

# People & Culture Leader Guide – Behavioural Interview Questions

## Purpose

This leader guide provides examples of behavioural interview questions you can use during your recruitment process. These questions are aligned to different categories of skills and competencies you may be looking for. These questions are designed to support you in gathering information from candidates on their skills to decide if they will be suitable for the role you are recruiting.

## Table of Contents

1.	Ability to Learn .....	3
2.	Adaptability .....	3
3.	Attention to Detail .....	3
4.	Career Ambition .....	3
5.	Communication .....	4
6.	Conceptual Thinking.....	4
7.	Concern for Impact.....	4
8.	Concern for Standards .....	5
9.	Critical Information Seeking.....	5
10.	Cultural Awareness .....	6
11.	Customer Service.....	6
12.	Decisiveness .....	6
13.	Development Orientation.....	7
14.	Drive .....	7
15.	Efficiency Orientation .....	7
16.	Execution .....	8
17.	Financial Analysis .....	8
18.	Flexibility .....	8
19.	Independence .....	9
20.	Initiative.....	9
21.	Innovativeness .....	9
22.	Integrity .....	10
23.	Interpersonal Awareness.....	10
24.	Leadership .....	10
25.	Motivation.....	11
26.	Multi Tasking.....	11
27.	Organisational Awareness.....	11
28.	Organising/Planning .....	12
29.	Problem Solving/Analytical Thinking.....	12
30.	Rational Persuasion .....	13
31.	Results Orientation.....	13
32.	Risk Taking .....	13
33.	Sales Ability.....	14
34.	Self Control .....	14
35.	Sensitivity.....	14

36.	Strategic Influencing.....	14
37.	Strategic Thinking .....	15
38.	Teamwork .....	15
39.	Technical Skills .....	16
40.	Tenacity .....	16
41.	Thoroughness .....	16
42.	Tolerance for Stress .....	17
43.	Written Communication .....	17

**1. Ability to Learn**

- (a) What did you have to learn to be effective in your current role? How long did it take you to master this?
- (b) In your current job what aspects did you pick up quickly and what aspects took longer to learn?
- (c) Describe a time when you had difficulty learning something complex. What did you do?

**2. Adaptability**

- (a) Tell me about a time when you have had to deal with a number of pressing assignments at once? How did you adapt to the situation?
- (b) Tell me about a situation when you had to adjust quickly to changes in your organisational or departmental priorities.
- (c) Tell me about a time when you had to abruptly change what you were doing. What did you do? How did it affect you?
- (d) What are the highest-pressure situations you have been under at work? How did you cope?

**3. Attention to Detail**

- (a) Can you example of a time when you found errors in your work? What were the causes?
- (b) Ask the candidate to give you examples of how they handle their work during busy/hectic times. Listen for responses that indicate they use a method, strategy or organised approach to avoid making errors in haste.
- (c) Ask the candidate an open-ended question to assess how they feel about detail-type of tasks such as, "some people enjoy working with details, while others prefer to focus on other aspects of their work. "How would you describe your level of interest in details?" Ask follow up questions such as "what types of detail tasks do you enjoy?" and "what types of detail tasks do you procrastinate on?" Listen for enthusiasm about accuracy and details versus it being "just part of the job."
- (d) Give an example of a time when you knew that things were not going well with a process, function or operation. How could you tell?

**4. Career Ambition**

- (a) What are your career goals in the next five years? What have you done to achieve them?
- (b) How does your current job relate to your career goals?

- (c) What have you done to improve your effectiveness in carrying out the daily tasks of a job? What circumstances prompted your efforts to improve? How did you go about implementing these changes? What sort of feedback have you had from colleagues and / or customers?
- (d) Describe a time when your personal career aspirations fitted with the organisational objectives of your employer. What were your objectives? In what way did they fit in with your employer? What effect did this have on your performance and personal motivation?

## 5. Communication

- (a) What are some of the worst communication problems that you have experienced? Examples.
- (b) What different approaches do you use in talking with different people? How do you know that you are getting your point across?
- (c) How much of the key information in your job comes to you orally rather than in writing? Give me some examples of situations in which you were able to extract the key bits of data that other people missed?
- (d) Describe a talk or presentation that you have given recently. How did you tailor it to suit your audience? How did your audience react? What feedback did you receive?
- (e) In what situations involving spoken communication do you find it difficult to get your point across? Why is this so? What did you do to try to overcome these difficulties? What else could you do?

