Neospectives Consulting Report

Get through your interview so that you can get on with your career

RESPOND TO THE TOP 300 INTERVIEW QUESTIONS WITH EASE

NEOSPECTIVES CONSULTING
Solutions for Leaders in Business

DINESHRIE PILLAY
SPEAKER. TRAINER. FACILITATOR

CONTENTS

Introduction – Potential versus Experience 3

The 7-Step Leadership Model™ 4

Human Traits 6

The Interview Process 7

Format of Interview Questions 8

The Top 300 Questions 10-37

Final Thoughts / Next Steps 38

Notes /About Dineshrie Pillay/ Further Programmes 39-43

Author
Dineshrie Pillay, Founder & CEO Neospectives Consulting

Introduction

"…between the ages of 35 years and beyond, your level of work experience becomes more important than your level of qualification."

Potential versus experience

Which is more important in the workplace - your level of qualification or your level of experience?

As a newly qualified graduate looking for your first full-time employment, your qualification is a signal to potential employers that you have potential to perform within their organization. At this level, as a graduate, you are most likely going to be between the ages of 20 to 35 years old. Employers are willing to give you chance and offer you the position that you have applied for based solely on the qualification that you possess. This is because to earn any qualification requires a lot of hard work, dedication, commitment and perseverance to complete your studies. These traits are all the traits that make a good employee.

However, between the ages of 35 years and beyond, your level of work experience becomes more important than your level of qualification. This is because employers are looking for people with a proven track record. Employers are looking for individuals who can practically apply the theory that was learnt within the qualification syllabus. At this level, it means that regardless of the educational qualification that you may possess, if you are not performing and delivering your work expectations, you might not last very long in that organization. You might either be declined further promotions at work, or you might even be fired from your job due to non-performance.

The important lesson from this is that as an individual you should balance your level of qualification with relevant work experience or track record.

The 7-Step to Leadership Model™

As a Business Partnering specialist, speaker and trainer – Dineshrie Pillay has constructed a simple model for anyone to understand how to build their leadership skills. This model has been summarized below.

L=Learning

When you start off in an organization – you are learning as much as you can about the company. It is important that you understand what your day-to-day role is. People around you also realize that you just started and are willing to give you a chance to learn and make mistakes.

The key skills at this level are to be curious, ask questions and be open to learning.

E=Execute

At this stage, you are working for the company in excess of 6 months. You are no longer a 'newbie'. To survive at this level you need to show that you can learn quickly, be able to adapt to new surroundings and to apply your knowledge gained during your first few months at the company. It is no longer sufficient for you to show up at work and collect your month-end salary. You now need to start proving your worth.

The key skills at this level are to be adaptable, flexible, be open to change and to be able to synthesize your knowledge gained during your learning phase at the company.

A=Asset

At this level, you are now working at a functional level within an organization and you are starting to become an asset to the company. Your role is important to helping the company achieve its own strategic goals.

The key skills are to be able to work within teams, to manage deadlines and to deliver quality output within requirements and set expectations.

D=Deliver

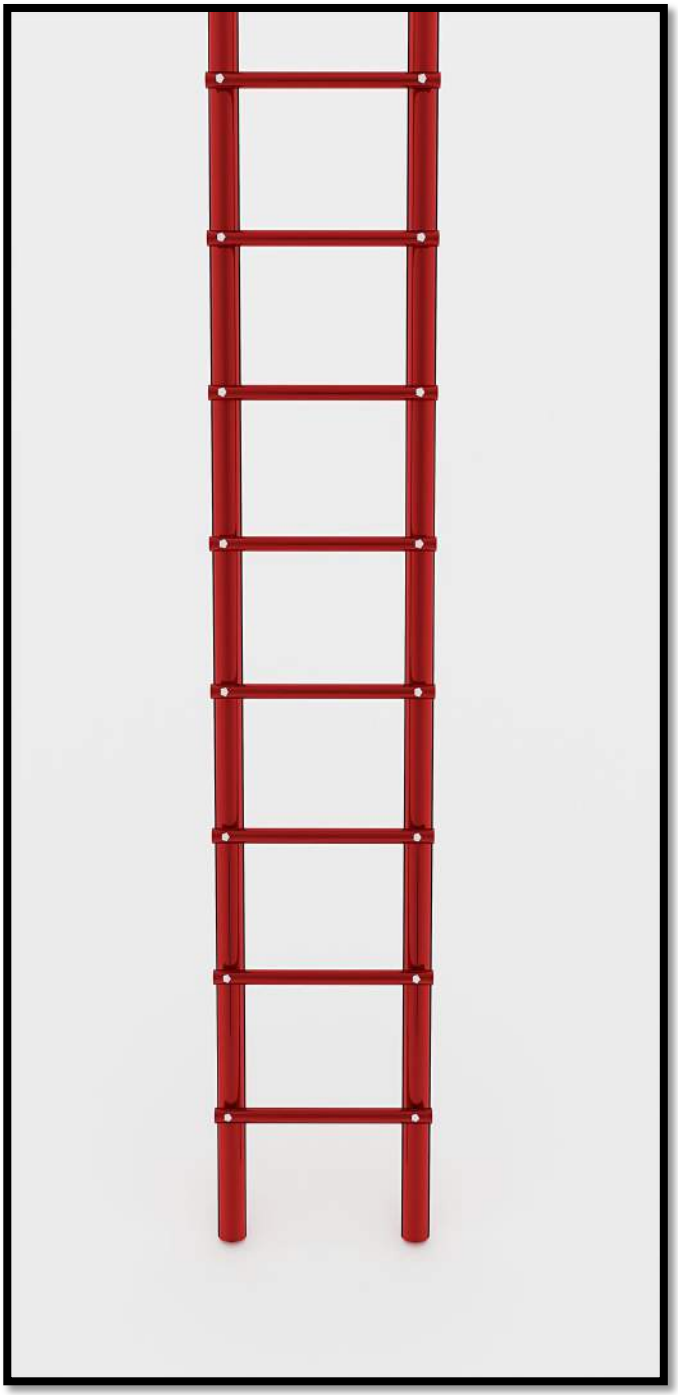
You are now a first-time manager with a team of people reporting into you. It is difficult enough to manage your personal and work life, whilst still ensuring that you perform and meet or exceed company expectations, you now also need to ensure that your team meets the department goals that are set. You need to learn how to bring out the best of your teams' diverse background and skills.

The key skills at this level include: being able to manage a team, being able to work under pressure and having the ability to bring out the best out of people in your team.

E=Edge

You are now a functional manager looking after an entire department of employees that could include having managers reporting into you with teams of their own. At this level you need to be able to solve problems. It is no longer sufficient for you to highlight problems, you also need to be able to come up with creative and innovative ways to overcome challenges. You need to have the edge to make tough company decisions.

The key skills at this level include: Being able to handle challenges; stress tolerance; creativity and innovation; decision making and problem solving skills.



R=Range
At this phase of your leadership journey you are now a senior executive and most likely have teams and teams of people reporting into you. In order to be highly effective at this level you need to be able to direct and delegate multiple projects simultaneously. You also need to have the skill to understand all aspects of the business that could include Finance, Human Resources, Marketing, Sales, Operations and Corporate Affairs.

The key skills at this level include: persuasion, negotiation, business acumen, multi-tasking, project management, communication skills and being able to build partnerships.

S=Steering
You are now the General Manager, the Managing Director or the Chief Executive Officer of a company. To be highly impactful in your role at this level you need to not only understand risk and strategy – you also need to be able to implement strategy for the long term. You will need to have the skill of being able to communicate in public and influencing your teams towards achieving your big vision for the company.

The key skills at this final stage of your leadership journey include: being a generalist, understanding and implementing strategy, being a change agent, possessing public speaking skills, ability to coach and mentor people around you.

The 7-Step to Leadership Model™ is a good tool to help you understand where you are on the leadership ladder in terms of your gap in skills.

To recap, this model highlights the skills that you need to develop before taking on more senior roles within an organization:
L = Learning
E = Execute
A = Asset
D = Deliver
E = Edge
R = Range
S = Steering

Whilst as individuals we are all ambitious and wish to rise in leadership positions, it is important to balance your career ambitions with your past experience.

S=STEERING

***"The key skills** at this final stage of your leadership journey include: being a generalist, understanding and implementing strategy…"*

"I could never understand why people are scared of being interviewed.
An interview is a platform to talk about yourself - and who knows about your life better than yourself!"
Dineshrie Pillay

Human traits

There are around 4 500 traits, actions or inactions that we all possess as a human being. Whilst we all possess these traits, some traits, actions or inactions might be more developed than others.

During your preparation for an interview, it would be wise for you to do your homework and find out exactly what traits the company is looking for in that position. You can easily find this out by referring to the job specification sheet or job advert that will specify the minimum criteria for the position.

Listed in the table below, is a summary of the top qualities or traits that employers are looking for in an individual.

Ability to change Able to work under pressure Able to deal with difficult people Able to handle challenges Accepts constructive criticism Accountability Adaptability Asks questions Building partnerships Business acumen	Career Ambition Coaching Commercial understanding Communication skills Confidence Conflict management Continuous improvement Creative Curious Customer focused	Decision making Delegation Dependability Education Emotional maturity Flexibility Generalist Honesty Implement strategy Independence
Influential Initiative Innovative Leadership ability Legal / ethical conduct Mentorship ability Multi-tasking Negotiation skills Open to feedback Persistence	Persuasion & Influencing Planning & Organization Presentations skills Problem solving skills Process management skills Public speaking skills Research Capability Resilience Responds to change Salary Ambitions	Self-Awareness Self-Motivation Stress tolerance Supervision Synthesis skills Team Player Tenacity Time management skills Visionary Willingness to listen and learn

The Interview Process

By the time you are called in to be interviewed, you would already have sent through a *curriculum vitae* to the company and the company would most likely have issued a job vacancy notice.

The fact that you have been shortlisted for an interview implies that there were some details within your application that drew the attention of the interviewers. The company is now calling a formal meeting in order to explore the details contained within your application form and to determine whether or not you are a match for the firm.

The format of the interview process could include:

1. Being interviewed by a panel of managers from the company;
2. Being interviewed by the company managers or one of its employees directly;
3. Being interviewed by a recruiter, recruiting on behalf of a company; or
4. Being interviewed by a headhunter – this is usually for very senior positions.

Regardless of the format of the interview process there are 10 basic principles that you should always abide by.

