



BEHAVIOR-BASED INTERVIEW QUESTIONS FOR STUDENTS

The type of competencies against which you will be assessed also depends on the actual post and the company that is interviewing you.

The company you are visiting may ask some or even none of the questions below, but this will help you remember past experiences, triumphs and challenges and help prepare your memory for any more technical and vocationally based questions you may be asked. Please have a read through and feel free to think of personal triumphs to respond as well if relevant.

GENERAL

Tell me about yourself.

Why did you choose to apply to our company?

Why should we choose you above anyone else?

What do you know about our company?

What is your greatest achievement?

Adaptability - Adjusts to changing environments whilst maintaining effectiveness

- Which change of personal situation did you find the most difficult to make?
- Tell us about the biggest change that you have had to deal with. How did you cope with it?

Communication - Communicates effectively, listens sensitively, adapts communication to the audience and fosters effective communication with others

Verbal

- Tell us about a situation where your communication skills made a difference.?
- Describe a time when you had to win someone over who was reluctant or unresponsive.
- Describe a situation where you had to explain something complex to a friend or colleague. Which problems did you encounter and how did you deal with them?
- What is the worst communication situation that you have experienced?
- How do you prepare for an important meeting?
- Tell us about a situation when you failed to communicate appropriately.
- Demonstrate how you vary your communication approach according to the audience that you are addressing.
- Describe a situation when you had to communicate a message to someone, knowing that you were right and that they were wrong and reluctant to accept your point of view.



Listening

- Give us an example where your listening skills proved crucial to an outcome.
- Tell us about a time when you were asked to summarise complex points.
- Tell us about a time when you had trouble remaining focused on your audience. How did you handle this?
- What place does empathy play in your social circle/ at work? Give an example where you needed to show empathy?
- Describe a situation where you had to deal with someone who was angry.

Written

- What type of writing have you done? Give examples? What makes you think that you are good at it?
- How do you feel writing a report differs from preparing an oral presentation?
- What positive and negative feedback have you received about your writing skills? Give an example where one of your reports/assignments/papers was criticised.
- How do you plan the writing of an important paper?

Conflict management - Encourages creative tension and differences of opinion.

Anticipates and takes steps to prevent counter-productive confrontations.

Manages and resolves conflicts and disagreements constructively.

- Tell us about a time when you felt that conflict or differences were a positive driving force within a situation. How did you handle the conflict to optimise its benefit?
- Tell us about a time when you had to deal with a conflict within your team/ social group/ school/ University team.
- Tell us about a situation where conflict led to a negative outcome. How did you handle the situation and what did you learn from it?
- Give us an example where you were unable to deal with a difficult person.

Creativity and Innovation - Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting-edge programs/processes.

- Tell us about a project or situation where you felt that the conventional approach would not be suitable. How did you derive and manage a new approach? Which challenges did you face and how did you address them?
- Tell us about a time when you had to convince a senior person that change was necessary. What made you think that your new approach would be better suited?



Decisiveness - Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.

- What big decision did you make recently? How did you go about it?
- How did you reach the decision that you wanted to change jobs?
- Give an example of a time when you had to delay a decision to reflect on the situation. What did you need to do this?
- What is the decision that you have put off the longest? Why?
- When is the last time that you refused to make a decision?
- Give us an example of a situation where you had to make a decision without the input of key players, but knowing that these key players would judge you on that decision (e.g., a leader was unavailable at the time).
- Tell us about a time when you had to decide without knowledge of the full facts.
- Tell us about a situation where you made a decision that involuntarily impacted negatively on others. How did you make that decision, and how did you handle its consequences?
- Tell us about a decision that you made, which you knew would be unpopular with a group of people. How did you handle the decision-making process and how did you manage expectations?
- Tell us about a situation where you made a decision too quickly and got it wrong. Why did you take that decision?

Flexibility - Modifies approach to achieve a goal. Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.

- Describe a situation where you had to change your approach halfway through a project or task following new input into the project.
- Describe a situation where you started off thinking that your approach was the best, but needed to alter your course during the implementation.
- Describe a situation where you were asked to do something that you had never attempted previously.
- Give us an example of a situation where your initial approach failed and you had to change tack.
- Describe your strongest and your weakest colleagues/ friends. How do you cope with such diversity of personalities?



