QUESTIONS & ANSWERS EXERCISE – SAMPLE

Goal
Conduct a structured interview.

Time Available
20 to 60 minutes

Documentation
The behavioral skills that will be assessed by conducting a Q&A (Questions & Answers) may be attributed to different assessors before the start of the interview, so that they may give their full attention to the candidate rather than spend their time going through the Q&A document.

Assessed Skills
- Communication skills
- Dynamism in the execution of tasks
- Planning / Organization skills
- Decision-making / Judgment
- Active listening: the appreciation of this aptitude will have to be directly reported into the “Individual Assessment Grid”, as it cannot be determined by asking specific questions

Remark: In order to be concise, only the questions related to the “Communication skills” criterion will be presented below.
## QUESTIONS & ANSWERS EXERCISE – Communication Skills

<table>
<thead>
<tr>
<th>Behavioral Questions</th>
<th>Comments</th>
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<tbody>
<tr>
<td>1. Describe a presentation or a briefing you have conducted recently. How did you</td>
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<td>adapt it to your public? How did your auditors react? What did you get out of it?</td>
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<td>2. Give me an example of a situation in which you had to communicate clearly. Why</td>
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<td>was it important? How did you manage it? What are, in your opinion, your strengths</td>
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<td>and weaknesses regarding your communication skills?</td>
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<td>3. We have all, one day, written a note asking for a certain action to be performed,</td>
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<td>only to discover afterwards that its recipients have not taken it into account at</td>
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<td>all. Can you give a personal example of such an occurrence and indicate the way</td>
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<td>in which you reacted so that your requests may be better understood by others and</td>
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<td>responded to?</td>
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<td><strong>Remark:</strong> Oral communication is an aptitude than can be observed! (Is the person</td>
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<td>listening actively? Is his/her language rich and grammatically correct? Is his/her</td>
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<td>speech clear and well-organized? Does the person speak clearly and concisely? etc.)</td>
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### Effective behaviors:
- Speaking clearly and expression oneself correctly, whether in a group or face-to-face.
- Listening and showing interest when others speak.
- Presenting one’s ideas in a logical way. Talking with enthusiasm and conviction.
- Preparing and making clear, harmonious and well-organized presentations.
- Using an adequate non-verbal communication.
- Informing one’s colleagues when appropriate.

### Ineffective behaviors:
- Showing impatience while s.o. else is speaking.
- Spending more time talking than listening.
- Making too many repetitions when speaking.
- Submerging others with one’s speech.

### Notation system

- **4** = Excellent (lies above the job’s requirements)
- **3** = Good (meets the job’s requirements)
- **2** = Weak (lies below the job’s requirements)
- **1** = Unacceptable (lies far below the job’s requirements)
CONCLUSION OF THE Q&A EXERCISE

Complementary Information

- What strengths and weaknesses characteristic of you have not been approached during this interview?
- Other relevant questions in relation to the position (examples):
  - Language skills (FR/DE/ES/RU/...)
  - Former experience / job-related knowledge
  - Organization skills
  - ....

Personality / Character

- How would you describe your character?
- What makes you impatient?
- Has your boss ever been unfair towards you?
- How did you react?
- What are your hobbies?
- What are your strengths and weaknesses?

Name of the candidate: ........................................................................................................

Name of the assessor: ...........................................................................................................

Title: ......................................................................................................................................

Signature: .................................................................................................................................

Date: ........................................................................................................................................