



This interview guide will help you to quickly identify which candidates should be on your shortlist. By asking these questions and assessing answers against the indicators provided will help you determine better which are the high performing candidates. This guide was prepared by our Head of Assessment Design, Claire Crisp (BSc, MSc, C. Psychol)

Responsibilities

- Undertakes placements around the business
- Manages multiple tasks and projects
- Builds relationships with colleagues and stakeholders
- Learn and develop own skills in a specialist area
- Study for a professional qualification

Key Competencies Required

Primary

- Learning orientation
- Resilience

Secondary

- Delivering results
- Building relationships
- Collaboration

Interview Questions

Below are two questions which will help you identify and eliminate those candidates who do not possess the learning orientation and resilience skills and attention to detail required to be successful in a Graduate role. To support these questions, we've prepared a rating system to help you evaluate a candidates' answer – you'll find these on page two.

1 To assess Learning Orientation

“ Tell about a time when you asked for some feedback on your work which resulted in being given some criticism. How did you feel about this and what did you do? **”**

2 To assess Resilience

“ Please tell me about a time where you have experienced a setback or difficulty with something you are trying to achieve. How did you feel about this and what did you do in response? **”**

How to assess: Learning Orientation

A suitable candidate will act on their own initiative and proactively pursue learning opportunities.

They will learn from mistakes and seek out and respond to feedback.

Positive Behaviours	5	4	3	2	1	Negative Behaviours
Responds positively to criticism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Responds negatively or defensively to criticism
Views feedback and criticism as an opportunity to learn and develop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Brushes off criticism, does not see the learning opportunity
Asks questions to ensure they fully understand where they need to improve	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Takes feedback at face value; misses the opportunity to ask clarification questions
Perseveres in the face of criticism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Gives up when faced with criticism
Takes steps to immediately address the feedback	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Waits before addressing feedback; fails to respond to feedback with action

How to assess: Resilience

A suitable candidate will be driven to accept and meet challenges and persist when faced with difficulty. They will maintain consistently high levels of effort and deliver when under pressure.

Positive Behaviours	5	4	3	2	1	Negative Behaviours
Keeps going when faced with a difficulty or setback	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Gives up easily; sees setbacks as barriers
Maintains a positive outlook in pressurised or difficult situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Becomes negative when faced with difficulties or when under pressure
Keeps difficulties in perspective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Allows difficulties to take over/ dominate thoughts
Sees tasks through to completion despite setbacks or difficulties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Gives up tasks when faced with difficulties/setbacks