



SKILLS INVENTORY AND INTERVIEW QUESTIONS

TABLE OF CONTENTS

Personal Skills	3
Autonomy	3
Adaptability and Flexibility	4
Communication	5
Initiative	6
Innovation and Creativity	7
Planning, Organization and Priority Management	8
Problem-Solving Skills	9
Thoroughness and Attention to Detail	10
Interpersonal Skills	11
Conflict Management	11
Customer Orientation	12
Impact and Influence	13
Teamwork and Collaboration	14
Sales and Negotiation	16
Management Skills	17
Coaching and Developing Others	17
Managerial Courage	19
Delegating	20
Team Management, Leadership and Team Mobilization	21
Change Management	23
Strategic Planning	25
Culture and Values Fit	27
Culture Fit	27
Ethics, Integrity and Honesty	28
Diversity, Equity and Inclusion	29

Intellectual property

Unless otherwise indicated, this document and the information it contains are confidential, exclusive and/or privileged and belong to Engagés. Without the prior written consent of Engagés, this document may not be copied, reproduced, duplicated, modified, published, disclosed or transmitted to any person in whole or in part and the information contained herein may not be used in any manner whatsoever.

PERSONAL SKILLS

AUTONOMY

Able to make responsible decisions and to plan, organize and carry out work with minimum supervision. Demonstrates good judgment and organization in professional tasks.

1. Can you give me an example of a situation where you had to work on a project independently, without supervision or help? How did you manage this?
2. Tell me about a time when you encountered an unexpected obstacle in your work. How did you solve the problem without asking for help?
3. Describe an important task or project that you took on from start to finish. How did you plan and execute this work independently?
4. Can you give me an example of a situation where you had to make an important decision without having time to consult a superior? How did you manage this situation?
5. Have you ever had to manage a project where requirements were vague or changed frequently? How did you navigate this uncertainty while working independently?
6. Tell me about your decision-making process. Who do you involve?
7. Do you enjoy working alone or independently on certain projects?

PERSONAL SKILLS

ADAPTABILITY AND FLEXIBILITY

Able to adjust effectively to changes, new situations, varied tasks and requirements in a professional environment. Able to manage the stress and uncertainty that can accompany change, while maintaining a high level of performance and efficiency. Able to adapt quickly to challenges and opportunities. Comfortable working with different teams and able to master new skills, accept new responsibilities and adapt to different working methods.

1. Can you give me an example of a situation where you had to deal with a sudden change in your work?
How did you react and adjust your approach to adapt to this change?
2. How do you manage stress when faced with tight deadlines or unexpected situations at work?
Can you give me a concrete example of how you managed a stressful situation while maintaining the quality of your work?
3. Have you ever faced a major change in your organization, such as a restructuring or merger?
How did you manage this transition and adapt your way of working to support the organization's objectives despite the organizational changes?
4. Describe a situation where you had to quickly learn new skills or technologies to accomplish a specific task.
How did you approach learning these new skills?
How long did it take you to master them, and how did you apply them in your day-to-day work?
5. Have you ever had to work in a sector with which you were previously unfamiliar?
How did you acquire the knowledge you needed to adapt and succeed in this new context?
6. You've been working on a project for some time when your manager informs you that the project requirements have suddenly changed.
What do you do now?
7. How do you adapt your schedule when your superior asks you to prepare a report within the hour?
How do you make sure you don't fall behind on your usual tasks?

PERSONAL SKILLS

COMMUNICATION

Able to exchange ideas, information and emotions clearly, concisely and effectively with colleagues, superiors, subordinates and customers. Can convey messages comprehensibly, listen, ask relevant questions, interpret information correctly and respond appropriately. Conveys and presents relevant information in a timely manner through a variety of communication channels, including verbal, non-verbal, written and digital.

1. Tell me about a situation where you had to explain a complex concept to a colleague or customer. How did you approach this situation and what was the outcome?
2. Tell me about a project where you had to collaborate with members of other departments or teams. How did you ensure effective communication between stakeholders to achieve the project objectives?
3. Have you ever had to make a major presentation to an audience? How did you prepare for the presentation, and how did you manage any stress during it?
4. Can you give me an example of a time when you received negative feedback on your work? How did you react and what did you do to resolve the situation in a positive way?
5. How do you deal with situations where you don't clearly understand the instructions given? Can you give me a recent example of this situation and how you resolved it?
6. Tell me about an experience where you had to adapt your discourse or communication style to suit the person you were dealing with (e.g. a customer, a less experienced colleague, a manager, etc.). How did you ensure effective communication during this adaptation?
7. Describe a situation where you used written communication (e-mail, report, presentation, etc.) to solve a problem or clarify important information. How did you structure your written communication so that it was clear and concise?
8. Give an example of a situation where you had difficulty communicating your ideas to your manager. What did you do to remedy the situation?
9. Give an example of a situation where you were able to encourage someone to express themselves thanks to your listening skills
10. How would you overcome communication difficulties in a remote team?
11. Have you ever worked with someone with whom you had difficulty communicating? If so, what was the obstacle and how did you overcome it?
12. Describe a time when you had to break bad news to your team or have a difficult conversation with a colleague.

