate	2 Needs development	3 Competent	4 More competent than required

Competency 7: Self-awareness

Being curious about one's own strengths and weaknesses, being open to different types of feedback, and paying attention to one's own development.

- *Is self-critical*
- *Has a realistic view of their own strengths and weaknesses.*
- *Asks for feedback in order to learn*
- *Can handle criticism*

Question:

How would others describe you in a working environment? Do you think they would describe you accurately? Why or why not?

1	2	3	4
Does not demonstrate	Needs development	Competent	More competent than required

Question:

When was the last time you were wrong about something important? How did you realise it, and how did you resolve it?

1	2	3	4
Does not demonstrate	Needs development	Competent	More competent than required

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[Book a meeting](#)

