

Values-based Questions

To interview roles with line management responsibility

These are the questions you should ask candidates to assess their alignment with the council's values.

Where possible, look for relevance of the example to the role being interviewed for. You can add wording to the questions where appropriate to enable this – e.g. Open the question with the phrase “With relevance to this role...”

Be Ambitious

- Describe a specific, ambitious goal you set for yourself or your team in a previous role. How did you approach achieving it, and what was the outcome?
- Can you tell me about a time you identified an opportunity to improve a process or system? How did you advocate for your ideas, and what was the impact?
- Imagine you're leading a project with a challenging deadline. How would you approach managing your time, your team and the workload to ensure success?
- What's the biggest thing you think you could change about your team or your service to achieve better results? How would you approach changing it, how would you get people on board, how would evaluate it and in what ways would you quantify success?

Be Compassionate

- Tell me about a time you observed a member of your team or another team struggling. How did you demonstrate compassion and offer support?
- Describe a situation where you had to deliver difficult feedback. How did you ensure your approach was both constructive and compassionate?
- Imagine you're interacting with a service user who is frustrated or upset at the level of service or outcomes your team has provided. How would you approach the situation to show compassion and effectively resolve the issue?
- To build connected relationships people need to feel they are in a safe space, where they are heard and valued – how do you create this environment for your team to thrive?

Be Collaborative

- Tell me about a time you had to successfully collaborate with someone who had a very different working style than yours. How did you adapt your approach to achieve a common goal?
- Imagine you're leading a project and you've received feedback that someone in your team isn't pulling their weight. How would you address the situation and ensure everyone contributes effectively?
- Can you describe a situation where you identified a colleague's strength that complemented your own? How did you leverage their expertise to achieve a better outcome?
- To deliver a sustainable business – partnership working is essential, explain how you maintain and foster effective, collaborative relationships where everyone feels accepted and valued regardless of their status or sector.

Be Empowering

- Describe a situation where you delegated a challenging task to a team member. How did you set them up for success and what was the outcome?
- Can you give an example of a time you encouraged a team member to share a new idea, even if it seemed unconventional? How did you support their initiative?
- Imagine you're leading a team where staff are hesitant to take ownership of a project. How would you approach this situation and empower them to take charge?
- Tell me about a time you mentored or coached a colleague. How did you identify their strengths and help them develop their skills?

Be Innovative

- Describe a situation where you identified a problem with a common process or system. How did you approach it creatively, and what was the outcome of your innovation?
- Can you tell me about a time you had to think outside the box to overcome a specific obstacle? What was your approach, and what did you learn from the experience?
- Imagine you're tasked with leading a workshop focused on identifying ways to improve a council service. What steps would you take to encourage creative participation from the team and make sure innovative ideas are captured and progressed?
- Can you share an example of a time you championed an innovative idea that was initially met with resistance? How did you navigate this situation and ultimately gain buy-in?