1. **Dress Code** – Always dress up professionally relative to the position that you are applying for.
2. **Research** – Do conduct prior research on the company, its industry and the position that you are applying for.
3. **Stationery** – Take along your own professional writing materials, pens and folders. Remember to also have copies of supporting documentation including qualifications, identity documents and formal references.
4. **Manage your energy** – Ensure that you eat a meal before your interview. Replace tea and coffee with water and get to the venue at least 15-20 minutes before your scheduled time of arrival.
5. **Be courteous and friendly** – When you arrive for the interview, take off your coat before sitting down. If you are offered any beverages, accept water. Avoid accepting any snacks or hot beverages, as you will be doing most of the talking and would not have the time to consume these.
6. **Stay positive** – Usually your interviewer will ask common icebreaker questions like, “Was it easy to find our offices?” Even if you had some difficulties avoid complaining about it – this office could potentially be the place of your permanent employment and you want to start the interview on a positive note.
7. **Eye contact** – During the interview, maintain eye contact with your interviewer as you speak to them. If there is more than one person interviewing you, focus your attention to the person who asked the question and also remember to address the other people in the room.
8. **Body language** – Keep your hands on the table in view of everyone. Avoid fidgeting with pens, paper or your hair. Use gestures to illustrate your point. Write down questions or any points that come up during the interview for you to follow up on.
9. **Vocal variety** – When speaking about yourself, sound energetic and enthusiastic. You are being provided a platform to showcase your experience and your potential – if you are not excited about yourself – no one else will be!
10. **Relax** – Remember that in the interview process both yourself and the interviewer are using the process of questions, discussion and observation to make a final decision on whether or not you are a match for each other. An interview selection is usually a once-off opportunity to showcase yourself that goes by so quickly. Focus on answering the questions in its entirety, honestly and sincerely. You can only do this if you relax!

Format of interview questions

Interview questions can broadly be categorized in three formats:

1. Simple straightforward questions (SSQ);
2. Competency based questions (CBQ); and
3. Hypothetical questions.

SSQ's requires a quick response with some supporting data to illustrate the point, whilst CBQ's requires a more detailed structure to adequately respond to the question.

Simple Straightforward Questions (SSQ)

These types of questions are usually asked to obtain information quickly and are usually asked at the beginning or end of an interview. Depending on the question, you might also be asked to provide examples to substantiate your response.

Simple straightforward questions usually start with the following words:

1. Who?
2. What?
3. Where?
4. When?
5. Why?
6. Do you?
7. Are you?
8. Tell me?

Competency Based Questions (CBQ)

These types of questions are also commonly known as scenario-based questions.

The interviewer is trying to determine whether or not you have the relevant traits they are looking for in the position by asking you to think of a past example when you demonstrated such a trait.

The rule with using examples is that it is better if you can think of the most recent work-related scenario. However, if you have not worked for a while or are a first-time worker, it is acceptable to provide recent non-work related examples to illustrate the point.

When answering competency based questions – follow the structure of a movie format and keep your responses to between 3-4 minutes per question.

> "In an interview, both the interviewer and the interviewee have control to make a decision. Just as the interviewer is interviewing you to decide on whether or not you are a match for the company, remember that you are EQUALLY making a decision on whether or not that company is a match for your career ambitions."
>
> **Dineshrie Pillay**

Format	Movie	Competency Based Questions
Opening Scene	Usually has an opening scene that introduces the characters, provides the context and gives life to the story.	You first start off answering the question by introducing key characters, providing context and a timeline to a specific work or life experience to prove that you possess a certain trait.
Challenge	The next part of a movie involves a challenge, struggle or a problem that needs to be resolved.	You would move to the next phase and explain any challenges, obstacles, problems or hurdles that were encountered.
Resolution	The most part of a movie is spent on various scenes that try to resolve the problem that has been presented. This might also involve introducing new characters.	You will spend a greater portion of the time providing details on your course of action, people that assisted you, your process, methodology or system that you used to resolve the challenge.
Moral	All movies end up with a final message that the viewer takes away.	You will end quickly with the life lesson that you have learnt as a result of going through that event.

Hypothetical Questions

Hypothetical questions are meant to test either your technical understanding of a specific subject to to assess how you would react in a particular situation.

Below are some examples of how hypothetical questions are commonly stated.

Advise Tell them what you think they could, or should, do. Construct a good, comprehensive, argument, using examples that leads to one or more options.
Example: Advise what steps you would take to help improve working capital management.

Compare & contrast Or Distinguish This question is usually asked to test your technical knowledge. When answering this question it is important to use relevant facts, figures and resources to back up your answer.
Example: Compare and constrast between gross profit and gross margin

Discuss Or Explain Using examples from your past experience.
Example: Discuss how you would conduct a monthly stock count procedure.

Demonstrate Or Illustrate Usually done with an example from your life or work experience.
Example: Demonstrate how you would deal with an agitated customer.

Identify Be very clear and precise with your answer using examples.
Example: Identify all the steps that are involved with project management.

What if? These questions are used to test your intended action to a described circumstance.
Example: What if you were working on 3 projects right now and are offered a 4th project to To be a part of. How would you react, knowing you really want to be involved in this 4th project.

When answering hypothetical questions, ask the interviewer questions to clarify the scenario in your head. If none are given to you, then state your own condions or assumptions before answering the question. The structure is to first answer the question, clarify any conditions to your response, then ideally support your response with an example from the past, using the 'movie format' described above to summarise your response.

The 300 top interview questions

To help you with this section, questions have been grouped according to the character trait, action or inaction that interviewers are screening for. All questions will have the acronym SSQ or CBQ to indicate whether or not that question is a straightforward question or a competency based question respectively.

As you go through the questions, you might want to have on hand a pen, journal or a notepad with you as you go though the questions to write down any specific examples in your life that come to mind that you can use to illustrate the traits being described.

Whilst some questions might initially appear to be similar than a previous question, on a closer read, it will become evident that perhaps changing one additional word in the question, has altered the context of what is being asked. So like in an interview, where you need to listen intently for the question, with these questions you do want to read carefully.

Although it may be possible that one life example can display many different traits, try to write down as many unique examples as possible as this shows diversity of experience.

1. Trait: Ability to work under pressure

CBQ: Describe a situation that required you to work under pressure and tell us how you reacted.

This is a two-part question and it is important that you specifically address both the questions. What is important in this question is that you provide sufficient details that will provide context to the interviewer so that they can understand your perception of the situation. You also want to go into the details of how you responded to the situation. If your response to the situation was not positive, this is okay – you can then end with some lessons that you learnt about working under pressure and how you have changed your actions or mindset to deal with this in future.

CQB: Tell us of a time when you were given a job or assignment where you had no prior training. How did you learn to do the job? How did it work out?

This is a three-part question. It is okay when you are listening to the question to ask for clarity if you are uncertain. Remember to take down notes during the question and address the questions in the order that it has been presented to you. This question is open-ended and could be job or assignment related. Remember to focus on an event that you had no prior knowledge or prior training on. The interviewer wants to know specifically what you do when uncertain or given new tasks to handle.

2. Trait: Accepts constructive criticism

CBQ: Tell us about a time when your work or an idea of yours was criticized. How did you handle it?

As leaders and employees in society, we all need to be open to feedback and continuous learning. It is very difficult for a company to grow into new markets, services and products if its employees are not open to new knowledge and feedback.
This question will provide the interviewer on your natural reaction to constructive criticism. Remember to focus on the scenario of the event and provide the context for all the parties that were involved in your scenario. What you also want to focus on is how the feedback helped you to grow as a person and as a leader. If relevant you can also expand on how you currently use that feedback in your life today.

"This question aims to provide the interviewer with an understanding of your impact on the company that you last worked for."

3. Trait: Accomplishments

As individuals, we all have a unique set of values that we see as being most important in our life. One person's accomplishment might seem insignificant or not as important to someone else.

As an illustration, if Person A has a high value on career and Person B has a high value on family. Person A might have as their top accomplishments as being: completing their educational qualification; securing employment with a top corporate; and being awarded by the company with "Top Employee" honors. Whilst Person B might have as their top accomplishments as being: "Assisting their family financially; getting married and purchasing a home.
There are no right or wrong answers with this – so it is best that you just be as honest and sincere as possible. Listed below are the various ways that this question may be posed to you.

SSQ: Describe situations where you have been very pleased with your accomplishments. What did you do in this regard?

SSQ: How do you determine or evaluate success? Exemplify by telling me about one of your successful accomplishments.

SSQ: What are three of your greatest accomplishments?
The word accomplishment means an achievement, something you did well.

SSQ: What are your most outstanding accomplishments?

SSQ: What do you see as a major success in your life?
Major means important or big.

CBQ: Describe a time when you set your sights too high.

This question is really about determining how realistic your goal setting process is. As humans we all at some stage or another set goals that at first might seem achievable within certain timelines, but it is only once you get into the actions do you realize that your deadlines are a bit too optimistic. What is important in this question is to be as open and honest as possible and focus on the steps that you took once you realized that your goal was too optimistic. Also end with lessons that you learnt about yourself and the goal-setting process.

CQB: What are some obstacles that you have had to overcome to get where you are today? How did you handle them?

This is a two-part question. Remember to clearly outline the obstacles and explain why it was an obstacle at the time. Also end with lessons that you learnt about yourself and how that event has shaped you as the individual that you are today.

CQQ: What was the most satisfying goal you accomplished in your last job?

Regardless of your position in your prior job or your hierarchical ranking working in a prior company, it is important to leave a job knowing that you have made a positive difference in that company somehow. This question aims to provide the interviewer with an understanding of your impact on the company that you last worked for. Needless to say, the bigger the accomplishment that you played at the last company, the bigger the potential impact that you could make in the new company that you are being interviewed for. So be sure to choose good examples for this question!

"As an employee or leader within business, you need to show that you can adapt to any change that is being presented to you…"

4. Trait: Accountability

CBQ: Tell me about a recent situation in which you were assigned a new project. What steps did you take to prepare to address the project?

The key word here is "recent". In your response provide details on the timing and also provide details on what the project entailed. As the trait being questioned is your accountability – remember to give some context on the possible scale and complexity of the project so that the interviewer can assess your overall role within the project. For the second part of the question – briefly summarize the logical steps that you took to implement the project. When you conclude, also provide your reflection on whether or not you would change any of the steps that you took. If you do this – you also show the interviewer that you are willing to adapt and change your approach.

CBQ: Describe a situation where your results have been below your superiors' expectations. What happened? What did you do?

Being able to deliver work assignments in accordance to management expectations is a valuable trait – especially in work situations that are performance driven or when public security and welfare is at risk. It is okay to make mistakes and at times deliver below expectation, what is important is to let your interviewer know how you reacted. So spend time on explaining why your work was below expectation – did you simply not understand the requirement or had other personal circumstances affecting your work output? Clearly outline the steps that you took to rectify the situation.

5. **Trait: Adaptability**

As an employee or leader within business, you need to show that you can adapt to any change that is being presented to you. Below is a range of questions that aim to test this trait in you.