PERSONAL SKILLS

INITIATIVE

Able to take proactive action and propose ideas, solutions or improvements without waiting to be explicitly directed or asked to do so by a line manager. Is motivated to identify opportunities, problems or challenges within the organization and to act on his/her own initiative to solve or exploit them. Able to make independent decisions, take responsibility for his/her actions and contribute proactively to the achievement of the organization's objectives. Demonstrates creativity, thoughtfulness and insight, and constantly seeks ways to improve processes, increase efficiency and stimulate innovation within the organization.

1. Can you give me an example of a situation where you identified a problem within your team or organization and took action to solve it without being asked?
2. Tell me about a time when you anticipated a challenge, risk or opportunity in your work and took proactive steps to address it. What did you do and what were the results of your initiative?
3. Describe a situation where you suggested and implemented an improvement in a process or procedure in your previous job. What was the initial situation, what was your suggestion and what were the results?
4. Have you ever taken the initiative to learn new skills or improve in a specific area without being asked to do so by your employer? How has this benefited your work?
5. Tell me about a time when you had to solve an unexpected problem using your own resources and initiative. How did you handle the situation and what were the results?
6. Have you ever taken the initiative to organize an event or activity within your organization or community? How did you plan and execute this initiative?
7. Tell me about a time when you made a mistake at work. How did you handle it?
8. Describe a situation where you took the initiative to train or guide a new colleague in your team. How did you approach this responsibility?
9. Would you say you're a person who likes to make things happen? Give me a concrete example.

PERSONAL SKILLS

INNOVATION AND CREATIVITY

Able to generate original, innovative and relevant ideas, and to apply these ideas to solve problems, improve processes, develop new products or services, or meet specific needs. Thinks unconventionally, makes unexpected associations between concepts and explores solutions outside the box. Able to push boundaries, imagine new possibilities and find innovative answers to the challenges facing the organization.

1. Can you give me a concrete example where you came up with an innovative or creative idea in your previous job?
How was this idea implemented and what were the results?
2. Have you ever worked on a project where you had to think outside the box to find a solution?
Can you give me an example of how you creatively approached this project?
3. Describe a situation where you were faced with a limited budget or restricted resources but managed to come up with a creative and effective solution.
How did you optimize the resources available to achieve the objective?
4. Imagine you had carte blanche to create or reinvent a product or service for our organization.
What would this product or service look like, and why do you think it would be innovative and appealing to our customers?
5. How do you encourage your own creativity and that of others within a team?
Do you use specific methods to stimulate innovation and creativity at work?
6. Tell me about a time when you took a creative risk at work.
What was the idea or innovation you came up with, and how did you deal with the reactions of others?
7. What's the best idea you've ever had?
8. What's the biggest innovation in our sector in the past year?

PERSONAL SKILLS

PLANNING, ORGANIZATION AND PRIORITY MANAGEMENT

Able to design and implement detailed plans to achieve specific objectives, while efficiently managing resources, time and associated tasks. Organizes work methodically, sets priorities, allocates resources wisely and manages time effectively to complete tasks and objectives on time, or to delegate where necessary. Anticipates potential obstacles and develops strategies to overcome and adapt to them.

1. How do you organize your work day to maximize your efficiency and accomplish your tasks? Do you apply any specific strategies?
2. What productivity tools (e.g. time management or project management software) do you find useful?
3. Tell me about a time when you had to work on several projects simultaneously. How did you organize your work and adjust your priorities to effectively manage these multiple responsibilities and meet deadlines?
4. Imagine you had three tasks to complete during the day: an important, urgent task; an important, but non-urgent task; and an urgent, but non-important task. How would you prioritize them?
5. How do you assess the relative importance of tasks and projects in your workload? Do you use specific methods to prioritize your tasks? Can you give me an example of how you used this method to achieve a specific goal?
6. If you report to more than one manager, how do you prioritize your tasks?
7. You receive an urgent request from a customer, but you already have an important task in hand. What do you do about it?
8. Tell me about a time when you delegated tasks to other team members. How did you decide what and to whom to delegate? How did you ensure that the work was done to the required standards and on time?
9. Have you ever missed a deadline? If so, what happened? If not, how do you make sure you don't fall behind?
10. Describe a time when you felt stressed or overwhelmed. How did you deal with the situation?
11. How do you say no to low-priority requests?
12. Can you give me an example of a time when you had to negotiate with a colleague or superior about your workload priorities? How did you resolve the conflict and maintain a high level of productivity despite disagreements over priorities?