## 6. Conceptual Thinking

- (a) Have you ever recognised a problem before your boss or others in the organisation? Explain.
- (b) Describe any significant projects, ideas, etc. you have conceived within the past year. How did you know they were needed and would work? Were they used? Did they work?
- (c) Can you give me example of a time that you were able to identify a small problem before it became a major problem?

## 7. Concern for Impact

- (a) What unpopular decisions have you recently made? How did you communicate that decision? How did your peers/subordinates respond? How did that make you feel?
- (b) When dealing with individuals or groups, how do you determine when you are pushing too hard? Give an example
- (c) Describe a situation in which you did not get along with a (customer, co-worker, person from another part of the organisation). What happened?

- (d) Based on a recent example, tell me about how you have created a positive first impression. What did you do specifically that was effective? What feedback did you get? What were the key factors that enabled you to make a positive first impression?
- (e) Give me an example of how you have gone about making an impact on those you have worked with – either within or outside the organisation. How did you plan to make an impact? What steps did you take? How effective was your approach? What would you do differently in hindsight?

## 8. Concern for Standards

- (a) Give me an example of a time when your work was above standard and when it was below standard. What were some reasons for the differences in performance?
- (b) Tell me about a time when you missed a deadline. What caused this?
- (c) Give me an example of when you knew that a process or operation was being done poorly. What did you do?
- (d) Tell me about a past situation where you have been particularly effective in maintaining high quality standards at work. What did you do that was so effective? How did your approach differ from others? What were the outcomes for your customer / client?
- (e) Tell me about a time when you set high quality standards for yourself. What standards did you set yourself? Why was it important to produce high quality work? How did the standard that you set differ from those of your colleagues? To what extent were you successful in achieving this standard?

## 9. Critical Information Seeking

- (a) How do you stay attuned to potential problems? Give examples.
- (b) What steps do you follow to study a problem before making decisions?
- (c) Tell me about a difficult situation in which you had to talk to people to get information that you needed before either yourself or your boss could make an important decision.
- (d) Describe a recent example of how you have gone about seeking information in order to make a decision or solve a problem. What methods do you use in gathering information? Who did you consult with? Describe how thorough you were? How could you have improved your information gathering?
- (e) There are times when a critical piece of information comes to hand after the decision has been made. Describe a situation where this happened to you. What was the situation? What decision has been made? How would the critical piece of information have altered your original decision? What did you do after this information came to light?

**10. Cultural Awareness**

- (a) Tell me about a situation where you had to communicate with people whose first language was not English. What were the circumstances? What resources were you able to call on? What needed to be communicated? What was the outcome?
- (b) Give me an example of where you have worked in a team, which had some difficulties due to cultural differences. What were the cultural differences? What difficulties emerged? How were the difficulties resolved?
- (c) Tell me about a situation where the multicultural makeup of your work group has been an advantage. What were the circumstances? What different cultural perspectives or skills did you draw on? What was your role? What changes would you make to facilitate this further in the future?

**11. Customer Service**

- (a) What skills do you believe are important for dealing effectively with customers? Give an example of a time when you displayed these.
- (b) Tell me about a time when you handled a customer complaint effectively and a time you handled a complaint ineffectively. What did you learn from this?
- (c) What steps do you take to ensure customer satisfaction? Give an example of a time when you have employed this.
- (d) Tell me about a time when you took it upon yourself to go “beyond the call of duty” for a consumer / client. What was the situation? What part did you play in the final solution? What feedback did you get?
- (e) Maintaining clients is important. Give me an example of when you have been able to address the long-term needs of a client. What were the circumstances? What did you do for the customer to ensure their needs were met? How did you measure the client’s satisfaction?

**12. Decisiveness**

- (a) Describe the last time you made a difficult decision on the job. What facts did you consider? How long did it take you to decide?
- (b) What kind of decisions do you tend to make rapidly, and on which ones do you take more time on?
- (c) Give me a recent example of where you had to commit yourself to a definite course of action. Why was it necessary to be so definite? What steps did you take before committing yourself? How successful did your choice turn out to be? What would you do differently in hindsight?

- (d) Describe an occasion when you referred an urgent decision upwards. What was the background? Why did you need help? To what extent do you still seek advice in this area?
- (e) Describe a recent situation where you have had to consider a variety of alternatives in your decision-making. What criteria did you use to assess the alternatives? What feedback did you receive on the success of your decision? How do you think you could improve your decision making approach?