CBQ: Sometimes change is unavoidable. Describe the most recent time you had to adopt a change that you did not perceive to be beneficial. How did you handle the situation?

The key word here is "most recent", so remember to focus on the timing of when the event took place. It is okay that when change is initially presented to us that we initially do not see it as being beneficial – that is a natural part of the change process!
What is more important is what you did to embrace the change and learn how to incorporate the change into your daily life. Personal examples could include how your local gym changed the structure of a routine class that you often attended or perhaps having to deal with a family member that has decided to get married or relocate to another city.

CBQ: By providing examples, convince me that you can adapt to a wide variety of people, situations and environments.

This particular question is very open-ended. Whilst it does not restrict you with the number of examples, it is suggested to keep it to your top 3 examples. It is also very open-ended with the types of scenarios that you could use. With these types of questions you do not have to think of very detailed or complicated scenarios. How you adapt to new people at a networking event could be an example. Or perhaps how you adapted to your first day at University in a new city. A new situation could be something simple like attending a birthday party and being asked to give a small speech or a birthday toast.

Other ways of asking you questions on adaptability include:
CBQ: Describe a major change that occurred in a job that you held. How did you adapt to this change?

CBQ: Tell me about a situation where you had to quickly adapt to inevitable changes. How were you affected? How did you adapt to the changes?

"The important part to focus on is how you used the experience to improve your own skills as a leader."

6. Trait: Building Partnerships

CBQ: Describe the most beneficial relationship you ever forged with an internal or external group or organization. What approach did you take? What did you learn about building partnerships that might be useful in the future?

As a leader in business, you can achieve bigger goals the more willing you are to building your network base and partnerships around you. This question is aimed at establishing your ability to forge such partnerships. This particular question has 3 parts and usually gets asked for more senior management roles. Try to limit your response to work-related examples.

7. Trait: Being able to handle challenges

CBQ: Describe a situation when you found yourself challenged. Were you successful? If not, why?

As business leader – you need to be able to deal with challenges. It is absolutely acceptable to have examples when you experienced a challenge and was not successful. The important part to focus on is how you used the experience to improve your own skills as a leader. This particular question is very open-ended and focuses on perhaps not being successful. Since there is no restriction on the number of examples that you could use, a suggestion for this question is to provide two examples: one scenario is a challenge that you were not successful in and the second challenge that you were successful in implementing. If you are providing two examples remember to create a link between how the lessons that you learnt in the first example were used to execute on the second scenario. Also provide a timeline between the occurrences of the two events.

CBQ: Describe a time when you were given a vague assignment, yet handled it successfully. What did you do?

In the business world, not every challenge or opportunity is as clear as it is within a closed book examination! In this question, the interviewer is trying to establish how well you deal with uncertainty or assignments that are not clearly defined. You want to share details of the initial assignment and the reasons why you perceived it as being vague. You then want to talk about what you did in order to ensure that you received clarity to successfully deliver on the assignment outcomes.

8. Trait: Career ambition

Whilst is highly encouraged to be career ambitious – it is more important that as an individual you have realistic career ambitions that are backed up with relevant work experience or track record. So before you answer any of these questions, make sure you do your homework to ensure that you have realistic career goals.

SSQ: Are you willing to put the interests of the organization ahead of your own?

Be careful with this question! Whilst it might seem obvious to say "Yes" you also may want to qualify your statement with any possible scenarios that might involve family or social involvement.

SSQ: Describe your ideal job.
Ideal basically means perfect here.

Whilst the question is specifically asking you for the "perfect" job. In reality there is no such thing as perfection! Even though you might have the "perfect" job, it could have come at a cost of say, relocation to another city, or taking a salary cut or involving constant travel that takes you away from your family. So with this question be sure to first answer the "perfect" world scenario and then qualify it with some real costs that you are willing to take on in order to obtain your 'ideal' job.

"As a leader in business, your success lies in your ability to nurture and coach individuals around you to be able to lead themselves."

SSQ: Describe your previous jobs. *The word previous means what came or happened before* **or**

SSQ: Please describe your work experience or Tell me about your current / past positions?

Whilst your curriculum vitae might detail this out, your interviewer is probably also testing how well you can summarize your work experience within a short space of time.

SSQ: Describe your work ethic. *Your work ethic is your attitude towards work and behavior at work.*

In this question, if you have any work philosophies or quotations that you work by – then you might want to share this with your employer. For example, you might say, "Well I work by the principle that every role that I am in, I would like to set benchmarks, processes and principles for other people to follow."

SSQ: How long do you plan to stay in this job?

This is one of those questions where you need to be honest and realistic on the time it will take before you can fully implement and be functional in your role before being promoted to something else.

SSQ: What are your qualifications for this position? *Qualification means the educational and professional background or experience needed in a job.*

With this question, the interviewer is clearly trying to establish how your qualifications are relevant to the position. To answer this question, you should have researched prior to the interview what the position is about and whether or not your qualifications will assist you with the role.

SSQ: What are your short-term goals? *Short-term means in the near future.*

As a business leader, you need to be constantly achieving new goals and then setting new ones to take you further in your career, leadership and life journey. This question assists the interviewer to determine whether or not you are the type of person who will constantly push yourself to achieve new and bigger goals.

9. Trait: Coaching

CBQ: Tell me about a time when you successfully coached someone to perform a particular task. What factors led to your success?

As a leader in business, your success lies in your ability to nurture and coach individuals around you to be able to lead themselves. If you can show through proven examples that you are able to successfully coach people around you, then you are meeting the interviewers' objective. Depending on the your prior work experience, it is difficult to have the opportunity to coach people at work, so think of examples in your personal or social life where you have displayed the traits of coaching other people.

"Articulation, fluency, professionalism, and understandability are key skills to be able to communicate effectively …"

10. Trait: Communication Skills

Regardless of the position that you are applying for, communication skills that include both spoken and written, are paramount as an employee or leader within a company.
Articulation, fluency, professionalism, and understandability are key skills to be able to communicate effectively within the business environment. Below is a list of questions that aim to provide the interviewer with an assessment of your communications skills.

SSQ: Describe a situation where you felt you had not communicated well. How did you correct the situation?

SSQ: Describe a situation where you had to use your capacity to communicate in writing to overcome an important critical point.

SSQ: Describe the most important or creative presentation you did to make your views known and understood.

SSQ: How do you go about explaining a complex technical problem to a person who does not understand technical jargon?

SSQ: What have you done to improve your verbal communication skills?

CBQ: Tell us about a time when you had to use your spoken communication skills in order to get across a point that was important to you.

CBQ: Describe an instance when you had to think on your feet to extricate yourself from a difficult situation.

CBQ: Describe the most significant written document, report, or presentation that you've completed.

CBQ: Give an example of a time when you were able to communicate successfully with another person — even if that individual may not have personally liked you.

CBQ: Have you had to "sell" an idea to your co-workers or group? How did you do it? Did they "buy" it?

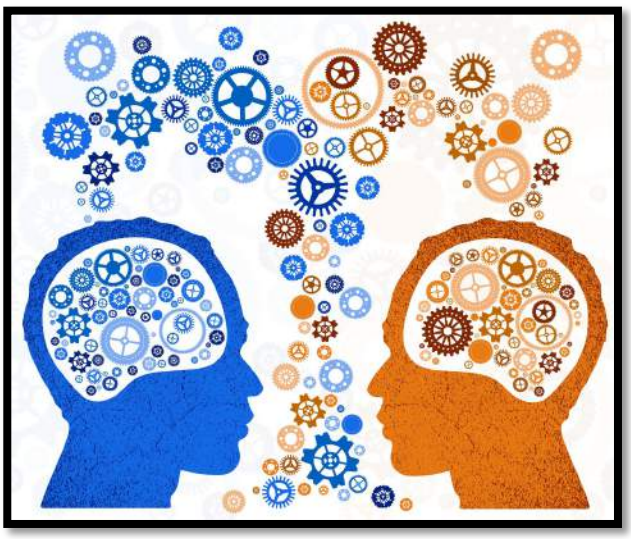
CBQ: Have you had to make a presentation? When? What was the goal? What was the outcome?

CBQ: Please discuss an important written document you were required to complete.

CBQ: Tell us about a job experience in which you had to speak up and tell other people what you thought or felt. Was it difficult for you to do?

CBQ: Give an example of a time when you made a mistake because you did not listen well to what someone had to say.

CBQ: Tell me about the most difficult presentation that you ever had to deliver. Describe the factors that made it difficult, your approach and the impact of the communication



11. Trait: Conflict management

As a leader in business, you need to be able to be able to deal with conflict. The bigger the level and complexity of the problem you can solve, the more senior positions you have the propensity to rise to. So do not try to shy away from dealing with conflict – instead embrace it as it is giving you key skills as a business leader.

SSQ: Have you ever had difficulty with a supervisor? How did you manage this situation? or

SSQ: Have you ever had trouble with a boss? How did you handle it?

Depending on the circumstance, try to avoid divulging any information that is sensitive or confidential. It is normal to have difficult moments with senior managers, what is more important in your response is to detail how you have dealt with the matter.

SSQ: How do you evaluate your ability to handle conflict?

The interviewer is trying to establish the factors or criteria that you have set for yourself that will determine whether or not you have successfully managed the conflict. There are no right or wrong answers here so be honest and provide some context as to your evaluation criteria.

SSQ: Tell us about a work situation that irritated you.

With this question, the interviewer is assessing those specific 'buttons' that get you worked up and annoyed. So to avoid sabotaging yourself, explain why those 'buttons' trigger a response from you and what you may be doing to work on them.

SSQ: What kind of person would you refuse to work with?

Be careful with this question! By acknowledging that there are some types of people you would not like to work with, is a subtle indication of your inability as a leader to work with all types of people – regardless of their unique identity.

CBQ: Describe a time when you worked with others who did not work well together. How did you deal with it?

The interviewer is trying to assess how well you worked as a team member. Detail the scenario and the events that led to the group not working with each other. Provide examples as to how you resolved the matter.

CBQ: How do you typically deal with conflict? Give an example. Also tell of a time you had to manage a conflict or dispute among direct supports or team members.

Whilst this question seems similar to the preceding question, it is actually trying to assess how well as a leader you are able to maintain your objective and unbiased approach. Your response should focus on some of your lessons learnt especially if you did not apply an objective approach to dealing with the problem.

CBQ: Describe a situation when you were responsible for a team project and individuals on your team were not getting along. How did you approach the situation and what was the outcome?

Refer to response to preceding question.

CBQ: Give an example of a situation where you had to work with a difficult person. Why was that person difficult? Or Give me an example of a situation where you had difficulties with a team member.