PERSONAL SKILLS

PROBLEM-SOLVING SKILLS

Able to recognize, analyze and effectively resolve difficult situations or obstacles encountered in the workplace. Clearly identifies the problem, analyzes the underlying causes, generates potential solutions and implements the best solution thoughtfully and effectively. Knows how to anticipate potential problems and take preventive measures to avoid them in the future.

1. What steps do you take to study a problem before making a decision?
Why?
2. Describe a situation where you had to solve a problem without the help of your superior.
How did you proceed and what was the result?
3. Tell me about a situation where you identified a problem before it became critical.
What did you do to solve the problem proactively and preventively?
4. Tell me about a time when you successfully used your crisis management skills.
5. How do you know when to solve a problem on your own or ask for help?
6. Have you ever had to solve a problem outside your usual field of expertise?
How did you approach this situation and what were the results of your approach?
7. Imagine you had to solve a complex problem for our organization.
How would you approach this problem, and what steps would you take to find an innovative solution?
8. Tell me about a time when you had to think quickly and creatively to overcome an unexpected obstacle at work.
How did you react and what solutions did you come up with?
What was the outcome?
What would you have liked to do differently?
9. You're in charge of a project that's fallen behind schedule.
What do you do about it?
10. Tell me about a time when you had to analyze information and make a recommendation.
What process did you use?
Was the recommendation accepted? If not, why not?
11. Tell me about a project that didn't go as planned.
How did you analyze the reasons for the failure, and what did you do to avoid the same problem in the future?
12. Tell me about a time when you had to work as a team to solve a problem.
How did you collaborate with your team members to generate ideas and implement an effective solution?
13. Can you give me an example of a situation where you successfully turned a problem into an opportunity?
How did you identify the opportunity in the problem, and what steps did you take to capitalize on it?

PERSONAL SKILLS

THOROUGHNESS AND ATTENTION TO DETAIL

Follows rules and procedures, meets deadlines and achieves objectives. Operates precisely, systematically and meticulously in carrying out tasks to ensure quality and avoid errors.

1. What process do you use to ensure that you have received all the necessary information from a customer?
2. Have you ever had difficulty understanding a customer request?
If so, what steps did you take to clarify matters?
3. Can you tell us about a situation in which you had to report to donors or partners?
How did you go about this?
4. Tell me about a time when you had to revise a document or report to improve accuracy and clarity.
What steps did you take to ensure that the document was error-free and easily understood by others?
5. Can you give me an example of a situation where your attention to detail prevented a major error at work?
How did you spot the potential error and what did you do to avoid it?
6. Describe an occasion when you identified a mistake made by a colleague.
What did you do about it?
What was the result?
7. Could you give us an example of a situation where you maintained a high level of rigor and precision in your work tasks?
8. Have you ever had to manage a large volume of data or detailed information in your work?
How did you organize this data to ensure that it was correct and easily accessible when needed?
9. Tell me about a time when you had to work on a project with tight deadlines.
How did you manage your time and resources to ensure that the project was completed accurately and on time?
10. How do you ensure the accuracy of the information you enter into a system or database?
Do you use specific methods or techniques to minimize input errors?
11. Have you ever had to follow a complex process or procedure in your work?
How do you ensure that each step is followed correctly and that the end result meets requirements?
12. Have you ever had to manage repetitive or routine tasks that required close attention to detail?
How do you ensure that the quality of your work remains constant, even when repetitive tasks are involved?

INTERPERSONAL SKILLS

CONFLICT MANAGEMENT

Communicates effectively, listens and understands the needs of others. Maintains positive working relationships even in tense situations, and handles disagreements and conflicts constructively, promoting harmonious collaboration within the team or organization.

