**Example Interview Questions**

**General Interview Questions**

**Behaviour/Work style:**

How would you describe your work style?

[What would be your ideal working environment?](https://www.monster.com/career-advice/article/ideal-work-environment-question)

Give me an example of a time that you felt you went the extra mile at work. Why did you do this?

What techniques and tools do you use to keep yourself organised?

Can you describe a time when your work was criticised. Why was this and what did you do with the information?

Tell me about your proudest achievement? Why was this?

Have you ever been on a team where someone was not pulling their own weight? What did you do and why?

Give me an example of when you have managed a situation which placed your service area or business in a position of risk? (What was the risk? How did/could it have affected your business? What did you do to mitigate the risk? What was the outcome?)

**Project Management:**

[What was the last project you led, did you consider it to go well or not (why) and what was its outcome?](https://www.monster.com/career-advice/article/how-to-answer-job-interview-question-what-was-last-project-led-outcome)

**Communication:**

Please describe a situation where you have successfully communicated a particularly difficult or sensitive issue? (What was the situation? What made it difficult/sensitive? What do you think you did that particularly contributed to your success? What was the outcome?)

Tell me about a time when you had to gave someone difficult feedback. How did you go about this? (What was the outcome? Is there anything you would do differently next time?)

Tell me about a time where you had to deal with conflict at work, either with a colleague or member of the public.

Give an example of a method of communication you have introduced at work. How did it improve working with your colleagues? (How did you ensure everyone who needed to be included was included? How did it improve person centred approaches to the people and residents you support?)

**Performance/Results:**

Tell me about a time when your work has improved the performance of a team. (What situation did you find yourself in? What issues arose? How did you resolve these? What made it successful?)

Please give an example where your actions did not result in the outcomes you wanted or expected for the business. (What had you been trying to achieve? Why did your actions not work? What changes did you make? What was the outcome? What did you learn from this?)

Can you give an example of where you had an idea or have made a suggestion to your manager regarding how you thought a system or process could be improved? (How did you address or ‘sell’ the idea to your manager? What was the outcome?)

**Customer Focus:**

Please describe an example of a particularly difficult and negative customer or stakeholder relationships you have managed? (What was the scenario? What caused the difficulties? What was your reaction? How you managed it, what was the outcome?)

Describe how you understand the needs of your customers and manage their expectations accordingly.

Please give an example of how you believe that you have significantly improved the provision of service in your business area. (Why was the improvement needed? What approach did you take to achieve this? What helped? What made things difficult? How did you tackle these difficulties? What was the outcome?)

**Planning and Organising:**

Describe a situation when changing and/ or competing circumstances have meant you have had to change your normal procedures or way of doing something in order to achieve the objective or task. (How did the circumstances change? How did you change your normal way of doing things? What was the outcome?)

Describe a situation where something you were working on suffered a setback due to an unexpected change in circumstances. (What was the situation? What was the setback? How did it affect your work? What did you do about it? What was the outcome?)

Describe a situation where you have had to delegate more than usual in order to achieve a critical outcome. (How did you feel about it? What was the outcome? Would you do anything differently with hindsight?)

Describe a system or process you have introduced to manage your work or the work of your team. (Why did you introduce it? What was the system and how did it help? How did it impact the service?)

Tell me about a time where you were required to finish multiple tasks by the end of the day, and there was no conceivable way that you could finish them. (What did you do? What was the outcome?)

**Change Management/Resilience:**

Tell me about a situation in which you had to implement a major organisational change into your service area or business. (What was the situation? What was your role? How did you manage the difficulties? What facilitated the process? What was the outcome?)

Can you describe an obstacle you and your team have had to overcome? (Why was it an obstacle? What did you do? What was the outcome?)

Can you give me an example of when you have asked a colleague to do undertake a task or piece of work which they have not wanted to do. (What was the situation? How did you support the staff member to undertake the task/request? What was the outcome?)

**Career development questions:**

What is the most important area of development for you over the next year? (How do you envisage achieving this? What support would you need?)

If I were to ask your last manager to provide you additional training or development opportunities, what would they suggest?

**Team Integration:**

How would you go about establishing your credibility quickly with the team?

What do you see yourself doing within the first months/years of this role?

If selected for this position, can you describe your strategy for the first 90 days in post?

**Management Questions**

**General Questions:**

Talk us through your work history that you feel is relevant to this Planning Manager post.

Given the short term nature of the role, what is your assessment of the key areas that need prioritising within this timeframe?

Can you describe how you manage and maintain the continual success of your service or business? (What have you achieved to date? What is the biggest challenge you face to achieve your goals? How will you get over these?)

**Managing Stakeholders:**

How would you engage with members, the Council’s leadership team and other key stakeholders?

We are a no overall control Council and that can lead to difficulties extracting clarity over decision making – what coping strategies would you use for this?

**Performance Management, Change (managing internally) and Engagement:**

I need somebody in this role that is prepared to make changes. This requires a combination of soft and harder skills to bring people on board to your way of thinking, influence them positively with your vision for what changes we need (and why). Talk me through how you would do this, and what experience you have of a time when your leadership skills have been tested.

How would you propose to build trust and credibility within the team and manage any necessary changes effectively? (Can you provide examples of your approach and where you have found this to work effectively in the past?)

What strategies have you used in the past to foster staff commitment at all levels in a Service?

Tell us about a time when you have delivered a project against resistance and how did you overcome the objections?

Have you had to manage difficult exits in the past? What learning can you bring from those experiences to this role?

**Service Delivery and Change (External aspects):**

If you are successful in this role what difference will you make to the delivery of services and how would you propose to implement these? Can you provide examples of your approach of where you have done this?

Managing at senior level in a changing environment is a difficult role. Whilst I fully appreciate there are professional and technical considerations, I also need an individual operating at this level of seniority to have a wider understanding of the bigger picture so that planning decisions are not taken in isolation. How can you reassure me that this is something you can do?

**Availability and next steps**

Discussion of availability, logistics etc