In your response to this question, provide sufficient detail to let the interviewer understand your situation and why you found the person to be difficult. If relevant, provide some examples of what made the situation tense. End your response with actions that you took to resolve the problem.

CBQ: Give me an example of a situation where you have managed successfully to communicate with another person who didn't like you (or vice versa).

In this question, apart from assessing your ability to communicate with someone, it is also guiding the interviewer on how well you can influence and persuade those around you. Provide details as to why the other person(s) did not like you and what you did to get through the situation.

"... this question is also gauging how well you can persuade people around you towards your vision and dealing with change …"

CBQ: Give me an example of a time when you had to conform to a policy or rule that you did not agree with.

This is a two-part question, assessing both your willingness to adapt to a new situation as well as to how you deal with conflict. Provide details on why you did not initially want to conform to a policy or a rule and what you did to finally follow the policy or rule.

CBQ: Give a specific example of a time when you had to address an angry customer. How have you handled the situation?

This could include examples from part-time or temporary work. Regardless of whether or not the customer was right or wrong, the focus of your response should be on what you did to calm the situation and resolve the conflict.

12. Trait: Continuous learning

SSQ: How do you feel about learning new things?

CBQ: Give three specific examples from your work experience, when you made something better, or improved a service / product.

Remember to limit your examples to work-related experiences. Focus your response on the before and after impact.

CBQ: Have you ever recognized a problem before your boss or co-workers did? How did you handle that?

With this question provide details of the problem as you perceived it, including the potential financial and business impacts that could have resulted if it was left unresolved. Provide a summary of the actions that you took to resolve the matter.

CBQ: It is natural that when attempting something for the first time, we sometimes make a mistake. Describe a situation when you were attempting something for the first time and found out in some way that what you had done was wrong. What did you do differently next time? What were the results?

This is deliberately a long question aimed at testing your listening skills. It is also assessing how well you deal with mistakes and failures. The question has four parts to it – ensure that your response deals with all of them.

CBQ: Describe a time when you wanted to improve a system, but were met with resistance. What did you do?

Apart from assessing your ability to continuously learn and develop new products and services, this question is also gauging how well you can persuade people around you towards your vision and dealing with change.

This is a great all-round question – if you get this one – be sure to detail the steps that you took to deal with the resistance and what the final outcome was.

CBQ: Talk about a time when you presented a new idea to your supervisor. How was it received? If it wasn't received well, how did you handle that?

Similar to the preceding question apart from providing details on your persuasive and change management skills – also provide details on how you dealt with a negative response. Did you enter into a discussion, did you persuade more people towards your vision, did you ask questions to establish why there was a resistance to your idea. End with a summary of how the experience ended and the lessons that you learnt as a result.

"A philosophy is a personal moral statement of what you believe is the right thing to do."

13. Trait: Creativity

CBQ: Describe the most creative work-related project you have completed. What was the outcome?

As a business leader, being able to come up with creative and innovative solutions will set you apart from others around you. This is an open-ended question that you can use to provide details on what made your work creative and the impact that it had on those around you.

14. Trait: Customer Service

CBQ: What is your philosophy of good customer service? Describe a time when you used this customer philosophy to deal with a perplexing problem.

A philosophy is a personal moral statement of what you believe is the right thing to do. For example, you could believe that, "Regardless of the circumstance, I treat customers with respect." You really need to think deeply for this question and create a list of beliefs or 'philosophies' on how you treat customers. Then think of actual examples when you displayed your philosophy.

15. Trait: Dealing with difficult customers

Being able to deal with "difficult" people is an art in itself. You need to have other traits of good listening skills, diplomacy, professionalism, objectivity and persuasion.

The questions below detail the many ways in which the interviewer can assess this skill within you. Be sure to provide context to the situation and what you did to resolve it.

CBQ: Describe the worst customer or co-worker you have had, and talk about how you dealt with him or her.

CBQ: Tell us about a time when you recently had to deal with a difficult team member. Describe what you did.

CBQ: Think about a difficult boss or other person who has challenged you. What made him or her difficult? How did you successfully interact with this person?

16. Trait: Decision Making

The more senior the position within an organization that you are applying for, the more important is the skill of decision making to assess.

Most times, a quick business decision is needed in order to resolve issues. Other times, the decision could be taken on risk, without the complete or ideal information on hand to help you make an accurate decision. Other times, you are the person who needs to make the final decision to help the business grow, although all might not favor the decision.

The questions listed below provide a range of how your decision-making ability can be assessed.

CBQ: Describe a situation where you had to make a quick decision. Or how quickly do you make decisions? Give an example. Or give an example of a time when you had to be relatively quick in coming to a decision. Or give us an example of a time when you had to make a split second decision - was this comfortable for you?

CBQ: What is the riskiest decision you have made? What was the situation? What happened?

CBQ: Describe a decision that you made within the last year that you're very proud of.

CBQ: Give an example of a time when you had to keep from speaking or making a decision because you did not have enough information.

CBQ: Tell us about a time when you were forced to make an unpopular decision. What was the outcome?

CBQ: Tell us about a difficult decision you've made in the last year.

"The interviewer is looking for someone who is a self-starter… and who is willing to solve problems with innovative solutions."

17. Trait: Delegation

CBQ: Talk about how you usually delegate projects, and name a time when you felt you were most successful at doing this. Was there a time you felt you could have done a more effective job? When? How?

This is a five-part question and you need to address all aspects of it. The interviewer is assessing an important aspect of leadership that is about being able to delegate to other people. Provide details on the steps you usually take, including any supervisory steps along the way. With this example you need to provide two examples one where you successful and another unsuccessful using the methods you have devised. If it is possible the logical way to deal with this question is to start with the unsuccessful delegation – include details of what you learnt from that experience. Then talk about the most recent successful delegation and how you applied lessons learnt from your first experience.

18. Trait: Education

These questions are fairly basic and usually asked at the beginning of an interview. It is intended for the interviewer to understand your educational background and to establish a match to the position that you are applying for.

When responding to the question on courses that you found difficult, be aware that the interviewer is trying to find a correlation to subjects that you did not enjoy to the work deliverables that you may be asked to do.

For example, if you did not enjoy a subject like, "commercial law" because it involved a lot of reading and research but the position requires you to do a lot of reading and research – this might be a problem for you to get the job! So what you need to make it clear – is the reasons why the subjects were unmemorable and what you did in order to get through the work.

SSQ: Do you have plans for further education?

SSQ: Tell me about your educational background.

SSQ: What academic courses did you like the most / the least?

SSQ: What parts of your education do you see as relevant to this position?

SSQ: Which academic course did you find most difficult?

SSQ: Why did you choose this field? *Field means an area of work, such as computers, engineering or medicine* **or Why have you chosen this profession?**

SSQ: Why did you choose your major? *Your major is your main area of specialization in university.*

SSQ: Why have you chosen to go to a certain school/ university?

19. Trait: Independence

Whilst it is important to be able to work both within a team and independently, sometimes a position that you may be applying for is a role without a team. The interviewer is looking for someone who is a selfstarter, who can motivate themselves and who is willing to solve problems with innovative solutions. Be honest about your ability to work independently with examples from your past experience to prove your ability to do so.

SSQ: How do you feel about working by yourself?

SSQ: How well do you work independently?

"If some of your answers are negative and the interviewer is looking for a positive response, add a comment on what you are willing to do in order to compensate."

20. Trait: Initiative

There are two types of people in the world: Those who wait to be told what to do and those that know what to do and take action. Leaders are those people who are willing to take the initiative and take action. The range of questions below includes examples of how an interviewer can assess your level of initiative.

CBQ: Can you tell us about a time that you seized an opportunity and ran with it?

CBQ: Describe a time when you showed strong initiative.

CBQ: Give an example of a time you went above and beyond the call of duty to get a job done.

CBQ: Give an example of when you worked on an extremely difficult assignment with little or no resources. What did you do? What was the outcome?

CBQ: Have you ever performed duties that were beyond the scope of your job description?

CBQ: Discuss the most recent situation where you volunteered to take on significant additional tasks or responsibilities.

21. Assessment: Job Specifics

This is a series of questions that the interviewer asks you to establish very quickly whether or not you are a fit for the role. Before you enter the interview room, be sure to know what the demands of the position entails, so that you can correctly respond to the question. Remember to answer honestly. If some of your answers are negative and the interviewer is looking for a positive response, add a comment on what you are willing to do in order to compensate. For example, if the role entails that you work nights, but you have other engagements on a Monday and Thursday evening, then state this upfront. Your honesty and openness will be appreciated.

SSQ: Do your skills match this job or another job more closely?
SSQ: Are you looking for a day or night job?
SSQ: Are you looking for full-time or part-time work?

SSQ: Are you planning to continue your studies?
SSQ: Are you punctual?
SSQ: Are you seeking a permanent or temporary position?

SSQ: Are you willing to relocate if required?
SSQ: Are you willing to work overtime?
SSQ: Can you work nights?

SSQ: Can you work weekends?
SSQ: Do you have a driver's licence?
SSQ: Do you know any foreign languages?

SSQ: Do you like working alone?
SSQ: Do you like working with numbers?
SSQ: Do you like working with the public?

SSQ: Do you need additional training?
SSQ: Have you worked in a multicultural environment before?
SSQ: How are your writing skills?

SSQ: How did your education prepare you for this role?
SSQ: How soon can you start work?
SSQ: How's your spelling?

SSQ: What computer programs are you familiar with?
SSQ: What do you know about our company?
SSQ: What do you know about this industry?

SSQ: Would you be willing to travel for work?
SSQ: How do you like being managed?

"Before you answer this question, be clear on what your preferred leadership style is …"

22. Trait: Leadership

SSQ: Describe your management style or What is your management style?

There is no right or wrong answer for this question. The best advice is to be honest on how you enjoy managing other people. If you have never been in a management position before, then you should start off by stating this fact. You should then think of other examples when you did manage people around you perhaps at University during a project; or at a family function when you were organizing an event; or perhaps at your religious association when you volunteered to lead a project. Describe your management style in your own words and then explain how you used that style in the relevant example.

SSQ: Are you a risk-taker? A risk-taker is someone who is willing to take chances.

Again, there is no right or wrong answer for this question. As leaders, we all need to take calculated risks at some point in the leadership journey. You should also conduct some research into the position that you are applying for as some jobs require a person with varying degrees of risk tolerance.

SSQ: Do you consider yourself a leader?

This is an easy question – that requires a yes or no answer. If you do not consider yourself to be a leader – this is perfectly acceptable – substantiate your response. If you do consider yourself a leader and have not been in a formal work position as a leader – then you can also cite examples of leadership growing up: perhaps within your family; or leadership roles held at school; or within your social or community.

