



"C" SUITE TALENT COMPETENCY BASED INTERVIEW GUIDE



'C' Suite Talent - Competency-Based Interview Guide

Stakeholder Relations and Stewardship

Objective: Evaluate the candidate's ability to manage communications with stakeholders, support governance, protect the company's reputation, and build relationships with key stakeholders.

S	T	A	R
Q1. Describe a situation where you had to manage communications with stakeholders, including the Board and shareholders, while supporting governance and protecting the company's reputation.	Q1. What were your specific responsibilities in this scenario?	Q1. What steps did you take to manage these communications and protect the company's reputation?	Q1. What was the outcome of your efforts?
Q2. Can you provide an example of a time when you built and maintained strong relationships with key stakeholders such as shareholders, investors, and government entities?	Q2. What was your goal in building these relationships?	Q2. How did you approach and cultivate these relationships?	Q2. What was the result of your efforts, and how did it benefit the company?
Q3. Describe a time when you had to oversee the protection and enhancement of the company's brand reputation.	Q3. What were the specific challenges you faced in this situation?	Q3. What was the result of your efforts, and how did it benefit the company?	Q3. What was the impact of your actions on the company's reputation?

Assessment Notes

Take note of specific actions and strategies the candidate used. Evaluate the results and impact on the company. Assess the candidate's ability to handle multiple stakeholders and protect the company's reputation. Allow at least 10 minutes for discussion.

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Risk Management

Objective: Evaluate the candidate's ability to identify and address risks, develop risk management strategies, and ensure effective crisis response.

S	T	A	R
Q1. Tell me about a time when you identified and addressed a significant risk to your company's operations or reputation.	Q1. What was the nature of the risk?	Q1. What strategies did you implement to mitigate this risk?	Q1. What was the outcome of your risk management efforts?
Q2. Can you provide an example of a time when you developed and implemented a risk management strategy?	Q2. What were the key components of this strategy?	Q2. How did you ensure the strategy was effectively implemented?	Q2. What was the impact of the strategy on the company's stability?
Q3. Describe a situation where you had to ensure effective crisis response through contingency planning.	Q3. What was the specific crisis or potential crisis you were preparing for?	Q3. How did you develop and implement contingency plans?	Q3. What was the result of your contingency planning during the crisis?

Assessment Notes

Focus on the candidate's ability to identify and mitigate risks. Evaluate the effectiveness of their risk management strategies. Assess their success in ensuring the company's stability and crisis response. Allow at least 10 minutes for discussion.

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Interpersonal Skills

Objective: Evaluate candidate's interpersonal skills in fostering effective relationships, managing team dynamics, and driving organizational culture.

S	T	A	R
Q1. Describe a situation where you demonstrated interpersonal skills to foster effective relationships within the organization.	Q1. What specific relationships or teams where you focused on building or improving?	Q1. How did you utilize your interpersonal skills to strengthen these relationships or manage team dynamics?	Q1. What were the outcomes of your efforts in enhancing interpersonal relationships within the organization?
Q2. Share an experience where you used interpersonal skills to address and resolve a conflict or challenge within your team or organization.	Q2. What was the nature of the conflict or challenge you faced?	Q2. How did you apply your interpersonal skills to navigate and resolve the issue?	Q2. What was the outcome of your approach in resolving the conflict or challenge?
Q3. Provide an example of how you employed interpersonal skills to drive and shape the organizational culture.	Q3. What were the cultural or team objectives you aimed to influence or achieve?	Q3. How did you apply your interpersonal skills to navigate and resolve the issue?	Q3. What were the results of your efforts in shaping and enhancing the organizational culture?

Assessment Notes

Focus on the candidate's ability to build and maintain effective relationships within the organization. Assess their skill in managing conflicts and navigating team dynamics. Evaluate their impact on shaping and driving the organizational culture through their interpersonal interactions. Allow at least 10 minutes for discussion.

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Evaluation Matrix

The Evaluation Sheet helps assessors score a candidate's performance across selected competencies using a **1–5 scale**, where 1 is foundational and 5 is advanced. Only rate the competencies discussed during the interview, using STAR-based responses as evidence. After scoring, interviewer(s) should discuss and align their assessments. To calculate the final score, take the average of all ratings given. Use the final comments section to note key strengths, concerns, or overall impressions. Store completed sheets securely for documentation and future reference.

Competency	1 Foundational (<i>basic competence</i>)	2	3 Proficient (<i>intermediary competence</i>)	4	5 Advanced (<i>expert competence</i>)
Stakeholder Management & Stewardship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Limited stakeholder management, inconsistent communication, basic governance knowledge, minimal reputation management, and transactional relationships.		Understands stakeholders, communicates clearly, applies governance, manages reputational risks, and fosters long-term relationships.		Expert in stakeholder strategy, governance, reputation management, and building trust-based relationships.
Strategic Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Struggles with vision, decision-making, alignment, innovation, and execution, focusing on short-term goals over long-term strategy.		Communicates vision, makes data-driven decisions, aligns resources, drives innovation, and executes initiatives with occasional challenges.		Inspires a bold vision, makes strategic decisions with foresight, aligns resources, drives transformative innovation, and executes with excellence.



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