1. Tell me about a time when you disagreed with a colleague or superior. How did you resolve this disagreement?
2. Have you ever disagreed with a colleague about how to solve a problem?
How did you approach this situation to find a compromise and reach a mutually acceptable solution?
3. Can you give me an example of a time when you had to resolve a conflict between two members of your team?
How did you handle the situation to ensure a fair and respectful resolution of both parties' opinions?
4. Tell me about an experience when you had to work on a project involving cross-cultural team members.
How did you adjust your communication and collaboration to work effectively with people from different cultures?
5. Have you ever had to work with a "difficult" superior or colleague?
How have you adjusted your communication and approach to maintain positive working relationships despite the challenges?
6. Can you give me an example of a situation in which you received negative comments about your work?
How did you react to these comments and what did you do to improve and adapt to this criticism?
7. Have you ever had to manage a crisis within your team or organization?
How did you communicate relevant information to stakeholders while maintaining calm and trust?
8. How do you deal with angry customers who complain about your products or services?

INTERPERSONAL SKILLS

CUSTOMER ORIENTATION

Able to understand, anticipate and respond to customer needs, concerns and expectations in an effective and empathetic manner. Is committed to providing exceptional service to create a positive and lasting experience, and to build positive relationships with customers. Maintains a high level of professionalism and patience and strives to exceed customer expectations with every interaction. Handles complaints, resolves conflicts and identifies acceptable compromises.

1. You need to design a new product or service for an organization. How can you ensure that the product or service will meet the customer's needs?
2. How do you ensure that customers are satisfied with the products or services you offer?
3. How do you develop and maintain relationships with donors and partners?
4. Have you already set up a donor recognition program? How do you thank and retain donors?
5. How do you build relationships with customers? Can you give a concrete example of a time when you established a strong connection with a customer?
6. How do you gather customer feedback on your organization's products or services? Can you give me an example of how you've used this feedback to improve the customer experience?
7. Can you give me an example of a situation where you had to go above and beyond to satisfy a customer?
8. Tell me about a situation where you had to deal with a particularly difficult or complex customer request. How did you handle the situation to ensure your customer's satisfaction?
9. Tell me about a time when you had to work as part of a team to solve a problem with a customer. How did you collaborate with your colleagues to achieve a satisfactory solution for your customer?
10. How do you maintain a high level of customer service even under stressful or high-pressure situations? Can you give me a concrete example of how you demonstrated calm and professionalism in such circumstances?
11. How do you adapt your communication to meet the specific needs of each customer? Can you give me an example where you have adjusted your approach to suit your customer's preferences?
12. Can you tell me about a situation where you anticipated a customer's needs even before they were explicitly expressed? How did you respond to these unstated needs?
13. Describe an occasion when it was particularly important to make a good impression on a customer. How did you go about it?
14. Describe a situation where you had to deal with an angry customer. What did you do about it? How did it all turn out?

INTERPERSONAL SKILLS

IMPACT AND INFLUENCE

Able to influence the opinions, attitudes or behaviors of others in such a way as to bring them to adopt a specific point of view, accept an idea or take a certain action. Understands the needs and points of view of others and uses effective communication and sound argumentation to reach consensus, promote an idea or achieve a specific goal.

1. Describe a situation in which you had to persuade a group of people to adopt an idea or strategy you were proposing.
How did you present your argument and what was the result?
2. Have you ever had to influence the opinions or decisions of others in the course of your work?
How did you approach this situation to persuade others of your point of view respectfully and effectively?
3. Tell me about a situation where you had to persuade team members to work together on a complex project.
How did you encourage collaboration and persuade team members to adhere to your vision of the project?
4. Tell me about a time when you persuaded a customer or colleague to change their mind after an initial disagreement.
What strategies did you use to redirect their perspective and secure their acceptance?
5. How do you adapt your persuasive approach to suit your audience?
Can you give me an example where you've adjusted your message to your audience's needs and preferences?
6. Have you ever had to persuade people with deeply rooted or opposing opinions?
How did you manage to find common ground and persuade them to consider your point of view?
7. Tell me about a situation where you used testimonials or evidence to strengthen your persuasive argument.
How did these elements help convince others of your point of view or proposal?
8. How do you deal with rejection or refusal when trying to persuade someone?
Can you give me an example of how you reacted positively and continued your persuasion efforts despite an initial rejection or objection?

INTERPERSONAL SKILLS

TEAMWORK AND COLLABORATION

Able to collaborate effectively with other members of the organization to achieve common goals. Works harmoniously with colleagues, shares ideas and resources, solves problems with coworkers and contributes positively to group dynamics. Communicates openly and respectfully and plays an active role in supporting other team members. Able to engage in positive interactions with colleagues with different skills, experiences and perspectives, share responsibilities and tasks equitably, and recognize and celebrate collective success.