### 13. Development Orientation

- (a) What people management strategies have you successfully implemented and supported in the last 12 months?
- (b) In your current or most recent role, what responsibilities have you delegated to others? How did you decide whom you would delegate to? How did you know they could carry out the task / responsibility competently? How well was the task completed?
- (c) Give an example of a time when you failed to properly coach a subordinate? What happened?
- (d) Describe a time when you have been able to identify someone who you recognised as having potential for a higher-level position. How did you set about developing them? What specific opportunities did you help them obtain? Where are they now?

### 14. Drive

- (a) Tell me about a recent example where you have taken a highly motivated approach to a work activity. Why were you so fired up on this occasion? What was the outcome? How did your approach differ to others, or "the norm"?
- (b) Give me an example of where you have shown high levels of drive and determination at work. What obstacles did you face? Why were you so determined to succeed? What was the impact on your colleagues and subordinates?
- (c) Tell me about a specific example where you have had to sustain high levels of work over long time periods. Why was this necessary? What feedback did you get on your work output during this time? How could you have been even more effective during this time?

### 15. Efficiency Orientation

- (a) Have you ever identified practises that were resulting in waste? What were the practises? What did you do about it?
- (b) Occasionally we all spot opportunities to do things more efficiently. Has this ever happened to you? Give an example.
- (c) What are some of the things that you do to ensure that your time is being used effectively?

- (d) Give me an example of where you compete with other providers in delivering services. What is the nature of competition? What effects does it have on how you operate? What are the financial implications?

## 16. Execution

- (a) Describe a time when you've had to drive others to complete a task. Why did you decide to take this action? What happened as a result? What did you learn from this?
- (b) Things don't always go according to plan. Tell me about a situation in which you were unable to deliver what had been promised. What were the circumstances leading up to this? How did you respond? What in retrospect, could you have done differently?
- (c) Tell me about a project where it was difficult to meet the objectives. What were the objectives? What were the difficulties you faced? To what extent did you meet your objectives?

## 17. Financial Analysis

- (a) What kinds of financial reports do you prepare on the job? What do they contain? How often do you prepare them?
- (b) How much involvement do you have in your organisation's financial decisions? Specifically, what is your role? What kinds of data do you use in making the decision? How are your financial analyses/reports used?
- (c) What sort of impact does your role have on the overall financial performance of the organisation? In what way does this role contribute? How would you measure this impact? How would you increase this impact?
- (d) Give me an example of a time when you went over budget? Why did this occur? What factors were in your control? What would you do differently next time?

## 18. Flexibility

- (a) How have you gotten around obstacles that prevented you from completing a project? Describe the obstacle and what you did to get around it?
- (b) Which bosses have you worked the most effectively for and why?
- (c) Managing a situation when you are unsure of who has the responsibility / accountability for an issue can be very frustrating. Give me an example of when this happened to you? How did you set about clarifying the situation? How did you adapt your style / behaviour? What problems arose? How did you feel?
- (d) We all work in an environment typified by some change, from legislation through to individual working patterns. Tell me about a specific time when you embraced change? What were the key changes required? What did you see as the positives and the risks involved? What was the outcome?

- (e) Describe an occasion when you had to change the way you work because of changing circumstances. What were the main changes in your work situation? What was your initial reaction? How well did you adapt?

## 19. Independence

- (a) Describe an incident in which you disagreed with your supervisor. How was it settled?
- (b) Describe an incident in which you took matters into your own hands although it should have been handled by your boss.
- (c) Tell me about a new policy or idea you recently implemented which was considerably different from the standard procedure. What kind of resistance, if any, did you encounter? How did you get your employees (peers) to go along with it?
- (d) Tell me about a situation where you disagreed with your colleagues, boss, or senior managers.
- (e) Tell me about a time when you had to make a decision without guidance from others.

## 20. Initiative

- (a) Describe some ways that you have changed your current job? What changes have you tried to implement in your area of responsibility? What have you done to get them under way?
- (b) Ask for descriptions of some recent responsibility that they assume. Listen for indications of active pursuit of increased responsibility versus passive acceptance.
- (c) Give me some examples of doing more than required in your job?
- (d) Give me an example of where you have seized upon a new opportunity at work. What was the opportunity? How did it arise? What did you do to take advantage of it? What was the outcome?
- (e) Describe an example of how you have gone about initiating action in the past. What made you decide to act? Why was it up to you to act? How quickly did you act? What would you do differently if faced with a similar situation in the future?

