



## Interview Form

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<b>Applicant's Name:</b>	<b>Interviewer:</b>	<b>Date:</b>
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Competency	Total of Starr Model				
	Poor	Below Average	Satisfactory	Above Average	Excellent
Adaptability	1	2	3	4	5
Future Orientation	1	2	3	4	5
General Problem Solving	1	2	3	4	5
Networking	1	2	3	4	5
Strategic Thinking	1	2	3	4	5
Team Work	1	2	3	4	5

<b>Overall Total and Comments</b>
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**Choose one question to address each of the competencies**

The questions used to create this sample interview form were devised by OPRA Consulting Group [www.opragroup.com](http://www.opragroup.com) and from part of the OPD program.

## Adaptability

Implies the ability to remain effective within a changing environment such as when faced with new tasks, responsibilities or people.

### Positive Indicators

- + Adapts to change whilst maintaining a positive attitude
- + Demonstrates flexibility in his/her work
- + Responds constructively to changing demands

### Negative Indicators

- Is resistant to change
- Is uncooperative
- Is unresponsive to new ideas

Describe a project/activity that did not work out as initially intended. How did you address this situation and remove the obstacles in your way?

Describe a situation (either personal or work related) that demonstrates your ability to step outside your comfort zone and take on board new challenges?

Describe a time where you had to deal with a unique customer/client need. How did you handle this and how effective was the approach you took?

STARR Model	Poor	Below Average	Satisfactory	Above Average	Excellent
Situation facing the candidate (the what)	1	2	3	4	5
Thinking the candidate engaged in (the how)	1	2	3	4	5
Actions taken by the candidate (the how)	1	2	3	4	5
Role they played in the situation (the level of responsibility)	1	2	3	4	5
Results (the effects)	1	2	3	4	5
Average (Total) of STARR Model	1	2	3	4	5

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## Future Orientation

Demonstrates the ability to think ahead, to anticipate possible problems, difficulties and opportunities for one's role, team or the wider organisation.

### Positive Indicators

- + Thinks ahead/ forecasts potential problems
- + Is optimistic about future opportunities
- + Has strong organisation skills

### Negative Indicators

- Lacks organisation skills
- Thinks only about the present/unconcerned with the future
- Unable to look beyond day-to-day issues

Tell me about a time when you were able to anticipate future trends in your area of the business? What was the situation?

How do you differentiate vision from goal setting? What is your personal vision?

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## General Problem Solving

Implies the ability to assimilate information from a variety of sources, to integrate and apply different ideas and approaches to accomplish a goal.

### POSITIVE INDICATORS

- + Analyses the causes and effects of problems
- + Shows an ability to see and weigh up all points of view
- + Anticipates potential problems

### NEGATIVE INDICATORS

- Overlooks information relevant to problem under discussion
- Shows an inability to accurately interpret information
- Jumps to premature conclusions

Describe a situation when you were dealing with a complex issue. What factors contributed to this issues' complexity. What steps did you go through to pull all the relevant facts together?

Describe the most complex problem you have had to deal with in your current role. What made this problem challenging and how did you respond?

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## Networking

Has the ability to identify, build and maintain warm, friendly networks with people who are, or might be, useful in achieving work related goals.

### Positive Indicators

- + Is sociable, friendly and approachable
- + Builds successful relationships within an organisation
- + Actively pursues networking opportunities

### Negative Indicators

- Is socially withdrawn
- Shows a lack in confidence
- Unable to build effective teams

What are some of the networking links you are aware of in the wider business community? How would you anticipate using these to benefit you in this position?

Describe some of the internal networks you have developed to lift your knowledge and expertise. Give one example where these links proved to be of benefit to you in achieving a work task or objective.

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## Strategic Thinking

The ability to stand apart from the day-to-day and take a long term view of a situation. It implies the ability to differentiate between short-term tactical actions and the bigger picture.

### Positive Indicators

- + Shows an ability to set long-term goals
- + Shows the ability to predict future value in new initiatives
- + Places importance on company visions

### Negative Indicators

- Is only concerned with day-to-day functioning
- Has a 'take each day as it comes' approach
- Lacks planning and organisation skills

Describe a time when someone in your team came to you with a new initiative or approach to an issue. What steps did you go through to evaluate the worth of this idea to the long-term direction of the business? What was your final conclusion?

Give me an example of a time in your workplace when you were involved in a 'think tank' or discussion group. What strategies did you employ to determine the quality of each idea?

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## Team Work

Implies a willingness to participate as a full member of a team in which he/she is not necessarily the leader. Is an effective contributor even when the team is working on something without any direct, personal interest.

### Positive Indicators

- + Works cooperatively in teams
- + Helps develop other peoples ideas
- + Is hard working and 'pulls their weight'

### Negative Indicators

- Does not contribute to their team/withdraws
- Dominates by talking about their own ideas excessively
- Resents being given instructions

Describe a time when you were able to share knowledge or learning you had with people reporting to you. What approach did you take to ensure there were no misunderstandings?

What would people see you do on a daily basis to know that you are a team player? What do you find most difficult about working alongside others and why?

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