1. Can you give me an example of a task or project you've completed as part of a team recently?
What was your role in the team and how did you contribute to the success of the project?
2. Have you ever encountered difficulties in a team project due to a member not collaborating?
How did you manage this situation and ensure that the project progressed despite the challenges?
3. How do you deal with situations where a team member is not contributing fairly to assigned tasks?
Can you give me an example of how you have dealt with this situation to ensure a fair distribution of work?
4. Have you ever been involved in building a new team? How did you help establish positive relationships and an effective work dynamic within this new team?
5. Have you ever been involved in unsuccessful team projects? How did you deal with the team's failure, and what lessons did you learn to improve collaboration in the future?
6. How do you communicate effectively within your team?
Can you give me an example of how you ensure that information is shared transparently and that each team member is aware of progress and changes?
7. Tell me about a time when you had to work closely with someone whose personality was very different from your own.
8. Everyone makes mistakes they wish they could erase. Tell me about a time when you wish you could have handled a situation differently with a colleague.
9. Tell me about a time when you needed to get information from someone who wasn't very responsive. What did you do about it?
10. Describe a situation where the people you were working with on a project disagreed with your ideas. What did you do about it?
11. Describe a situation in which you had to reach a compromise or help others to do so.
What was your role?
What steps did you take?
What was the outcome?



12. Tell me about a situation where you had to work in a team that didn't get along.
What happened?
What role did you play?
What was the result?
13. What is the most difficult thing for you as a team member? Explain it with a real-life example.
14. Tell me about a time when you communicated with someone who didn't understand you. What did you do?
15. Tell me about one of your favorite teamwork experiences and the contributions you made.
16. Describe the best manager you've ever worked with. What aspect of their management style did you like?
17. What is your preferred way of working on a group project: each member working independently on an assigned task, or the whole team meeting and working together? Why or why not?
18. What group collaboration tools have you used (e.g. Slack)?

INTERPERSONAL SKILLS

SALES AND NEGOTIATION

Able to identify, understand and respond to customer needs, effectively present products or services, negotiate and close transactions, and establish and maintain lasting relationships with customers to drive sales and organizational growth. Seeks mutually beneficial agreement or compromise in situations where there are divergent interests or disagreements, to satisfy the needs and objectives of all parties concerned.

1. How do you prepare for an important negotiation with a customer?
What steps do you take to understand your customer's needs?
Can you give me an example of a situation where your careful preparation led to a successful negotiation?
2. Have you ever aimed to diversify an organization's revenue streams?
How do you identify potential new donors?
3. How do you build and maintain long-term relationships with customers after an agreement has been reached?
Do you have specific strategies to ensure ongoing customer satisfaction?
4. Can you give me an example of a situation in which you won a customer's loyalty through your negotiating skills and after-sales support?
5. How do you adapt your sales pitch to the customer in front of you?
6. How do you respond to customer objections during a negotiation?
Can you give me an example of a common objection and how you responded to it successfully?
7. How do you react when negotiating conditions suddenly change?
Can you give an example of your ability to adapt to such situations?
8. How do you use active listening to understand your client's unexpressed needs during a negotiation?
9. How do you handle pressure during a difficult negotiation?
Do you have any specific techniques for staying calm and focused?
10. Can you give me an example of a negotiation under pressure where you managed to reach a satisfactory compromise for all parties involved despite the stressful circumstances?
11. How do you assess the risks associated with a proposal or agreement during a negotiation?
12. Can you give me an example of a situation where you had to make a quick decision during a negotiation and explain how you weighed up the pros and cons before making this decision?
13. What has been your greatest sales success to date?
What actions led to this result?
14. What negotiating tactics have you used with your customers in the past?

MANAGEMENT

SKILLS

COACHING AND DEVELOPING OTHERS

Able to guide, support and develop the skills, knowledge and potential of other team or organizational members. Demonstrates active listening, asks relevant questions, gives constructive feedback, encourages autonomy and responsibility, and helps others overcome obstacles. Acts as a mentor and a guide, offers support and advice, and proactively contributes to the professional growth and development of colleagues

1. How do you identify the strengths of your employees or colleagues?
2. How do you identify the development needs of your employees or colleagues?
What kinds of questions do you ask to determine their goals?
3. How do you identify professional development opportunities for your employees within the organization?
Can you give a specific example where you have created such an opportunity for a member of your team?
4. How do you ensure that you understand the needs and concerns of the person you are coaching?
Can you give me an example where active listening was crucial in a coaching situation?
5. Can you give me a concrete example of a situation where you helped a member of your team define and achieve their career goals?
What steps did you take to support them in this process?
6. How do you handle career development conversations with your employees? Can you give me an example of a difficult discussion you've had and how you managed to steer it to a positive outcome?
7. How do you handle resistance or emotional reactions from the people you coach, especially when they face criticism or areas for development?
8. Have you ever faced a situation where a person did not respond positively to your coaching?
How did you handle this situation?
9. How do you tailor your approach to meet the individual career development needs of each member of your team?
10. How do you encourage ongoing training within your team?
Do you have any training initiatives or apprenticeship programs in place?
11. How do you react when you identify a misalignment between an employee's career aspirations and the organization's needs?
Can you give me an example of a situation where you have constructively dealt with this type of misalignment?
12. How do you deal with employees who seem to be stagnating in their careers and lack the motivation to progress?
Can you give me an example of a strategy you've used to help such an employee regain motivation and advance in their career?