Independence Acts based on his/her convictions and not systematically the accepted wisdom

- Which decisions do you feel able to make on your own and which do you require senior support to make?
- Describe a situation where you had a disagreement or an argument with a superior. How did you handle it?
- When do you feel that it is justified for you to go against accepted principles or policy?
- When did you make a decision that wasn't yours to make?

Influencing Ability to convince others to own expressed point of view, gain agreement and acceptance of plans, activities or products.

- Describe a situation where you were able to influence others on an important issue. What approaches or strategies did you use?
- Describe a time when you failed to sell an idea that you knew was the right one.

Integrity - Ability to maintain job-related, social, organisational and ethical norms.

- When have you had to lie to achieve your aims? Why did you do so? How do you feel you could have achieved the same aim differently?
- Tell me about a time when you showed integrity and professionalism.
- Tell us about a time when someone asked you something that you objected to. How did you handle the situation?
- Have you ever been asked to do something illegal, immoral or against your principles? What did you do?
- What would you do if your boss asked you to do something illegal?

Resilience and tenacity - Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Stays with a problem/line of thinking until a solution is reached or no longer reasonably attainable.

- Tell us about a situation where things deteriorated quickly. How did you react to recover from that situation?
- Tell us about a project/ time where you achieved success despite the odds being stacked against you. How did you ensure that you pulled through?
- Tell us about your biggest failure. How did you recover and what have you learnt from that incident?
- Give us an example of a situation where you knew that a project or task would place you under great pressure. How did you plan your approach and remain motivated?



- How do you deal with stress? Give us an example of a situation where you worked under pressure.
- Under what conditions do you work best and worst?
- Which recent project or situation has caused you the most stress? How did you deal with it?
- What was the last time you lost your temper?
- When is the last time that you were upset with yourself?
- What makes you frustrated or impatient?
- What is the biggest challenge that you have faced so far? How did you overcome it?
- Tell us about a time when you successfully pushed one of your ideas despite strong opposition.
- Which course or topics have you found most difficult? How did you address the challenge?

**Risk-taking - Takes calculated risks, weighing up pros and cons appropriately
Tell us about the risks that you have taken in your personal life. How did you go about making your decision?**

- What is the biggest risk that you have taken? How did you handle the process?
- Please describe one of your current or recently completed projects, setting out the risks involved. How did you make decisions? How do you know that you made the correct decisions?
- What risks do you see in joining our company?

Sensitivity to others - Aware of other people and the environment and one's own impact on these. Takes into account other people's feelings and /needs.

- What problems has one of your friends brought to you recently? How did you assist them?
- Tell us about an unpopular decision that you made recently? What thought process did you follow before making it? How did your colleagues/clients/ friends react, and how did you deal with their reaction?
- When was the last time that you had an argument with a friend/colleague?
- When did you last upset someone?
- What steps do you take to understand your colleagues' and friends' personalities?

Teamwork- Contributes fully to the team effort and plays an integral part in the smooth running of teams, without necessarily taking the lead

- Describe a situation in which you were a member of a team. What did you do to contribute to it positively?
- Give us an example where you worked in a dysfunctional team. Why was it dysfunctional? Could you do anything to change it? How did it make you feel?



- Give an example of a time when you had to deal with a conflict. What did you do to help resolve the situation?
- How do you build relationships with other people?

Digital and AI

- Can you share an example of how you have used digital tools or AI in your studies, work, or personal projects to solve a problem or improve efficiency?
 - AI is advancing quickly, but it also raises issues like bias, data privacy, and over-reliance. How would you approach balancing these opportunities and risks in the workplace?
 - If you joined our team tomorrow, which digital or AI trend would you highlight as most important for us to focus on and why?
 - How do you stay up to date with new digital or AI developments, and how would you apply that knowledge in your role here?
- What skills do you think graduates today need to thrive in a world where AI and digital technologies are shaping the future of work?