SSQ: What leadership or managerial positions have you held?

This is a straightforward question – quickly summarize all your leadership positions starting from the most recent to older ones held. You can also provide details as to the number of direct reports that you held as well as to the magnitude of the department that you were in charge of.

SSQ: What qualities do you look for in a boss?

Be careful with this question as your potential boss could be asking you this question! Be honest with this question and respond in third party language. So you would say something like, "The qualities I look for in a manager are…" and not say for example, "If you were my boss…" Also remember to keep limit your answers to the top 3-5 qualities.

CBQ: Describe a situation when you had to change your leadership style to accomplish the desired impact?

Depending on the environment, culture, geographical location or the type of project that you are leading, it calls for varying shifts in leadership style. Before you answer this question, be clear on what your preferred leadership style is and then think of a scenario when you had to adopt a slightly different approach to dealing with a situation. When you respond to this question provide context on your preferred style and then details on what you did differently, what was the outcome of this change in style and what you have learnt as a consequence of this experience.

CBQ: Describe the toughest group that you've managed to get to truly cooperate.

Before you respond to this question remember to elaborate on what factors or criteria made this group "tough" to manage. Give as much detail to allow the interviewer to understand your perspective on the situation.

CBQ: Have you ever had difficulty getting others to accept your ideas? What was your approach?

With this question spend some time explaining to the interviewer what your idea was about or what about the group that made acceptance difficult. If you are providing background to the difficulty – remember to keep this short and don't divulge any confidential information.

"The interviewer is looking for your interpretation of what you perceived to be your best experience was as a leader. "

CBQ: One positive leadership skill is the ability to achieve and sustain the healthy accommodation of differences in the workplace, regardless of what those differences are. Share an example of your successes in fostering a healthy work environment.

This question is similar to the previous question – remember to elaborate on exactly what 'differences' you needed to resolve; how these 'differences' were impacting the workplace and what the outcome of your intervention was. Always end up with lessons that you learnt from that experience.

CQB: Tell us about your best show of leadership.

Very open-ended question that has no right or wrong answer to it. The interviewer is looking for your interpretation of what you perceived to be your best experience was as a leader. Provide details within your response as you are most likely going to have more follow up questions based on your narration.

CBQ: What personal qualities do you believe define you as a leader? Describe a situation when those qualities helped you lead others.

Nice and open question that is based on your perception of what a leader should be. There are no right or wrong answers to this one – just be as honest as you can with your response. The example of leadership can be either work-related or outside of a working environment – as long as it is a recent event.

CBQ: Give an example of a situation where you did something that helped others to be more enthusiastic.

This particular question is assessing your leadership ability to motivate and persuade people around you. When discussing your example, provide details of why the groups around you were unenthusiastic then detail the steps or actions you took to inspire positivity in them. End with a response on what you have learnt from the experience and what you might do differently next time in a similar situation.

23. Trait: Legal / Ethical Conduct

CBQ: Have you ever been faced with an ethical or value conflict in your job? If so, give me an example of when this happened to you. What did you do?

As individuals we all have our own unique moral compass based on our past experiences and upbringing that guide us on what is 'right' or 'wrong'. Very often in the workplace that moral compass is challenged through differing work situations and diverse ways of thinking. In this question, the interviewer is trying to assess how well you are able to deal with such clashes and the actions or process you take in order to resolve it.

24. Trait: Mentorship

As individuals we all have people around us that motivate and inspire us in some way. In these questions, the interviewer is trying to assess who have been those pivotal people in your life that had/ an impact or continues to have an impact on your life. Although the questions below follow the SSQ format – there is nothing stopping you from providing details on the person and why you have been impacted by their influence.

SSQ: Who had the most influence on your life? Why?

SSQ: Describe the type of teacher who had the most beneficial influence on you.

"Clearly identify the factors that made you complete the task and what was your perception of the task after you had completed it."

25. Trait: Motivation

Apart from having people as a source of motivation, you could have other ways or means that keep you constantly inspired to stick to your goals. This could include a book that you have read; or the words of a song; perhaps the line from a movie; or a personal philosophy or motto that you live by. In these open-ended questions, the interviewer is trying to assess all the other *motivating* factors that keep you inspired.

SSQ: What motivates you in career?

SSQ: What motivates you? *The word motivates means to give you the reason to do something, to inspire you, to encourage you.*

SSQ: What motivates you to put forth your greatest effort?

CBQ: How do you motivate people? Give a specific example of something that you have done in your career that helped build enthusiasm in others.

As a leader, it is important not only to be motivated yourself, but to also use that energy to motivate people around you. In this question, think of an example where people around you were particularly upset, depressed or unmotivated. Provide details on the factors that caused the feelings of remorse. Then give feedback on what actions you took in order to lift their spirits and what you learnt from that experience.

CBQ: Talk about a time when you took charge of a group and led it to achieve a desired goal.

This question is similar to the previous example, except that it focuses on achieving a specific goal. Be clear on what the goal was and the factors that made achieving the goal difficult. Provide details on the steps that were taken, mistakes (if any) made along the way, what was done to rectify these mistakes and the lessons you learnt about motivating a team.

CBQ: How have you motivated yourself to complete an assignment or task that you did not want to do?

This is a different way of assessing the factors or the drivers that motivate you as an individual. To answer this think of a scenario where you had to do something, but really did not want to do. This is an open-ended question so although ideally the example should be work-related, you could also provide an example from your personal life. Clearly identify the factors that made you complete the task and what was your perception of the task after you had completed it.

CBQ: What are ways you've used to recognize staff?

This is a simple question where the interviewer is trying to assess how you recognize the achievements of people working in your team. What is important to focus on is the type of reward the timing of the reward. If you have verbal testimonials from your staff member after receiving such rewards, then you should share this with your interviewer too.

CBQ: What is most important to you in a job? What is least important to you?

This is a good question from an interviewer point of view as it is so open to your personal interpretation of the question. Essentially the interviewer is trying to detect those drivers or factors that keep you motivated in a job and those that do not. Be honest with your response and provide a motivation where relevant.

"Whilst recent work-related examples would be ideal, you can also use non work-related scenarios to illustrate the point."

26. Trait: Multi-Tasking

As a business leader you will be given more projects to work with, the more you can show that you can successfully work on more than one project at a time. In these questions, the interviewer is trying to assess if (1) you are able to multi-task and (2) If you are able to – what are the techniques or tools that you use to help you work on more than one project at a time. Although these questions are in the SSQ format – you could support your response with a recent example to illustrate your use of the techniques.

SSQ: Can you multi-task? *To multi-task means to do many things at one time.*

SSQ: Describe a situation that required the simultaneous fulfillment of several tasks.

27. Trait: Persistence

Being a leader in business, failure is not an option – it is merely part of the process of achieving a set goal. In these set of questions, the interviewer is assessing your threshold for dealing with failure, problems and setbacks. Whilst recent work-related examples would be ideal, you can also use non work-related scenarios to illustrate the point. With all the examples, provide details on what made the goal difficult to achieve – you can share statistics, facts, and figures if you have them. Also respond with the actions that you took and the personal lesson you took away from that experience.

CBQ: Give an example of when your persistence had the biggest payoff.

CBQ: Give us an example of an important goal you set, and tell us about how you reached it.

CBQ: Give us another example of a time when you set a goal and were able to meet or achieve it.

28. Assessment: Personal Background

These questions are usually asked at the beginning of an interview to provide background and context to the interviewer. There is no right or wrong answers so just be honest and sincere in your response.

SSQ: Tell me about yourself?

Remember that you are in a job interview – so spend less time on your family background and personal hobbies and spend more time on why you have chosen your career and the reason for applying for the position.

SSQ: What major problems or challenges have you faced?

These could be recent work or non-work related challenges.

SSQ: At what point in life have you chosen this profession?

Provide details on the time that you made the decision and if there was any person in particular who inspired or motivated you at that time.

SSQ: Describe a time when you failed.

We all experience failure at some level, what is more important is to pick ourselves up and move on with our lives.

SSQ: If you could change or improve something that happened in the past, which would be these things?

This is a very open-ended question aimed to uncover any hidden events that you might still be regretting. Based on your response the interviewer is trying to determine if there are any factors or current regrets that may impact in your job application.

"...think of the one biggest accomplishment in terms of technical, soft-skills or intellectual skills…"

SSQ: If you could, would you choose a different career?

Be honest! If you really would like a different career (apart from the one being interviewed for) then say so! The interviewer is assessing if you are a long term fit for the career and perhaps based on your long-term ambitions, the company might have a transition plan in place for you!

SSQ: What personal weakness has caused you the greatest difficulty in school or at work?

If you have or had a personal obstacle – for example, you are unusually tall or short; perhaps you stutter or have a disability – share this with your interviewer. The assessment is based on what you have done to overcome such obstacles and how you are able to deal with personal challenges.

29. Assessment: Personal Development

The best person to get you to do something is yourself. As the saying goes, "You can take the horse to the trough, but you cannot make the horse drink the water!" With these set of questions, the interviewer is trying to assess how well you self-managing your personal growth and development.

SSQ: What have you been doing since your last job?

Ideally your *curriculum vitae* should reconcile any gaps in work experience with a comment on what you did in that time. You could have done a host of activities since your last job including: taking a break to raise a family; completing full-time studies; recovering from an illness; starting a business and failing. Be honest with your response.

SSQ: If there was one area you've always wanted to improve upon, what would that be?

This is an open-ended question and could include technical skills (like learning about marketing); soft skills (like learning how to speak in public) or intellectual skills (learning how to lead)

SSQ: What are your strengths?
The word strength refers to what you do well, your positive qualities or effective skills.

Remember to focus on strengths as they pertain to the working world. So avoid telling the interviewer how great your ballroom dancing skills are if you are applying for an office job! Limit your response to the top 3 strengths with a brief example to support it.

SSQ: What are your weaknesses?
The word weakness refers to what you don't do well, your negative qualities or skills.

Even though the interviewer might call these "weaknesses" be sure to re-phrase it as "developmental areas." Again focus on the top 3 with a brief example of what you are doing to work on these areas.

SSQ: What have you accomplished in the way of self-development in the past year?

This is a very open-ended question – think of the one biggest accomplishment in terms of technical, soft-skills or intellectual skills with a brief example to support your response.

"In these set of questions the interviewer is trying to determine what your hierarchy of values are."

30. Assessment: Personal Reflection

Like a mirror that reflects your own image, with this set of questions, the interviewer is assessing how you perceive yourself at work and outside of work. You might want to work on these questions in advance of any interview. Since they are open-ended questions, you can also expect the interviewer to ask you follow-up questions based on your response.