13. Can you tell me about an experience where you acted as a mentor for an employee?
What were the key lessons you taught and what impact did this have on this employee's career?
14. How do you measure the effectiveness of the career development programs you set up within your team or organization? Can you give me an example of a success measure you use?

15. In your opinion, is it your role as a manager to point out the best solutions, or is it up to the employee to find the best course of action?

MANAGEMENT SKILLS

MANAGERIAL COURAGE

Able to face uncomfortable situations and act ethically and responsibly, questioning the status quo and making bold choices for the good of the organization, even if they are difficult or unpopular. Knows how to navigate uncertainty, resolve conflicts and recognize and correct own mistakes. Acts with determination, resilience, conviction and integrity, even in the face of internal or external challenge, criticism or pressure.

1. Can you give me an example of a difficult decision you had to make as a manager?
How did you make this decision and what was the outcome?
2. Can you give me an example of a situation where you publicly acknowledged a mistake and took steps to correct it, even if it meant admitting you were wrong?
3. How do you deal with mistakes or failures in your team?
Can you give me an example where you took responsibility for a mistake, even if it wasn't directly your doing?
4. How do you deal with constructive criticism or negative feedback from your team or supervisors?
How do you handle situations where you have to question your own decisions or actions?
5. How do you manage conflict within your team?
Can you give me an example of a situation where you had to confront an employee or colleague about inappropriate behavior or poor performance?
6. How do you react when you have to deal with significant resistance from your team or colleagues when implementing new policies or procedures?
7. Can you give me an example where you had to defend an important principle or value within your organization, even if it went against majority opinion?
8. How do you react when unethical practices or decisions are tolerated within the organization?
How would you react in such circumstances?
9. Can you give me an example of a calculated risk you decided to take in order to improve the performance of your team or organization?
10. Can you give me an example of a situation where you had to lead your team through a difficult period, such as an economic crisis or a budget cut?
How did you maintain motivation and commitment despite the challenges?
11. How do you handle redundancies or reorganizations within your team?
How do you support affected employees while respecting the needs of the organization?

MANAGEMENT

SKILLS

DELEGATING

Able to assign specific responsibilities and tasks to other team members, considering the skills, knowledge and abilities of each, while providing the necessary resources, support and guidance to ensure success.

1. Tell me about your experience with delegation. Can you give me a concrete example of a task you have successfully delegated?
2. How do you approach task delegation within your team? What criteria do you use to decide which tasks to delegate and to whom?
3. How do you communicate clear expectations to your team members when delegating tasks? How do you make sure they understand what is expected of them?
4. How do you monitor the progress of delegated tasks? What methods do you use to ensure that your team members are on track?
5. How do you give feedback to your team members on their performance after delegating a task? Can you give an example of a situation where your feedback helped to improve the work of a member of your team?
6. How do you encourage autonomy among your team members while maintaining an appropriate level of supervision?
7. How do you react when your team members encounter difficulties or obstacles while carrying out delegated tasks? Can you give an example of how you helped a team member overcome an obstacle?
8. How do you evaluate the success of delegated tasks? Do you have specific criteria for measuring the effectiveness of delegation?
9. How do you recognize and reward team members for a job well done following delegation? Do you have concrete examples of successful recognition?
10. What's the biggest mistake you've made when delegating work on a team project? What did you learn from this situation, and what would you do differently?

MANAGEMENT SKILLS

TEAM MANAGEMENT, LEADERSHIP AND TEAM MOBILIZATION

Able to guide, influence and motivate other members of the team or organization to achieve common goals. Inspires confidence, takes initiative and makes informed decisions. Facilitates consensus, resolves conflicts and identifies acceptable compromises. Promotes team collaboration, leads by example and contributes positively to the organizational culture.

