



44 High Impact Questions to Identify Game-changing Talent

“Every single hire can upgrade the capability of your organisation. You can literally transform your business with the people you hire.”

Elizabeth Kingston, Kingston Human Capital





Great organisations have one thing in common... they attract, engage and retain high performing, high potential people.

Kingston Human Capital is deeply committed to supporting you to hire game-changing talent.

We are continually evolving and improving our knowledge and processes to deliver the best talent every time.

We believe good recruitment is a highly strategic process—and a good interview is critical.

A good interview discovers insights about past performance and future potential, while enabling both parties to get to know each other.

So, how do you uncover the insights you need to make the best hiring decisions?

Aside from interviewing more than 10,000 people each year, we invest in continuous learning about global recruitment best practices. We've read all of the research reports, articles and perspectives about the future of work. We've tried and tested various interview techniques and processes.

This guide features 44 high impact interview questions to help you identify game-changing talent.

The interview questions centre around crucial skills and attributes that will have increasing value in the future of work, as reported by several sources, including the World Economic Forum and PwC Australia.

“Overall, social skills such as persuasion, emotional intelligence and teaching others, will be in higher demand than narrow technical skills. You will need to supplement specialised capabilities with strong social, creative and collaboration skills.”

Amanda McIntyre, PwC Australia



Questions to help you hire high performing, high potential talent

You can use these interview questions to help draw on a person's real-life examples of previous experiences, actions and behaviours to gauge skills and suitability as well as future potential.



Adaptability

In today's world, change is constant. While the ability to adapt to and embrace change was once associated with startups, every organisation now needs to adapt to changing economic and business needs.

High performing employees must be adaptable. A LinkedIn survey of more than 1,300 hiring managers showed 69% named adaptability as the most important skill they look for when interviewing.

Questions to identify Adaptability:

- 1 What has been the most significant change you've faced in the workplace? How did it impact you, and how did you adapt?
- 2 Describe a time when you were asked to do something you'd never done before. How did you react, and what was the outcome?
- 3 Can you give me an example of a time when you had to think on your feet to navigate a difficult situation?
- 4 Can you tell me about a time when you had to adjust to someone else's working style or way of doing things to achieve an outcome?
- 5 Can you describe a time when you had to think logically but also creatively to come up with a solution to a problem or challenge?





Collaboration

Hiring people who can work effectively with others is essential for success. When done well, collaboration can be very powerful.

Questions to identify Collaboration skills:

- 6 Describe a time when you were working with someone who didn't like you (or vice versa), and there was some conflict. How did you handle it?
- 7 What has been one of your favourite experiences working in a team? Why was it so great?
- 8 Tell me about a time when you had to use your communication skills to influence others to achieve an outcome?
- 9 What do you believe are the three key ingredients in a successful working relationship? Give me an example of you using these at work?





Emotional and Social Intelligence

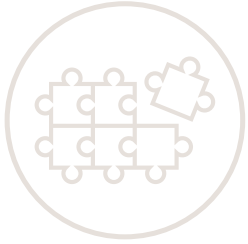
Emotional intelligence (EQ) is one of the most important predictors of human performance and potential. EQ includes empathy, integrity and the ability to connect with others.

In our future world and workplaces, an ability to understand, respect and work with a diverse range of people despite differences will also be critical. Employees with high social and cultural intelligence can upgrade your organisation and help you make your products and services more inclusive and successful.

Questions to identify Emotional and Social Intelligence:

- 10 Describe a time when you were having a bad day, and your mood altered your behaviour and/or performance at work. How do you handle it?
- 11 Tell me about a time when one of your colleagues was clearly having a bad day. What did you do?
- 12 Can you describe how you build relationships at work?
- 13 Can you describe a time when you had to work closely with a person or people who were very different from you. How did you approach this, and what did you learn?
- 14 If you were to start a company today, what would its values be?





Problem-solving

Complex, novel and multi-dimensional problems are everywhere—in our world, countries, economies and businesses. The ability to analyse information, think critically, make decisions, and solve problems is crucial for high potential employees.

This is sometimes referred to as creative problem solving—the ability to ‘connect the dots of seemingly disparate information and a new solution. Hiring natural problem solvers will change the game for any organisation, and the clients or stakeholders you serve.