## 21. Innovativeness

- (a) What are some of the most innovative things you have done in your present position?
- (b) Tell me about a change in your organisation which your peers would recognise as resulting principally from an innovation you developed?
- (c) Describe a situation when you produced an imaginative solution to a continuing problem at work. How did you generate the solution? What feedback did you receive? What would you do differently next time?

**22. Integrity**

- (a) Everyone has to bend or break the rules sometime. Can you give me some examples of when you have had to do this?
- (b) Ask how the candidate might respond if they knew a co-worker was taking unauthorised breaks, arriving late or leaving early without permission. What action would she/he take, if any?
- (c) Sometimes the nature of an assignment / activity requires you to “go out on a limb” and disregard standard working practices and rules. When have you needed to bend the rules on an important issue? Did you consult with anybody? If so, with whom? How did you manage the situation? What was the outcome?
- (d) In what situations do you find your personal ethics conflict with the requirements of your current job? Can you give me a specific example? What were the issues? How did you reconcile the conflict?

**23. Interpersonal Awareness**

- (a) Tell me about a situation when you anticipated others' reactions to problems? What was the situation? What did you do and what was the result?
- (b) How did you go about establishing rapport with (customers, co-workers, people from other parts of the organisation) in your current role? Tell me about a time when you have had to do
- (c) When have you needed to put other people at ease and make them feel comfortable? What was the reason for needing to relax them? How did you try to establish rapport? What steps did you take to ease their discomfort? How did they react?
- (d) When have you worked with someone who you sensed had a very different personal style from your own? What was the situation? How did you learn about the other person's personal style? How did you deal with the difference?

**24. Leadership**

- (a) Describe a time when you have led others in solving a problem? What was the outcome?
- (b) What techniques have you learned to manage/supervise others? How have you used these techniques? Give an example
- (c) What strategies have you used to communicate major new directives or changes to employees? Which strategies have worked and which have not? Tell me about a specific example.
- (d) When have you had to get people with very different ideas to work together? What was the situation? What barriers did you have to overcome? How did you get people to work together?

- (e) Give me an example of a specific occasion when you had to lead your team in pursuit of a significant organisational objective. What approach did you take? What did the project involve? How did you know whether you had been effective?
- (f) Everyone occasionally experiences difficulties in getting the team to accept their leadership. Tell me about a time when this has happened to you. What were the problems? What did you do to overcome this? How were you sure you had overcome the difficulties? To what extent would you do it differently next time?
- (g) Tell me about a team which you have been responsible for right from the start. What direction did you provide to the team? How did you monitor the project / keep track of team members' progress?
- (h) Tell me about a time when you delegated an important task to someone. What was the result?

## 25. Motivation

- (a) Tell me about your most satisfying experience in your current job.
- (b) All jobs have their frustration and problems. Describe some examples of specific job conditions, tasks, or assignments that have been dissatisfying to you.
- (c) Give me an example of when you worked the hardest and felt the greatest sense of achievement.
- (d) What personal factors do you consider most important in evaluating yourself or your success?

## 26. Multi Tasking

- (a) Ask the candidate a general question about the kind of environment in which they feel they do their best work. Listen for a preference for an environment where the work is predictable and there is little need to frequently switch tasks.
- (b) Ask the candidate to describe their preferred work style. Listen for responses indicating a preference for focusing on one task at a time.
- (c) Ask the candidate to describe a time when they had to adapt to a changing situation. Listen for responses that indicate some resistance to change, or some difficulty adapting to the change.

## 27. Organisational Awareness

- (a) In what ways have you utilised your knowledge of the organisation to provide a solution using more than one key departmental area? What level of understanding did you have of the various areas (how many areas)? How did you use this in the solution you developed? How successful was your proposed solution?
- (b) Often different areas of a business can have slightly varying "cultures" or attitudes. Describe a situation where you have identified these differences

were impacting negatively on the service being delivered. How did you become aware of the variations in “culture”? What was the impact? How did you handle the effect of this on the service being delivered?

- (c) How have you kept up with your peers / colleagues in other parts of the organisation? Identify some specific colleagues in other department? In what ways do you need to liaise? Describe some specific examples? Why is it important to maintain these contacts?