1. How would you describe your leadership style?
2. How do you foster collaboration within your team?
Can you give an example of a situation where collaboration between members of your team led to an outstanding result?
3. Tell me about a situation where you had to keep a team of volunteers motivated and mobilized for your organization, project or event. What challenges did you face and how did you overcome them?
4. How do you recognize the efforts and achievements of your team members?
Do you have specific practices for giving positive feedback?
5. How do you monitor each team member's performance?
6. Can you tell me about a time when you succeeded in mobilizing your team members to achieve a difficult goal?
What did you do to motivate and inspire them?
7. How would you integrate a new person into the team?
8. What work habits foster team spirit (e.g. regular meetings, interdepartmental projects, team-building activities, etc.)?
9. How do you deal with a disengaged employee who is undermining the team's productivity?
10. How do you ensure that a remote team communicates well?
11. How do you communicate the organization's vision and objectives to your team?
How do you ensure that each team member understands their role in achieving this vision?
12. How do you encourage innovation within your team?
Can you give me an example of how you encouraged a member of your team to come up with an innovative idea?
13. How do you manage disagreements or conflicts within your team while maintaining a positive, collaborative working environment?
14. How do you guide your team through difficult times or failures?
How do you use these situations to encourage learning and growth?
15. What has been your greatest leadership achievement in a professional environment?
Describe the steps you took to achieve it.
16. What were the biggest obstacles you faced in building or consolidating a team?



17. Describe a time when you were responsible not only for leading a team, but also for performing the same tasks as the members of that team. How did you manage your time?
18. Tell me about a time when you led by example. What did you do and how did your team react?
19. Tell me about the most difficult decision you've had to make in the last six months.
20. Two employees on your team have left just before the deadline of an important project. What are you doing to make sure you meet the deadline?

MANAGEMENT SKILLS

CHANGE MANAGEMENT

Able to effectively understand, plan, implement and support change within an organization. Encourages colleagues and teams to adapt to new situations, process changes or reorganizations. Promotes acceptance of frequently changing and sometimes contradictory information and maintains a positive working environment even during periods of transition.

1. Tell me about an experience where you were involved in implementing a new policy, procedure or process within your team or organization. How did you manage this change?
2. Have you ever led a team through a major change or challenge? What were the challenges and how did you overcome them? How did you help facilitate the change and get team members on board?
3. How do you motivate your team members to embrace change and adopt new ways of working?
4. How do you communicate the changes to your team or the organization as a whole? How do you manage employees' emotional reactions and concerns?
5. How do you manage resistance to change within your team or organization? Do you use specific techniques to overcome resistance?
6. How do you plan the implementation of a major change? What steps do you follow and what factors do you take into account?
7. How do you assess the risks associated with a proposed change? How do you measure the potential impact on operations, employees and customers?
8. How do you coordinate the various stakeholders involved in the change process, including teams, departments or external partners?
9. Can you give me an example of a situation in which you succeeded in convincing reluctant people to accept a major change?
10. Have you ever had to adjust a change plan due to new challenges or unforeseen circumstances? How did you manage the adaptation of the initial plan?
11. How do you ensure that your team members are trained and prepared to adopt new practices or technologies? Have you set up specific training programs?
12. How do you provide ongoing support to employees during the transition phase? How do you manage any problems or concerns that may arise after the change has been implemented?
13. Describe a situation when a change effort in which you were involved was not as successful as you or the organization would have liked.



14. Tell me about a time when you anticipated the future and made changes to current responsibilities or operations to meet future needs.
15. How do you evaluate the effectiveness of your change management?
What indicators do you use to measure the success of the process?
16. Have you learned from past change management situations?
How can you use these experiences to improve your approach for the future?

MANAGEMENT SKILLS

STRATEGIC PLANNING

Able to design, implement and manage medium and long-term plans aimed at achieving the organization's strategic objectives and priorities. Understands the organization's overall vision and objectives, analyzes market opportunities and threats, defines specific and measurable objectives, and designs strategies to achieve these objectives effectively and efficiently. Uses market knowledge to anticipate future trends and adjust strategic plans.

1. Can you give me concrete examples of situations in which you have been involved in an organization's strategic planning process? What were the objectives and what role did you play?
2. Do you have an example where you developed an innovative strategy that contributed significantly to the organization's objectives?
3. Can you give me an example where your analysis of the external and internal environment led to the identification of a strategic opportunity or the resolution of a critical problem?
4. How do you devise strategies to achieve your objectives?
How do you ensure that these strategies are aligned with the organization's vision and values?
5. How do you measure progress towards strategic objectives?
What performance indicators do you use to measure success?
6. How do you translate strategies into operational action plans?
How do you ensure that resources are allocated efficiently and that the necessary milestones are outlined?
7. How do you identify and manage the risks associated with implementing strategic plans?
Do you have an example where you have anticipated and mitigated a significant risk?
8. How do you react when strategic plans encounter unforeseen obstacles or changes in the external environment?
9. How do you collaborate with other departments or teams in the strategic planning process?
How do you ensure effective coordination between the various stakeholders?
10. How do you handle differences of opinion or conflicts during the strategic planning process?
Do you have an example where you facilitated a consensus within the planning team?
11. How do you evaluate the effectiveness of your strategic plans once implemented?
What lessons have you learned from your past experiences, and how do you use them to improve your future strategies?
12. How do you set long-term objectives for your team?
How often do you check and revise these objectives?
13. How much time per week or month do you devote to strategic planning?
How do you go about it?
14. How do you inform your team and other departments in your organization of your strategic decisions?