Questions to identify Problem-solving skills:

- 15 Tell me about a problem at work recently that was new - something you'd never faced before. What did you do and what was the outcome?
- 16 Describe a time when you had to make a decision or recommendation without all of the information you needed. How did you handle it?
- 17 Tell me about the most challenging situation you've been in at work. What did you do? What would you do differently if you were faced with this challenge again?
- 18 Tell me about the toughest decision you've had to make at work in the last 12 months?





Prioritisation

Being able to manage your own time and juggle multiple priorities is pretty much a given in today's workplace. However, how effectively your employees manage their time and prioritise tasks

can impact productivity, outcomes, and even team member morale and engagement.

Questions to identify Prioritisation skills:

- 19 Describe a time when you had to work hard to organise your time and juggle several priorities. How did you do it, and what was the outcome?
- 20 How do you prevent yourself from getting overwhelmed and/or stressed at work?
- 21 Tell me about a time when it just wasn't possible to get everything on your 'to-do' list done. How did you feel and what did you do?
- 22 Tell me about a time when you delegated an important task successfully?
- 23 How do you decide how much time to spend on a task?





Leadership

Research shows that organisations with high-quality leadership are 13 times more likely to outperform the competition. While not everyone is a future leader, leadership isn't simply about managing a team of people. Someone with leadership qualities can take the initiative, think creatively, and guide, motivate, inspire and bring out the potential in others (regardless of formal reporting lines or management job titles).

Questions to identify Leadership skills:

- 24 What do you believe are the three most important ingredients for effective leadership?
- 25 Talk me through an example of a time when you achieved results through other people, even if those people weren't reporting to you?
- 26 Describe a situation where you had to persuade someone to see things your way. How did you do it, and what were the results?
- 27 Tell me about a time when one of your colleagues was struggling with something and you helped them through it. What did you do, and what was the outcome?
- 28 Describe a time when you presented your ideas to others, and they were well received. How did you approach this, and why do you think it was a success?





Service Mindset

Whether you serve clients, customers, partners or internal stakeholders, we all help or serve others through our work. How we anticipate and serve the needs of others not only impacts business outcomes but our job performance. A service mindset will be key to individual and collective success in the future of work.

Questions to identify a Service Mindset:

- 29 Who are your most important clients or stakeholders? What problem do you help them solve?
- 30 Describe a time when you did not meet a client or stakeholders' expectations. What happened, and what did you do next?
- 31 Tell me about a time when you were working with a difficult client. What was the situation, and how did you handle it?
- 32 Describe a time when you had to influence a client to reach the best outcome. How did you do it?
- 33 What do you believe are the three key ingredients in an effective relationship with a client or key stakeholder?





Growth Mindset and Potential

Hiring people who can do the job today and grow with your organisation is undoubtedly the holy grail of effective recruitment. Even if you don't know exactly what the future holds, hiring people with a growth mindset and strong potential can be extremely powerful.

Questions to identify a Growth Mindset and Potential:

- 34 What is your proudest career achievement so far?
- 35 Tell me about a time when you faced a setback or failure at work. What did you do next?
- 36 Tell me about a time when you asked for direct feedback from someone at work. Why?
- 37 Describe a time when you volunteered to learn something new or expand your skills at work?
- 38 Describe a time when you didn't achieve a professional goal you set for yourself. How did you deal with this and what happened next?
- 39 What are you looking to achieve in your next job?





Culture Add

While hiring for cultural 'fit' might mean your new employee will easily 'gel' with the team, get up to speed quickly and effortlessly 'fit in'—it could also result in an organisation or team filled with similar

people with similar perspectives and approaches.

Smart organisations look to build diverse teams. Diversity has been shown to improve creativity, resilience, morale, attitude and business performance. To reap the benefits of diversity, aim to hire people who can truly add to your culture and organisation rather than 'fit in'.

