**EXAMPLES OF COMPETENCIES AND RELATED INTERVIEW QUESTIONS**

**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.*

**INTEGRITY** Has well established and clear values and the ability to conceptualize issues from an ethical perspective. Is guided by ethics and values in critical situations at work.

* What does ‘ethics’ signify for you with regard to your professional life. Are there any specific ethical issues or considerations you consider important? Describe. What is your view on this / these? Does that in any way affect your actions? Can you give an example?
* Can you tell me about another situations when your values caused you to act contrary to what others wanted or expected you to? What was that about? What did you do? Why was that important to you? What was the result?
* ...

**INDEPENDENCE** Has the courage to act upon own convictions.

* Have you ever been convinced about something you thought important although others saw it differently? What was that? Why did you think the way you did? What did others think? What did you do? How did it go?
* Have you ever avoided to act on a conviction, although you thought others wrong? Tell me about that situation? What held you back? What happened? What did you learn? Have you applied that knowledge in any way?
* ...

**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?
* ...

**AUTONOMOUS** Takes responsibility for own task. Structures own ways of tackling problems and pushes own processes through.

* Describe a major task or project you have been responsible for? What did that entail? How did you work with that? Did you meet any obstacles? What did you do then? How did it go?
* Have you ever started something you did not finish? What was that? Why did it turn out that way? What control did you have over that? Could you have done anything differently to achieve a different result? Why did you not do that?
* ...

**FLEXIBLE** Adapts easily to changed circumstances. Able to quickly change own views and approach.

* Describe a situation when you had to change your way of working radically? Why did happen? How did you view it? What did you do to adjust?
* Tell me about a change at work you viewed as negative? What was it? Why was it not positive in your view? How did others see it? How did you deal with it?
* ...

**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?
* ...

**PERFORMANCE ORIENTED** Sets high goals and works hard to attain them. Is job focused and actively seeks challenges. The work brings personal satisfaction.

* Which is your biggest challenge at work now? What is your goal here? What do you want to achieve short term? Long term? How does that compare with the ambitions of your colleagues / peers?
* Which is the most ambitious goal you have ever set yourself? How did that come about? How did you go about achieving it? Did it work out?
* ...

**ENERGETIC** Has the ability to work hard and spend time, energy and committment on the job.

* How many hours per week do you work? How do you plan it? Is that reasonable for you?
* Tell me about a situation when you had to do that bit extra? Why was that? What did you have to do to manage? How was that for you?
* ...

**STAMINA** Remains motivated and efficient despite setbacks and disappointments. Works until projects are ended or results achieved.

* Tell me about a great disappointment at work? What happened? How did that affect you? How did you react (act)? What were the consequences?
* Have you ever been questioned or criticised at work? What was that about? What is your analysis of the situation? How did you react when it happened? Did you learn something? Have you been able to apply that insight?
* ...

**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. ...
* ...

**RELATIONSHIP BUILDING** Is outgoing and socially active in professional contexts. Makes new contacts and maintains and strengthens relationships that add to work performance.

* Tell me about a situation when you had to make new contacts or build a new network at work? Why was that? How did you go about it? Was there any challenge? How did you deal with that? How did it go?
* ...

**EMPATHY** Has the ability to take someone else’s perspective or situation without taking over that person’s feelings.

* Tell me about a situation when you had to deal with somebody who was going through something difficult? How did you notice? What did you see? What did you do? What happened then?
* ...

**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?
* ...

**SERVICE MINDED** Is calm, attentive and forthcoming. Has an interest, will and ability to help others and strives to deliver solutions.

* Tell me about a situation when somebody came to you for help. What were the circumstances? What did you do? What was the result?
* Have you ever felt somebody was unreasonable in their request for help or assistance. What situation was that? In what way was it unreasonable? What did you do? How did that work out?
* ...

**CONVINCING** Is capable of influencing and convincing others. Can make others change opinion or behaviour.

* Tell me about a situation when you went about to sway somebody’s opinion something? What was it? Why was it important? How did you do it? What response did you get?
* Tell me about a situation when you did not get it your way. Why was that?
* ...

**CULTURAL AWARENESS** Values diversity and understands how background, culture and group identities affect oneself and others. Has the ability to take this into account when decisions are made and modus operandi chosen.

* To what extent do you have contact with people of a different background in your work today? How do you feel about that? What are the advantages? What are the challenges?
* Tell me about a situation when you had to adjust due to differences in background? How did you read the situation? What did you do? Did you get any feedback on that?
* Has there ever been a situation when this has led to a misunderstanding or difficulty? Tell me about that? What happened? What was your role in this situation? How did you act? What was the result?
* ...

**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?
* ...

**FINANCIAL AWARENESS** Understands and adheres to business-like principles. Focuses on costs, revenue and efficiency from an economic perspective.

* What experience do you have of financial or economic considerations as part of your work? What kind of decisions have you been involved in as a part of this? Can you give an example? What were the circumstances? What did you do to address the matter? How did that work out? How do you think about it afterwards? Was there anything you could have done differently? Would that have been better?
* Have you done anything to cut costs? Why had that situation arisen? How did you think about it? What did you do? How did you get the idea? How did you go about implementing it? What was the effect?
* ...

**STRATEGIC** Thinks strategically and has a broad perspective on issues. Sees the long-term significance and wider consequences of things and adapts own decisions accordingly.

* What are the most important challenges in your current line of work? What are your considerations here? How are you adjusting to address this?
* ...

**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?
* 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?
* ...

**QUALITY CONSCIOUS** Is thorough and well aware of goals and standards of quality. Sets great importance upon these goals and standards being met.

* What does ‘maintaining quality’ mean to you in your work? How do you go about ensuring it? Can you give an example?
* Can you tell me about a situation when it was difficult to uphold quality? Why was that? What did you do? What was the result in the end?
* ...

**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?
* ...

**SPECIALIZED KNOWLEDGE** Understands the specialized aspects of the work particularly well. Continually maintains the specialized knowledge. Is a resource of knowledge for others.

* How do you do to keep up with developments in your area? Is that enough? What should you do, but do not find the time for?
* Do others come to you for help? Can you give an example? Can you give another example?
* ...

**PROBLEM SOLVING ANALYTICAL ABILITY** Works well with complex issues. Analyzes and breaks down problems to its components and solves complicated problems.

*Assess with tests and /or work samples. Also ask :*

* 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?
* ...

**NUMERICAL ANALYTICAL ABILITY** Understands numerical problems. Solves numerical tasks in a quick and correct way.

*Assess with tests and /or work samples.*

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

*Assess with tests and /or work samples.*