



## Interview behavioral competences for Executives.

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I recently needed to assess a business Unit Director for a large Automotive industrial leader for internal promotion. Please share my framework of questions for any use.

Enjoy the most you can in 2015!

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### 1. Company knowledge & Vision

- What are the company goals for this year/next year? How are you planning in reaching these goals?
- Can You describe me your company culture? Does this fit your idea of the ideal company culture?
- Do you have a mission statement? How is this mission statement useful for you?
- Which are for you today in your company the most strategic areas to consider?

### 2. Leadership

- Can you give me an example of major change you had to implement in your company? How did you go about?
- What was the most difficult group you ever had to work with? How was your approach?
- In which degree does this organization carries your seal/stamp. Examples? To what extend do you steer company culture?

### 3. Decisiveness

- Have you ever missed an opportunity by waiting too long? Example?
- What were the most difficult decisions you took the past few months? Why were they difficult?
- What important decisions did you take the last week/month/6 months?

### 4. Delegation

- To whom do you delegate?
- When you have delegated something do you often have the feeling that you still have to get involved? Example?
- Which types of decisions do you authorize your staff to take? Example? Which criteria do you find significant?
- How do you keep yourself informed on the things that live in your organization (on all levels)? To what extent is it important for you? Why?
- How do you control/follow-up the work and quality of the work done by your staff? Concrete examples of how you use this system/mechanism.
- How is your reporting organized?

### 5. Planning & Organization

- Your company has short and long term goals. Are they put into writing? How are they planned?
- How do you plan your daily activities?
- How did your agenda look like the last 2 weeks? What was planned/done/unexpected?

- Have you ever been involved in a reorganization? How did you go about? (preparing/planning/implementation/monitoring,...

#### **6. Ambition**

- How does your present position fit in with your career planning?
- What are your career plans? What time frame are you thinking of in this regard?
- What have you done to acquire the knowledge and skills required for this position?

#### **7. Integrity**

- Have you ever had to abandon your principles to achieve a particular objective? Example?

#### **8. Entrepreneurship**

- Has it ever happened that targets were not met while you were in charge? Example. What did you do?
- What have you done to make your company more profitable? Example? How?
- Have you ever had to make a risky business decision? Example? What risk was involved?

#### **9. Learning ability**

- Have you ever completed a project and then thought: If I had to do it over, I'd do it in a completely different way? Example?
- While working yourself into Job/project x, did you ever have to change your approach in the light of facts? Example?
- What was the most significant learning experience of your life? How did you put the knowledge and insight you acquired to practice?
- You followed 'additional education'. What was the added value of this course? How did you put it into...

#### **10. Independence**

- Have you ever deliberately gone against rules/traditions to reach your goal? Situation/example?
- Can you give me an example of a project/idea that you pushed through despite some resistance/criticism of your chair holders?
- What are the most difficult decisions to take? Why? Are there decisions you take on your own? What kind of decisions? For important decisions: what's the decision process/people involved?

#### **11. Stress tolerance**

- Which situation has caused you the most stress in the last few years? How did you handle it?
- When did you last lose your temper? Why?
- Under what circumstances do you have difficulties in working? Example?

#### **12. Vision**

- How do you go about in preparing budgets/estimates?
- To what extent have social evolutions/phenomenon an influence on your organization? (world economics, euro, e-commerce....)
- In a constantly changing economy/ world, companies must follow. In what way is your company changing/anticipating/reacting on developments?
- Does it happen that objectives are adjusted? Examples, How?

### **13. Others/ Personal**

- Do you occupy still other mandates for other companies/organizations? Professional clubs/networking?
- What are your personal goals? Company goals? Fit between
- What was for you until now the most difficult period in your career? Why?
- What period/project gave you the most satisfaction? Why?
- What do you consider to be your biggest success? Why?
- When choosing your staff, what competences do you look for?
- What makes someone to be successful in your organization?
- Have other people ever told you what first impression you made on them? Example?
- What was the biggest obstacle you had to overcome to get where you are now?
- For which organizations/companies/business/men do you have the most respect?
- Do you have a mentor/coach?
- Good internal communication is crucial for an organization? How is communication in general experienced in your company? Can you give me an example where the communication concerning an important topic/decision was very well prepared? Why was it so important to well prepare? What was the result?
- Why did you choose for your current company?
- Do you have experience in - merger & acquisitions, crisis management, reorganizations, severe cost reduction, implementing ERP system, Social partners, ...