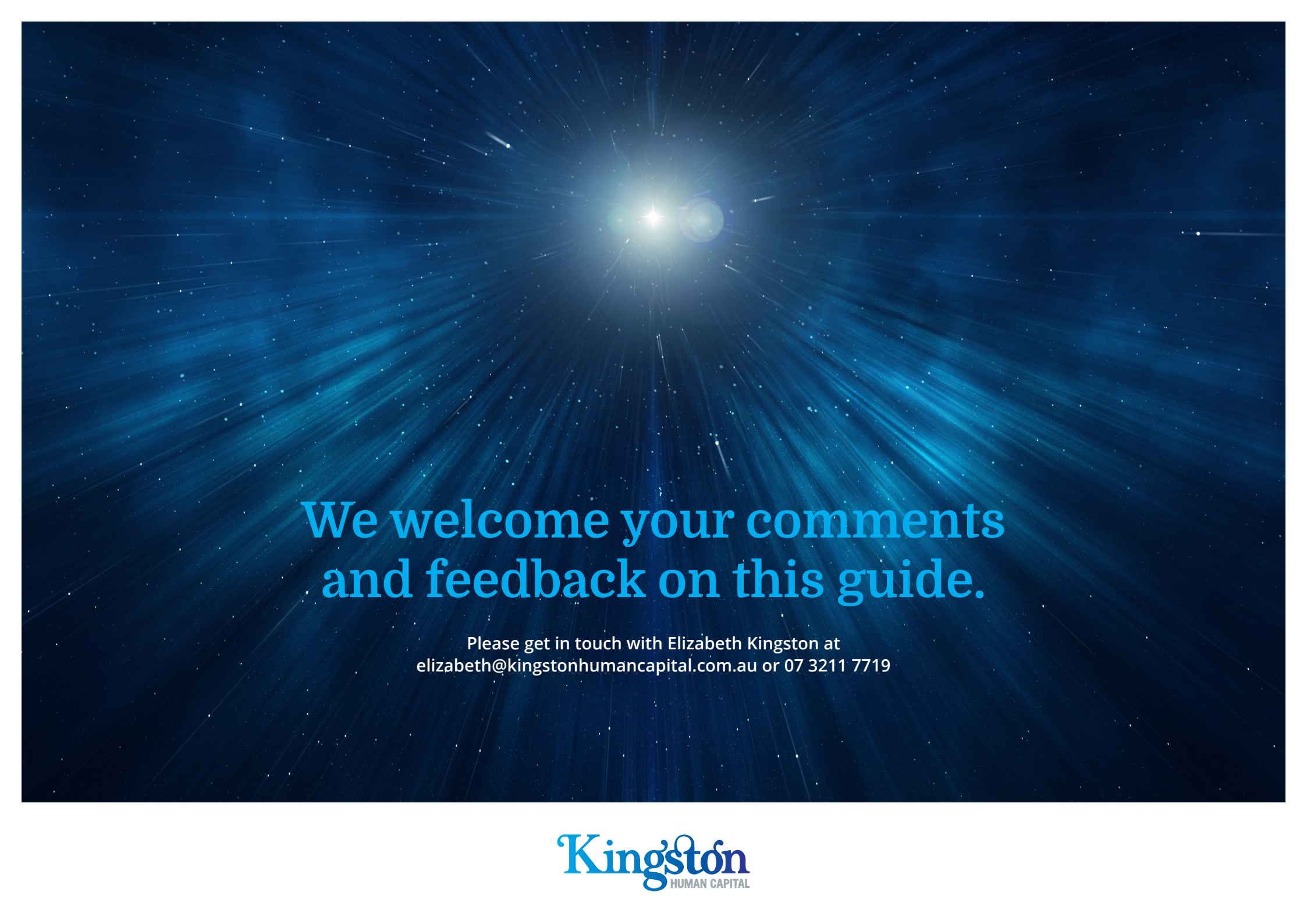
- 40 What are three things important to you in a job?
- 41 Describe the last time that you felt energised and truly satisfied at work. What were you doing?
- 42 What is the biggest misconception people have about you? Why do they think that?
- 43 What is something interesting about you that I won't find on your CV or profile?
- 44 What three words would your colleagues use to describe you?



Good recruitment is a strategic process and a good interview is critical.

As part of our deep commitment to supporting you to hire game-changing talent, we are constantly evolving and improving our knowledge and processes.





We welcome your comments
and feedback on this guide.

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