SSQ: How would you describe yourself at work?
SSQ: What did you learn in your previous job?
SSQ: What did you like the least about your last job?
SSQ: What did you like the most about your last job?
SSQ: Describe your most rewarding experience?
SSQ: How would you describe the perfect job?
SSQ: How would you describe yourself?
SSQ: How would your co-workers describe you?
SSQ: How would your supervisors describe you?
SSQ: Pick three adjectives that best describe yourself and your leadership skills.
SSQ: What is your personal mission statement?

31. Assessment: Personal Relaxation

In these series of questions the interviewer wants to get to know you more as an individual. When answering these questions avoid rattling off an entire list of items – rather keep to the top 3. You can also elaborate on the reasons for doing what you do – explain how it helps you in your life. For example, your choice of hobby could be helping you to unwind, de-stress and give you more time to think complex matters through.

Below are some common questions that are usually asked in an interview.

SSQ: What are your hobbies?
SSQ: What do you do for fun?
SSQ: What do you like to do in your spare time / free time?
SSQ: What is your favorite book / movie?

32. Assessment: Personal Values

As individuals we all have a hierarchy of values that are unique. For example one person could value work as being more important than exercise or spirituality. Ideally the person who is most likely to get the job is one who not only has met the minimum criteria for the position and has potential – but also someone whose values are aligned to the values of the role or the values of the company. In these set of questions the interviewer is trying to determine what your hierarchy of values are.

SSQ: What criteria are you using to evaluate the company for which you hope to work?
SSQ: What is more important to you: the money or the work?
SSQ: What is the secret of a successful career?
SSQ: Have you done any volunteer work?
SSQ: Tell me about an important issue you encountered recently.
SSQ: Tell me about the person you admire most. Why?
SSQ: What does success mean to you?
SSQ: What quality of yours or personal trait matters the most in your career?
SSQ: What would you do if you won the lottery?
SSQ: What's the best movie you've seen in the past year?
SSQ: What's the most interesting book you've read in the past year?

"In this twist, the interviewer is interested to know how your techniques or leadership ability changed a person's behavior. "

33. Trait: Persuasion & Influencing

As a leader you need to be able to persuade and influence people around you to achieve your vision or desired outcome as a group. Ideally the examples that you provide should be recent work-related scenarios. You can equally use relevant examples outside of work for example, organizing an event, and persuading people to participate and assist.

SSQ: Describe your method of influencing people?
SSQ: How do you get a peer or colleague to accept one of your ideas?
SSQ: Tell us about a time when you influenced the outcome of a project by taking a leadership role.
SSQ: Tell us about the last time you had to negotiate with someone.
SSQ: When you have difficulty persuading someone to your point of view, what do you do? Give an example.

CBQ: Give an example of a time when you used facts and reason to persuade another person to take action or Give an example of a situation where you had to convince another person to act in a certain way.

In the first part of asking the question the interviewer is being very specific of a scenario that involves "facts" and "reasons" In the second part of asking the question, the interviewer is asking a much broader question and you can include any scenario using any technique used to persuade another person.

CBQ: Summarize a situation where you successfully persuaded others to behave differently so they'd work more collaboratively or to see another point of view.

In this twist, the interviewer is interested to know how your techniques or leadership ability changed a person's behavior. Describe clearly the difference between the before and after behavior.

CBQ: What are the most successful techniques you have used to gain other people's agreement? Describe one or more of those techniques.

A range of techniques could be used to persuade other people, like: trust; empowerment; open-door policy; value-alignment discussions; incentives; competitions; public recognition – the list is endless! You want to discuss the top 3 of your most successful techniques and talk about the scenarios in which you used them successfully.

CBQ: Describe a situation where other people who you were working with didn't agree with your ideas. What did you do?

In this question you are specifically talking about the skills, tools or techniques that you used to change people's perception about your idea. Perhaps you ran a pilot program or maybe you implemented it yourself before other people could see the benefit of your idea.

34. Trait: Planning & Organization

Being a leader in business, a key skill is being able to plan and organize complex strategy objectives, projects or assignments. In the series of questions below the interviewer is looking for examples in which you have proven that you can successfully plan and organize events. Provide details as to the factors that made the project complex or difficult to manage.

SSQ: What do you do to meet your deadlines?

CBQ: Tell us about a time you planned and pulled off a complex assignment.
For this question, provide details on the elements, factors or situations that made the assignment complex.

"...Elaborate on the lessons you have learnt and what you have done differently since that time"

CBQ: Tell me about the most successful project you have every managed. Describe your approach and actions in detail.

In this question, define what success in terms of delivering the project expectations entails. Regardless of how successful you were in delivering a project – there are always lessons to be learnt – remember to end with at least 1 – 3 actions you would do differently next time.

CBQ: Compare and differentiate situations where your work has been beyond expectations with situations where your work was below expectations.

This might look like a trick question but it is not! The interviewer is trying to establish the factors; action steps; or scenarios that help you to achieve your goal and those that do not. For the situation when your work was under expectation – also elaborate on the lessons you have learnt and what you have done differently since that time.

CBQ: Describe some projects or ideas (not necessarily yours) that have been implemented successfully due to your efforts.

There are some people who are good at coming up with ideas and there are others who execute them flawlessly. In this question think of an example where you implemented an idea and perhaps added your own flair or ways of working that resulted in a successful outcome.

CBQ: Describe the most difficult scheduling problem you have faced.

In this question the interviewer is assessing both your ability to plan and organize as well as to do this under very tight deadlines. Your response to this question should deal with both these aspects. Explain why the timelines were tight and perhaps non-negotiable and what you did in order to execute the project.

CBQ: Think about one of your previous projects. What were the steps you followed to complete the project? Have you been satisfied with the results?

The interviewer is assessing your general steps to delivering a project. Whilst you do not need to reflect on all prior projects – you can provide a quick example for each step that you take to implement a project. Regardless of how successful you are at implementing projects, there is always room for improvement - for the last part of the question provide details on how you can make your process even more robust and dynamic.

35. Trait: Problem Solving

Your journey as a leader will rise the more able you are at effectively solving problems and managing work challenges. Below are a series of ways that the interviewer can assess your problem solving skills.

SSQ: Give me an example of how you applied your knowledge?
SSQ: What are the steps you follow to study a problem before making a decision?
SSQ: How do you approach the challenge of unfamiliar tasks? Give us an example.

CBQ: Describe a difficult situation with someone at work and how you handled it?

For this question, be clear on what created the difficulty and you can add details on who the person was – a fellow colleague, customer, supplier or line manager. You do not need to provide names of individuals.

CBQ: Talk about a time when you had to achieve consensus in a group disagreement. What was the outcome?

CBQ: What is the toughest problem you've had to face, and how did you overcome it? Or describe a major problem you have faced and how you dealt with it.

"Be clear on explaining what the problem was and the range of sources you used in a specific time period in order to make a decision."

CBQ: Name a complex project or assignment you struggled with. What approach did you take to complete it?

CBQ: Describe a situation when you effectively solved a problem by combining different approaches.

There are no limits as to what 'different approaches' are and could include: having team discussions; speaking to individuals who are creating team disorder; using incentives; sending staff for training; conducting training yourself or creating a policy guideline. It does not matter what approach you used as long as the scenario that is being used contains a range of approaches.

CBQ: Describe a time when you anticipated potential problems and developed preventive measures.

In this question, the interviewer is assessing how well you are able to have contingency plans in place. Again there is no limit to what these could be and could include: having a file back-up; recruiting extra temporary staff; requesting for buffer finances; or conducting extra staff training.

CBQ: Describe when you or a group that you were a part of was in danger of missing a deadline. What did you do?

For certain companies being able to manage your time and keep to deadlines is a non-negotiable part of the being in the job. Whilst it is easy to see the end result of a deadline, what is often not clear is the personal sacrifice, the re-ordering of time schedules and teamwork that happens behind the scenes to make the deadline achievable. In this question share an example that makes it very clear what you did in order to save a deadline.

CBQ: Did you ever have to source out "experts" in your organization in order to learn something? How did you do it? What were the results?

As individuals we are not experts at everything and do need to hire external consultants to assist. In this example, explain what the problem was and why you were not capable of executing it. Then elaborate on the steps you took to find an expert and how you worked with the expert to solve the problem. End with a reflection on what you learnt from that experience.

CBQ: Give an example of a time you used your fact-finding skills to gain information needed to solve a problem. Talk about how you analyzed the information and came to a decision.

As a leader you need to be able to use a range of sources to find information in order to solve a problem Whilst such sources are endless, it could include: reading a book; attending a seminar; using the internet; speaking to people or watching a documentary. Be clear on explaining what the problem was and the range of sources you used in a specific time period in order to make a decision.

CBQ: Give a specific example of a time when you used good judgment and logic in solving a problem.

Sometimes as a leader we need to make quick decisions that do not have the luxury of time to source more details. Sometimes as a leader you need to trust your gut instinct and make a quick decision. For this question provide background to the problem; explain why the decision was so urgent; and explain what values or personal moral basis you may have used to make a quick decision.

CBQ: What do you think the major ongoing concerns in this job will be? How would you solve them?

In order to answer this question, you needed to have done some detailed research into the company; the position and perhaps the industry. You could also have spoken to other people who gave you an indication of what the possible concern in that job was. You could have read articles on the company in the media or watched updates of the company on television. The interviewer is assessing how realistic is your view of the concerns on the role and what ideas you have already thought of to address such challenges.

"Professionalism refers to the way that a person conducts themselves in line with the general and expected norms of business etiquette."

36. Trait: Process Management Skills

CBQ: Tell us about a time when you had to organize and implement a system / work process.

Explain the system that you needed to implement, this could include: a computer system; a new work process; a new policy implementation; or a change to work environment – like a new office or new process for file management.

37. Trait: Professionalism

A professional is someone who is able to serve the needs of those people around them, using their past experience, skills and qualifications that they may hold. Professionalism refers to the way that a person conducts themselves in line with the general and expected norms of business etiquette. In these series of questions, the interviewer is assessing your level of professionalism as a leader. Answer these questions honestly, sincerely and openly as possible.

SSQ: What are your professional expectations?

SSQ: What has been your biggest professional disappointment?

SSQ: What has been your biggest professional failure? What did you gain from it? Additionally, give an example of a time you tried to accomplish a task, and failed.

SSQ: What have you done to further your own professional development in the past 5 years?

SSQ: What was the most important task you ever had? What was your role?

SSQ: What were the highest priorities in your last job?

SSQ: What were your responsibilities in your previous position?

SSQ: Why did you leave your previous job?

SSQ: Why did you resign?

SSQ: Why were you fired?

SSQ: Give me concrete examples of satisfactory and unsatisfactory professional experiences.