## 28. Organising/Planning

- (a) What types of scheduling have you done on your job? Tell me about some of the things that you have had to schedule?
- (b) Tell me about a time when you have had to adjust your work schedule?
- (c) Describe a typical day, a typical week?
- (d) Describe a recent example of when you have been asked to achieve a particularly tight deadline? How did you plan what needed to be achieved? What resources did you require? What difficulties did you encounter? How close were you to achieving your deadline?
- (e) Give me an example of a project you have managed. How did you establish the priorities? How did you determine what resources you needed? What processes did you put in place to monitor progress?
- (f) What are the main priorities in your work area? What part do you play in establishing these? How do you communicate your main priorities to others? How do you check that they have a clear grasp of priorities? How are priorities revised?
- (g) Tell me about a time when you missed a deadline on a project. What were the causes? What did you do?
- (h) Describe an occasion when you have had to be self reliant to get a project going. Why was there a lack of support / resources from others? What resources of your own did you fall back on? To what extent does this reflect your preferred way of working?

## 29. Problem Solving/Analytical Thinking

- (a) Describe a problem that you had to solve. What steps did you take to solve it?
- (b) What is the biggest problem that you faced in the past 6 months? How did you handle it?
- (c) Describe a situation in which you had to get information by asking a lot of questions of several people?
- (d) What sources of information do you use to stay aware of problems in your work area? Tell me about a situation in which you used one of these sources.

- (e) Describe the last time that you had to analyse a large amount of information to solve a problem? What type of information did you have the most difficulty analysing? What information did you find easy to analyse? What steps did you take in tackling this problem? How did you break the information down into more manageable pieces? What was the solution?

### 30. Rational Persuasion

- (a) What is the best idea you tried but failed to sell to a superior or peer? What was your approach? Why did it fail?
- (b) What are some of the most difficult attempts at persuasion you have experienced? What were the issues? Who was your audience? Give examples.
- (c) Give me a recent example of a negotiation process you were involved in. Who was involved? What was your role? What did you do that was particularly effective? What was the result?
- (d) Tell me about the last time you won a group of people round to your way of thinking. What was your opinion? How did this contrast with the group's original position? What were the key things you did that persuaded the group?

### 31. Results Orientation

- (a) How do you know that you are doing the right thing on the job? Give me an example.
- (b) It is very easy to get distracted from doing what is necessary to be effective. Tell me about a time when this has happened to you. What did you do about it?
- (c) What kinds of things have you done to ensure that others were meeting their objectives?
- (d) Tell me about a time when you have set an example for your subordinates or peers? How has it helped you meet your (their) objectives?

### 32. Risk Taking

- (a) Describe a recent work related situation that carried more than the usual element of risk?
- (b) Describe some decisions that you made without all of the pertinent information. Why did you make the decision?
- (c) Do you think that a large organisation discourages people from taking risks? How has this affected you?
- (d) Describe the biggest calculated risk you have taken in your current job?

**33. Sales Ability**

- (a) What are some of the best ideas you ever sold to a superior? What was your approach?
- (b) Tell me how you close a sale? Can you give me an example?
- (c) What are some of the most difficult attempts at persuasion that you have experienced? What were the issues? Who was your audience?
- (d) Describe a sale in which you had to use a different approach because your initial attempt failed?
- (e) Why do you believe you are good at sales? What do you do differently to set you aside from your team mates, who may be less successful than you?
- (f) How much opportunity for new ideas/approaches/innovations is there in your present position? Why?
- (g) How far out on a limb have you gone to make a sale? Tell me about the situation?
- (h) Walk me through the steps you followed in making one of your largest sales. Whom did you talk to and why?

**34. Self Control**

- (a) Give me an example of a time when your ideas were strongly opposed in a discussion. How did you react?
- (b) Describe a time in the past year that you have been most upset with your performance?

**35. Sensitivity**

- (a) Can you describe a time when you were dealing with someone very thin skinned?
- (b) Describe a time when you wished you'd acted differently with someone work. What did you do?
- (c) What specific problems have people from other departments brought to you recently? How did you handle them?
- (d) When dealing with a group or individuals, how do you determine when you are pushing too hard?
- (e) Tell me about people who waste your time with a lot of unnecessary problems

**36. Strategic Influencing**

- (a) When have you had to gain agreement from different groups? How have you gone about it?

