Example Values and Behaviour Based Interview Questions

Please refer to the [How to Select Candidates Using Our Values](#) managers guidance when using these questions.

Ambition

Can you tell me about a time you identified an improvement that could made?
- What role did you play in making the changes happen?
- How did you approach implementing these changes?
- Which key stakeholders did you involve?
- How did you obtain their support?

Describe some of the methods that you have used to keep your team inspired to accomplish tasks to a high standard?
- How do you ensure the team are clear on what's expected of them?
- What do you do when one of the team meets these high standards?
- What about when someone does 'just enough'?

Give an example of a time you feel you have 'gone the extra mile'?
- Why was that important to you?
- How did you feel?

Describe a time when you found yourself being challenged to work outside your comfort zone?
- How did that come about?
- What did you learn?
- Is there anything you would do differently?

Can you give an example of how you have improved a service you offer by considering diversity or inclusion issues?
- How effective was it?
- How did you measure the improvement?

Compassion

Tell me about a time you showed compassion towards a service user/customer/ colleague?
- How did you react?
- What was the outcome?
- What did you learn from this experience/do differently?

Can you tell me about a time when you have been part of a team, where taking care of each other was important?
- What was your role in the team?
- How did you approach this?
- What was important to you about this?

Describe a time you managed to calm an irate service user/customer/ colleague?
- How did you manage to maintain your professionalism and address their complaint?

How would you deal with a customer who calls just as your shift is ending and you are due to meet a friend?
- What did you learn from this experience?

Can you tell me about a time when you spoke out about diversity and/or inclusion at your work or in another situation?
- What made you speak out?
- Did you achieve what you hoped?

Integrity

Tell me about a time when you led a team to complete a project or piece of work?
- What was the outcome?
- How did you find the experience? What did you learn?

Describe an example of when you have had to be confrontational to achieve results.
- What did you do? Why did you do that?
- How was it received?

Can you tell us about a time when you felt a colleague was demonstrating behaviours that conflicted with your organisation's values?
- What did you do?
- What was the outcome?

Tell me about a time when your integrity was challenged?
- How did you feel?

Have you ever observed what you felt was unfair treatment to someone else which you believed was discriminatory e.g., sexist, racist or homophobic?
- What did you do?
- What was the result?

Describe a time your team failed to complete a project on time?
- What did you learn?
- What would you do differently if you had the chance?

Follow up (probing) questions provide you with a greater understanding of candidates' values/behaviours. Examples include:
- Tell me more about that…
- What led you to do that….
- Talk me through your thoughts at the time you took that action?
- What did you learn?
- What would you do differently next time? Why?
- How did it make you feel/react?
- Who was involved?
- What was the outcome?
- Why was it important to ….?