**COMPETENCE-BASED QUESTIONS**

**PERSONAL ABILITIES:**

**PERSONAL MATURITY** Is secure, stable and possesses self-knowledge. Sees relations in their right perspectives, and separates the personal from the professional. Adapts own attitude to the situation.

*Can often be interpreted in the light of the answers to questions regarding the other competencies. Especially consider the ability to see own role in situations, reflect self critically and adjust behaviour after feedback or when observing results or the reactions of others. Also consider if the candidate understands that others may view the situation differently from self or view oneself differently from oneself.*

**TAKING INITIATIVES** Takes initiatives, starts activities and achieves results.

* Have you ever taken an initiative beyond the ordinary? What was that? What did you do? What happened?

**STABLE** Remains calm, stable and controlled when under pressure. Keeps a realistic perspective on the situation and focuses on the right things.

* In what way is your current work stressful? How does that affect you? How do you deal with it?
* Tell me about a situation when you had a work overload. Why had that arisen? How did you resolve it? How did you prioritise? How did it work out? How did it affect you?

**SOCIAL ABILITIES**

**ABILITY TO CO-OPERATE** Works well with other people. Relates to them in a sensitive way. Listens, communicates and solves conflicts constructively.

* What do you do to enhance the relationships in your work group? What is your role in the group? Is there something you should be doing, but aren’t? Why is that?
* Is there, or has there previously been, anybody you find it hard to work with? Why is that? What do you do? How is that working out?
* Tell me about a situation when it was difficult to cooperate with somebody.

**VERBAL COMMUNICATION** Speaks clearly, eloquently and engagingly in meetings one-on-one as well as in small and large groups. Listens, is receptive to the counterpart and adapts to the situation.

*Assess preferably through direct observations in the interview and work samples if speaking in front of a group is important.*

**LOYALTY** Expresses a positive attitude towards the job, the business and/or the organisation. Acts in accordance with decisions taken, business plans, goals, policies and guidelines. Brings forth criticism only within the correct contexts or directly with concerned parties or own superior.

* Has there ever been a decision or policy you found it hard to follow? Why was that? What did you do? What response did you get?

**LEADERSHIP ABILITIES**

**LEADERSHIP** Leads, motivates and authorizes others in order to achieve common goals in an efficient way. Co-ordinates groups and becomes a reference for others. Creates commitment and participation.

* How do you do to motivate others? Tell me about such a situation? What were the circumstances? What did you do? What was the effect?
* Have you ever had an employee who was underperforming or had other difficulties? How did you realise what was going on? What did you do? What happened?

**CLARITY AND DISTINCTIVENESS** Communicates in a clear way. Makes sure that information gets through and that expectations are understood by all concerned parties. Reminds and follows up.

* What do you do to make sure your message has come across? Can you give me an example when this was complex? What did you do?

**JUDGEMENT** Makes correct adjustments and priorities. Balances complex information and different kinds of considerations and shows good judgement in statements, actions and decisions.

* Tell me about a complex issue that you are dealing with right now? What are the complexities? What is your thinking here? Have you come to an analysis/decision? How are you going about resolving it? How have you used the input from others here?
* Have you ever made an error of judgement on something you consider important? What was that? What were the circumstances? What was your thinking? What did you do? What was the effect? Why did it turn out that way?

**RESOLUTE** Takes rapid decisions and acts upon them, despite limited information or difficult circumstances. Shows good judgement under pressure.

* Can you tell me about a decision when you had to make a quick decision without having the full picture? Why was that? How did you make your decision? What did you decide? How did that work out?
* Have you ever made a mistake when making a quick decision? What was that? How did you come to your conclusion? Why was it a mistake?

Intellectual abilities

**STRUCTURED**

Plans, organizes and prioritizes the workload in an efficient way. Sets up and keeps time-frames.

- In what way to you need to organise things or make priorities as part of your work today? How do you go about that? How do you make sure things get done? How do you follow up? What do you prioritise? What do you sometimes have to skip?

*Answer:*

- Tell me about a situation when you had a deadline and a lot to do? Why had that situation arisen? How did it affect you? How did you work your way through it? What feedback did you get?

*Answer:*

*Sum:*

**CREATIVE**

Often comes up with ideas and new approaches to work-related issues. Has an innovative way of thinking which can be put into practice and which leads to results.

- Tell me about an idea that you have had that has had an impact on your work? An idea that has been implemented and had an impact on others? When was this? How did you get your idea? How did you go about making it reality?

*Answer:*

*Sum:*

**PROBLEM SOLVING ANALYTICAL ABILITY**

Works well with complex issues. Analyzes and breaks down problems to its components and solves complicated problems.

- What is the most complex problem you have been tackling recently? Describe the circumstances and how you went about solving it? How did it go?

*Answer:*

*Also assess with tests and/or work samples.*

*Sum:*

**LINGUISTIC ANALYTICAL ABILITY**

Understands complicated linguistical information, both spoken and written. Produces own documents of high quality.

*Assess with tests and/or work samples.*

*Sum:*