38. Assessment: References

Your *curriculum vitae* should have at least 3 references. For references:

1. Ensure that you have received permission from those individuals;
2. Choose people who are more senior than yourself relative to the position that you were in at the time;
3. Let your references know that you will be attending an interview and to possibly expect a reference check;
4. Include the full name of the reference; their position at the time of you being that job; email address and two contact numbers that could include a cellular phone number.
5. Update your references regularly and avoid including family members as references.

SSQ: May we contact your previous employers?

SSQ: Can we contact your references?

References are people who are willing to talk about you, your abilities or your character

"Compensation refers to salary plus benefits, example provident fund contributions, travel and medical aid allowances."

39. Trait: Research Capability

CBQ: Tell us about a time when you had to learn something brand new in a short time. What steps did you take?

Being adaptable, flexible and open to change are important skills as a leader in business. In this question elaborate to the interviewer what you needed to learn and why the time period was short. Explain the steps that you took in order to implement the new skill.

40. Trait: Resilience

In life we all encounter and need to deal with personal challenges and hurdles. It is our determination, persistence and commitment to completing what we started that will get us through those hurdles. If you are able to overcome personal hurdles, you have the ability to overcome work challenges. In these series of questions, provide details to the interviewer of what created the difficulty, how you felt at the time, the steps that you took to overcome those difficulties, what the outcome was and what you learnt from that experience.

SSQ: When was the last time that you were faced with a difficult decision? What did you do? What was the outcome?

SSQ: Describe a major disappointment in your life.

SSQ: Describe what you have done to achieve a personal goal.

CBQ: What is a big obstacle that you had to overcome to get to where you are today?

41. Assessment: Salary Expectations
Questions on salary and your response to it could be the decider on whether or not you are shortlisted for the position. Here are a few tips to assist you with this question:

1. Never provide an exact amount for salary expectation, always provide a range – for example "I expect to earn a salary from between Xamount to Yamount"
2. Always do your research and base your range on the market expectations for the position.
3. Whilst you never want to sell yourself short, regardless of the amount of qualifications that you may have, your perceived value is also a factor of your work experience. It is important to have realistic salary expectations.

SSQ: When do you expect a promotion?

SSQ: What are your expectations regarding promotions and salary increases?

SSQ: What are your salary expectations?
Salary expectation is how much money you think you will get.

SSQ: What kind of compensation are you looking for?
Compensation refers to salary plus benefits, example provident fund contributions, travel and medical aid allowances.

SSQ: What kind of salary do you need?

SSQ: What salary do you want to earn?
To earn means to make, to receive.

A positive way to end questions on Salary Expectations is to emphasize that salary is only one component out of all the reasons that you are applying for the position and then elaborate on why you think you are the ideal fit for the role.

"Your ability to be promoted to very senior roles is a factor of how well you are able to deal with stress."

42. Trait: Self-Awareness

An emotionally intelligent leader is one who knows themself well and is comfortable knowing that they are not perfect and are working on areas of development. In the questions below, the interviewer is assessing your levels of self-awareness. Remember to balance your strengths and weaknesses – so don't give 5 strengths and 1 weakness as an example. The ideal is to have 3 strengths and 3 weaknesses and provide details on what you are doing to work on identified areas of weaknesses (call these developmental areas in your response).

SSQ: How could a close friend describe you?

SSQ: What else would you add to that description – strengths and weaknesses?

43. Trait: Stress Tolerance

Whilst being a senior leader in business might seem very glamorous at first, it is in fact a very high-pressure role. Your ability to be promoted to very senior roles is a factor of how well you are able to deal with stress. In the series of questions below, the interviewer is interested to know what are your tactics, tools or strategies to deal with stress. Provide examples of how you used such tactics, tools or strategies that could include; exercising; meditation; team discussions; delegation; planning and organization; implementing contingency plans; eating healthy foods; and participating in personal hobbies.

CBQ: Talk about a time when you were faced with problems or stresses at work that tested your coping skills. What did you do?

CBQ: When you encounter a roadblock, what do you do? Give us an example of a situation.

CBQ: How did stress in the learning environment affect your performance? How have you approached your work, life?

CBQ: Are you able to cope with stressful situations? Or can you handle pressure? Or do you work well under pressure? *The word pressure means stress.*

CBQ: Describe a time in which you were faced with problems or stresses that tested your coping skills. What did you do? Or describe a high stress situation when it was desirable for you to keep a positive attitude.

CBQ: Have you ever been overloaded with work? How do you keep track of work so that it gets done on time?

CBQ: "Tell me about a time when you were particularly overwhelmed with your responsibilities at work. What strategies did you use to deal with the pressure?"

44. Trait: Supervision

As a leader, a key skill is to be able to delegate work and supervising people around you to execute their tasks. It is important that when you supervise other people that you do not end up doing the work yourself. By having supervision skills, it is easier for you to work on more strategic projects as it frees up your time from needing to complete more routine and mundane tasks. In the series of questions below, the interviewer is assessing your level of supervision skills.

CBQ: How many people have you supervised? If we talked to them, what are three things they would say about you?

CBQ: Tell us about a situation in which a staff member was not performing to your expectations. What did you do?

CBQ: What do you think is the toughest aspect of being a supervisor?

"Teams could also include people outside of the company that are hired to help execute a project."

45. Trait: Teamwork

Regardless of the position that you are applying for you need to be able to work within a team. When you think of examples of working within teams, do not restrict yourself to solely people working for the same company. Teams could also include people outside of the company that are hired to help execute a project. Outside people could include: experts, specialists, consultants, customers, suppliers, or employees from other organizations.

SSQ: Are you a team player?

SSQ: Do you prefer to work alone or within a team?

SSQ: Do you work well with others?

SSQ: How would you describe your ability to work in a team?

SSQ: How do you relate to people from diverse cultures? *Diverse means different.*

SSQ: How well do you work with people?

SSQ: Do you prefer working alone or in teams?

SSQ: Tell me about relationships with co-workers?

SSQ: Tell me about your relationships with supervisors?

SSQ: Tell us about a place you worked that made you feel proud to be part of the team. Why?

SSQ: What have you done in past situations to contribute toward a teamwork environment?

SSQ: What strengths would you bring to a team?

CBQ: Describe a time when you led a task force or team with representatives from diverse units or departments. How did you handle the situation?

CBQ: Described a recent group effort that you led.

CBQ: Have you worked with a person who did things differently from you? How did you resolve your conflicts?

CBQ: How do you create a team among those who work for you? What has worked? What hasn't?

CBQ: Tell us about an occasion when you needed to work with a group to get a job done. What steps did you take?

CBQ: What did you do in your last job to contribute to an environment of strong teamwork? Please be specific.

"Provide examples of what you do to schedule and prioritize your tasks …"

46. Trait: Time Management Skills

You might have heard the phrase that "time is money." As a leader, you will be given more opportunities and more complex assignments to work on the more you are able to show that you can manage your time effectively. Below is a series of questions aimed at assessing your skill of time management. Provide examples of what you do to schedule and prioritize your tasks that could include: using reminders; automated diaries; work-flow schedulers; holding regular team feedback meetings; using a white-board table to prioritize items and having a daily computer dashboard reminding of tasks to complete.

SSQ: Describe your typical day routine?

SSQ: How do you decide what gets top priority when scheduling your time?

CBQ: What do you do when your time schedule or project plan is upset by unforeseen circumstances? Give an example.

CBQ: Give an example of how you can prioritize multiple demands. Is this an easy or difficult task for you?
Note that is a two-phase question. Ensure that you answer both parts.

CBQ: How did you organize your duties for your last job?

CBQ: How do you determine what are the top priorities at work? How do you plan out your day so those priorities are accomplished? How do you deal with situations when those priorities need to be re-shuffled?
Note that this is a three-phase question. Ensure that you answer all three parts to the question.

CBQ: How frequently do issues arise in your job that force you to alter your daily routine? Describe a recent time.

CBQ: If you suddenly were given a deadline assignment while you were busy finishing another urgent problem, how would you handle the conflict? Have you experienced this situation in the past? How did it play out?
Note that this is a three-phase question. Ensure that you answer all three parts to the question.

47. Trait: Vision

In these series of questions the interviewer is assessing your plans for the future. Whilst some questions do ask you about your personal plans remember to keep your response focused on areas relating to your career. This might be a good opportunity to share the following plans:

1. Your desire to get married, or if already married – start a family – if the position requires you to be mobile – also state how you anticipate dealing with both demands.
2. Your goal to complete or further your studies – provide details on why you are embarking on such studies and how you anticipate using the qualification to help you in your career.
3. Your ambition to travel or perhaps emigrate – if the company that you are applying for has opportunities for staff travel – this could help the interviewer match your desires to the role being applied for.

SSQ: Can you describe your objectives and goals for the short-term and the long term?

SSQ: What are your goals in life, including those related to your career?

SSQ: What are your plans for the future?

SSQ: What do you need to reach your goals, and what are the steps you must follow in this regard?

SSQ: Where do you see yourself five years from now? Ten years from now?

"Work ethic refers to a person's attitudes, beliefs and values as it pertains to work."

SSQ: Describe how your position contributes to your organization's/unit's goals.

In this twist, the interviewer is assessing how you are currently helping to achieve the company's strategic goals. Remember to provide details of your existing position, a quick summary of the hierarchical structure as well as the company's strategic goals.
Then expand on a particular task or project that you have done and detail how that helped the company achieve its overall objective.'

CBQ: Share aspects of the position description really focus on your particular interests or talents and how would you use these in building your vision of this position?

To successfully answer this question, you need to have conducted some research on the industry, company and the position that you are applying for. This is a 3-part question with the first part involving you summarizing the position in your own words. Then you need to self-reflect on your personal skills and how you would use these in the position. For the final part of the question, share your vision of what you would like to achieve in the role and how you anticipate achieving it.