15. Describe a situation where you didn't achieve your objectives and had to adopt a different approach. What happened?

16. Describe an occasion when you proactively identified and addressed a significant long-term problem within your organization.

CULTURE AND VALUES FIT

CULTURE FIT

Shares the organization's core values, embraces its behavioral norms and is aligned with the organization's mission and vision. Is more likely to adapt easily to the work environment, collaborate effectively with colleagues and contribute positively to the organization's culture.

1. What are your most important professional and personal values?
How do these values match those of our organization?
2. Can you tell me about an organization or team you've worked for whose culture you particularly enjoyed? Why or why not?
3. What draws you to our organization and culture?
Why do you want to work here?
4. How do you manage challenges at work while maintaining your commitment to the organization?
Can you give me an example where your loyalty to the organization has been tested?
5. What makes you happy at work?
What motivates you to give your best?
6. What did you like most and least about your last organization?
7. What role do kindness, empathy and humor play at work?
8. What three things do you need to succeed in this job?
9. What has been the most valuable lesson of your professional career?
10. What three words would a manager, colleague or direct report use to describe you?
11. What causes are you passionate about?
12. What are your plans for the next five years?
13. If you don't get this job, what's your next career step?
14. What project have you successfully completed that you are most proud of?
15. If you were to create your own organization, what would it be?
16. Describe your dream job.
17. Who inspires you and why?

CULTURE AND VALUES FIT

ETHICS, INTEGRITY AND HONESTY

Honors commitments and is trustworthy. Acts ethically, transparently and in compliance with applicable laws and regulations, even in the absence of direct supervision. Communicates with candor and respect and intervenes when the principles underlying the organization's culture and values are not respected.

1. Are you considered a trustworthy person?
2. Can you give me an example where you had to make a difficult choice between personal integrity and professional pressures? How did you manage this situation?
3. Have you ever had to act in contradiction with organizational rules or professional standards? How did you manage this situation?
4. Tell me about a time when your integrity was compromised. What happened?
5. Give a concrete example of a policy you disagreed with but complied with. Why?
6. Tell me about a time when you were dissatisfied with your work. What could you have done to improve things?
7. How do you deal with mistakes in your work? Can you give me an example where you took responsibility for a mistake and acted to correct it?
8. How do you ensure the confidentiality of sensitive organizational or customer information in your day-to-day work?
9. How do you ensure compliance with the organization's policies and regulations in your day-to-day work?
10. How do you contribute to creating a culture of integrity within your team or organization?
11. Have you ever witnessed unethical behavior at work? How did you react in such situations?

CULTURE AND VALUES FIT

DIVERSITY, EQUITY AND INCLUSION

Welcomes, respects and values the diversity of experiences, backgrounds, cultures, beliefs, sexual orientations, gender identities, abilities and perspectives within the work environment. Contributes to a respectful, equitable and inclusive work environment where everyone can contribute fully and be recognized for their worth, regardless of their differences.

1. What is your definition of diversity, equity and inclusion?
2. What measures do you think an organization should encourage to promote diversity, equity, and inclusion?
3. Have you ever experienced or witnessed a lack of inclusion in the workplace? If so, how did you deal with it?
4. How do you deal with your own unconscious biases and prejudices in the workplace? Do you have any strategies for recognizing and overcoming them?
5. How do you think diversity and inclusion can stimulate creativity and innovation within a team or organization?
6. How do you ensure that all stakeholders are treated fairly in your work? Do you have an example where you have promoted equity in a professional context?
7. What importance do you place on raising awareness of diversity, equity and inclusion within an organization?
8. Have you ever been involved in diversity and inclusion initiatives or projects? What was your role and what did these projects achieve?
9. Do you have any ideas on how our organization could improve its diversity and inclusion? How could you contribute to these initiatives?
10. How do you keep your knowledge of diversity, equity and inclusion issues up to date? Have you attended any specific training courses or workshops?