- (b) Different people react differently to different persuasion styles or approaches. Tell me about a time that you had to persuade different people on a single issue. How did you decide on the approach to pursue with each.
- (c) Describe your most satisfying experience in attempting to gain upper management's support of an idea or proposal. What was the situation, and how did it turn out?
- (d) Tell me about a time when you persuaded a customer to buy your organisation's products or services. How did you do it?

### 37. Strategic Thinking

- (a) What part did you play in developing your unit's operating functions?
- (b) Tell me about a recent time when you took a broad view of your work. Why was this necessary? How useful was this approach? What would you do differently next time?
- (c) Describe the key emerging trends, which you think will impact on your organisation. How do these impact on current strategy? How do you keep abreast of trends? How do you balance these with current demands?
- (d) Describe the impact of your most recent role on the long-term success of the organisation. How important is this role? What contribution does it make to achieving the organisation's long-term goals?

### 38. Teamwork

- (a) Tell me about a time when you have assisted a co-worker.
- (b) Describe some situations in which you wish that you acted differently with someone in your team/department. What happened?
- (c) When dealing with team members, how do you determine if you are pushing an issue or a decision too hard? Tell me about a time when you pushed too hard?
- (d) Have you ever been in a group with an unproductive person? How did you handle this situation?
- (e) What are some of the best ideas that you have presented to, and which were accepted by your team? What approach did you use?
- (f) Tell me about a team member from whom it was tough to gain acceptance. What was your approach?
- (g) What do you believe are the key skills associated with being a successful team member?
- (h) Describe a recent problem that you have had with a team member and how you resolved it?

**39. Technical Skills**

- (a) Tell me about a recent time when colleagues sought your advice or drew on your expertise. What had you done to be seen as an authority? To what extent were you able to meet their needs? How extensive was your advice? What checking / investigation / research did you need to do to respond?
- (b) Give me an example of a technical problem you recently solved. How did you notice it? What did you do? What was the result of your efforts?
- (c) Describe a recent occasion when you felt that your level of specialist knowledge was insufficient. What made you think this? What action did you take? What are your current strengths and weaknesses in this area?

**40. Tenacity**

- (d) Tell me about a time when you had a feeling of frustration or impatience when dealing with a manager? What was the situation?
- (e) When was the last time that the pressure really got to you?
- (f) What are some of the biggest obstacles you have had to overcome to get where you are today? How did you overcome them?
- (g) What are some of your biggest disappointments in your current role? How did you cope?
- (h) Tell me about a time when you persisted in overcoming objections to show how products or services met the customers' needs.
- (i) Tell me about a time when you think you were too persistent? What were you striving to achieve? What made you realise that you had persisted for too long? How did you change tack?
- (j) Give me an example of a time when you have had to stand by a controversial decision that you had made. Why was it controversial? How did you stand by it? What was the nature of the pressure you were under?

**41. Thoroughness**

- (a) What are the standards of success in your job? What have you done to meet these standards?
- (b) Tell me about a time when you weren't very pleased with your performance. What did you do about it?
- (c) Compare and contrast when you did work that was above the standard and the times your work was below standard?

**42. Tolerance for Stress**

- (a) Under what conditions do you work best?
- (b) What are the highest-pressure situations you have been under in recent years? How did you cope?
- (c) How often do you find it necessary to take work home? Why?
- (d) Give me an example of when your ideas were strongly opposed in a discussion. How did you react?
- (e) Give me an example of a time when you have been under pressure. What was the nature of the pressure? How did this impact on your work? How did you cope with the pressure?
- (f) Tell me about a time when you were criticised in relation to your work? What was the criticism? How fair was the criticism? How did you react? What changes did you make as a result of that feedback?

**43. Written Communication**

- (a) What are some of the most difficult reports that you have ever written? Why?
- (b) What kinds of writing do you have to do on the job? Who is the audience? What level of language do you use and why?
- (c) What reports / letters / memos do you need to prepare in your current / most recent position? Tell me about one significant document you have prepared. How did you structure the document? What were your source materials? How was the document received?
- (d) What have been the most significant reports you have written in your job in recent times? Let us focus on one of these. Why was it significant? What special efforts did you make with it? What was the outcome?
- (e) What different audiences or recipients have you prepared written material for? How did you vary your style for the different recipients? How did you check that you had been understood? What feedback have you received?