48. Trait: Work Ethic

Work ethic refers to a person's attitudes, beliefs and values as it pertains to work.
You may have a personal philosophy about working like:

1. "You reap what you sow" or
2. "I complete what I start" or
3. "Play hard and work harder" or
4. "Work smart and play smart"

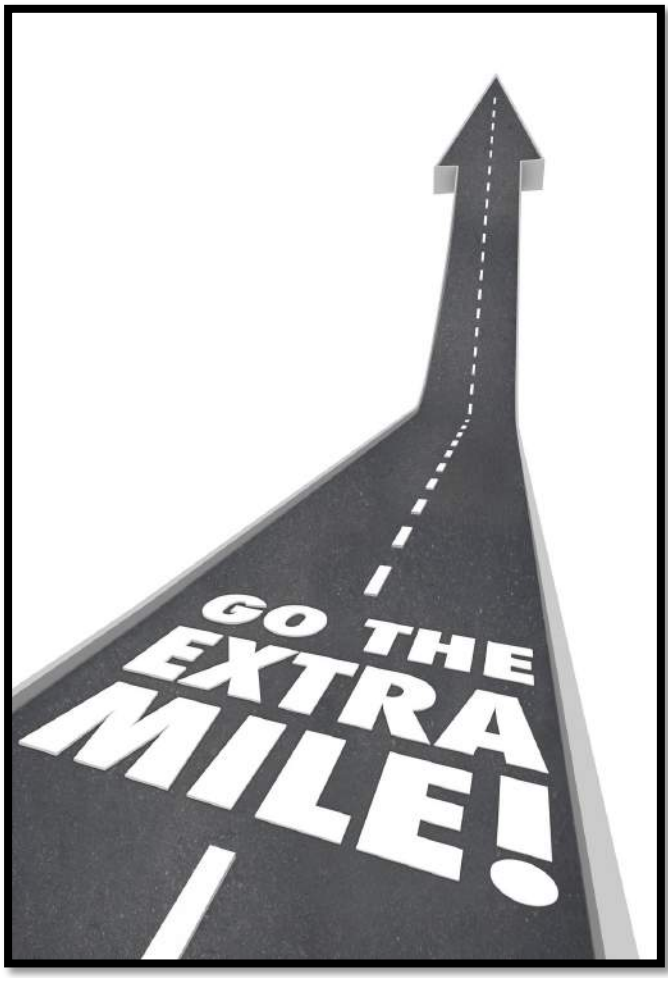
There are no right answers here – just what is right for you. The interviewer is more interested in your mental approach to work and how you achieve your work deadlines.

SSQ: Give an example of how you prioritize multiple demands on your time.

SSQ: How do you describe / define your work ethic? Please give specific examples.

SSQ: Talk about a time when you worked your hardest. What was the project or task? What was your role? What was the outcome? What was the reward?

SSQ: Talk about the last time you were unable to report to work. How did you get the work finished that needed to be done that day?



"Never say that you don't have any questions to ask–this looks extremely unprepared."

49. General Questions

At the end of the session, the interviewer usually would ask if you have any questions to ask them as an interviewer. Here are some tips for you when you get to this section of the interview.

1. Never say that you don't have any questions to ask – this looks extremely unprepared.
2. Have a list of questions that are pre-written and refer to them as you go along. If some questions were inadvertently answered during the course of the interview – state this fact.
3. What you don't ask:
    a. So what did you think – am I suitable for the position [This is inappropriate for this stage of the interview]
    b. Is the company going through a restructure soon [This sounds like you may be hesitant to join the company]
    c. What does the company do? [You should know this prior to entering the interview room]
    d. When can I take my vacation [You have not even been selected yet! This is very pre-mature to ask this question. Once selected, you are usually given a contract to review with terms that include vacation leave – you can ask questions relating to holidays at that stage.]
4. Some safe questions to ask:
    a. What would be the first priority for the person hired for the job?
    b. What are the opportunities for advancement in the business?
    c. What are the next steps after this interview?
    d. Who are the most successful people in this company and why? [This is a very subtle way to find out the values of the company, its people and its culture]

SSQ: Do you have any questions?

SSQ: What question do you wish we had asked?

SSQ: What question would you like to ask us?

50. The most important question: WHY YOU?

If you get this question in an interview, smile – because it is one of the most important questions that could be asked that you can prepare in advance for. What the interviewer wants to hear from you essentially is a motivation as to why you should be picked or short-listed for selection.

This question is also referred to the "moving elevator" question. Imagine that you are on the top floor of 30-story building and have just entered the lift. With you in the lift is the CEO of the company. As the lift doors close, the CEO turns to you and asks you, "So I have a position opening in a department, tell me why should I hire you?" In the time lapse from being on the 30th floor to the door to the lift opening on the ground floor, you need to use that time to motivate yourself for the position.

So how do you do it?

"End with a statement on your personal beliefs, values, morals or work philosophies…"

The structure of your response needs to follow the same structure for answering a CBQ question:

Part 1: First give a quick background to yourself, your top strengths, qualities, values and qualifications. Try to align this to the job specification sheet of what the role is looking for in a person.

Part 2: Identify the problem or the challenge that the company is going through. By having this position vacant, how is it impacting the company. During the interview you might have asked specific questions on the top priorities for the person once employed. You can reflect on this in this section.

Part 3: State how you are the best person for this position by reflecting on the top traits that you have identified that will best resolve the impact of having the position vacant. Limit these traits to the top 5 for time purposes.

Part 4: End with a statement on your personal beliefs, values, morals or work philosophies that make you the ideal fit and match against the company's beliefs, values, morals or work philosophies.

When answering this question, remember:

1. To limit your response to between 30 seconds to 1 minute maximum;
2. Keep eye contact with the person who asked the question;
3. Sound confident and self-assured but not arrogant;
4. Do not fidget with any items in your hand; and
5. Sound sincere and smile at the end of your response.

Listed below is a range of ways that this question could be posed to you.

SSQ: Why does this position interest you? What attracts you to our organization? Explain how you would be an asset to this company?
An asset is something valuable.

SSQ: Why are you interested in this position?

SSQ: Why have you decided to apply for this particular job?

SSQ: Considering the investment our company will do to prepare you professionally, can you give us a reason to hire you?

SSQ: Do you have the qualities and skills necessary to succeed in your career?

SSQ: What can you offer our company?

SSQ: What do you believe sets you apart from all other candidates?

SSQ: Why are you the best person for the job?

SSQ: Why do you think you will be successful in this job?

SSQ: Why do you think you're suited for this position?

SSQ: Why do you want this job?

SSQ: Why do you want to work for our company?

SSQ: Why should we hire you?

SSQ: You are part of my shortlist - what makes you different from the other candidates?

SSQ: Your skills are very similar to the other pool of candidates that I am interviewing, tell me why should I consider you to hire for the position?

"Besides having the privilege of being on a shortlist of candidates for the position, being interviewed is the ultimate skill of marketing yourself to other people"

Final thoughts

Regardless of how tough you thought the question is, NEVER say, "Please can we move on to the next question." You always want to attempt a question.

If at first a question was unclear, ask the interviewer for clarity before attempting a response.

No matter who is asking the question, (your line manager; a friend; someone from human resources) ALWAYS maintain your level of professionalism and composure.

Remember that an interview is meant to provide a platform to get to know you better and to establish how well you fit the requirements for the position. To this end:

- Be yourself
- Be personable
- Be authentic
- Be honest
- Be presentable

Your next steps

Using the set of questions in this report as a guide, practice answering the questions under timed conditions:

- SSQ – response should be under 1 minute; and
- CBQ – response should be between 3- 4 minutes.

If you have the opportunity, get a friend or a family member to play the role of an "interviewer" to ask you a series of questions so that you can practice your response.

Use a recording device to video your response so that you can view it later. On review of your recording, note how you can improve your vocal variety; eye contact and gestures to enhance the delivery of your response to a question.

Last but not least, enjoy the process of being interviewed.

Besides having the privilege of being on a shortlist of candidates for the position, being interviewed is the ultimate skill of marketing yourself to other people.

Leaders in business need to learn the art of marketing their company's products, services and brand. Before leaders in business can market other products and services, they first need to learn how to market themselves as a brand.

You are your own brand manager – embrace the process of the interview to let other people know more about you.

NOTES

NOTES

NOTES

ABOUT DINESHRIE PILLAY

Dineshrie Pillay is the author of, **The Contract With Yourself,** a self-help guidebook to having high self-esteem, confidence and life purpose.

The book combines over 15 years of her experience, sharing simple and effective tools to help you to achieve success in life.

SPECIALISATION

Dineshrie Pillay is a **Business Partnering Specialist,** public speaking trainer and coach who help Business Owners and Professionals to reach new levels of personal growth.

DINESHRIE CAN TEACH YOU TO BECOME A BUSINESS PARTNER SO YOU CAN:

- Have **Incredible** Self-Worth
- Be an **Inspirational** Speaker
- Implement **Invaluable** Business Insights
- Be an **Influential** leader in business

AS A SPECIALIST IN BUSINESS PARTNERING, DINESHRIE WILL WORK WITH YOU TO

1. **Assert** yourself with confidence
2. Clarify your **career ambitions** and how to achieve them
3. **Overcome** your fear of speaking in public
4. **Construct** an inspirational speech for any audience
5. Generate **unlimited ideas** on how to grow your business and increase your product and service offering
6. Increase your **revenue and profitability**
7. **Lead** your team with respect and dignity
8. Bring out the **best in teams** of people to achieve company goals

DINESHRIE'S FAVOURITE PHRASE TO HER STUDENTS

"How you lead – matters"

NEOSPECTIVES CONSULTING
Solutions for Leaders in Business

DINESHRIE PILLAY
SPEAKER. TRAINER. FACILITATOR

DINESHRIE PILLAY

Visit: http://www.dineshriepillay.com to access FREE training videos and resources.

NEOSPECTIVES CONSULTING
Solutions for Leaders in Business

Seminars, Workshops & Camps

Tomorrows Professional Today

This powerful 3-Day program will give all the tools and techniques to becoming the ultimate professional in business. Most people start out in their career without the slightest idea of the full expectations of what it takes to be a professional in business. Fast-track your learning curve and attend this program.

Personal Breakthrough Code

If you are ready to start making changes necessary to achieve professional and personal growth, then Personal Breakthrough Intensive is the place to begin. This course is an inner strengthening. It is an opportunity to see yourself in an entirely different perspective. The learning is transformational and can be applied to all areas of life

Public Speakers Academy

Being a professional in business can be one of the most exciting and fulfilling career paths on the planet. Most professionals have in-depth technical understanding. Extraordinary professionals are those who are able to take their technical know-how and weave a message to large groups of people that inspire; motivate and calls people to action. The public speakers academy program will increase your confidence in this area. You will be astounded at what you can do once you've been properly educated in the intricacies in this field.

Business Partnering Intensive

This powerful 3-Day program will give all the strategies you need for success in business. Whether you are a leader within a corporate or a business owner – this course is for you.

Influential Leadership Intensive

Do you ever feel that you could be highly influential and inspirational – if you just knew what that was? Nothing is worse than not having a clear direction. Without a clear roadmap of what success and greatness looks like, you are either paralyzed or running around in circles.

To be truly inspirational, you need to learn how to use your gifts to uplift the lives of the people you lead. To be meaningful, you need to learn how to serve others in a way that is both respectful and purposeful.

Get through your interview so that you can get on with your career

Respond to the top 300 interview questions with ease

Postnet Suite 167, Private Bag X9, Benmore,

Sandton, Johannesburg

Neospectives Consulting

http://www.neospectives.com

http://www.dineshriepillay.com