

## Competency Questions

### 1. Initiative & Commitment to Achieve

1. Tell me about a time when you made a suggestion for improvement to management (ie. SOPs etc)
2. Tell me how you began your flying career
3. Tell me about an achievement you are particularly proud of in your career
4. Tell me about a particularly challenging flight you have done.
5. Describe a situation where you identified a problem and took corrective action to fix it
6. Tell me about a situation that was slightly unusual, where a traditional approach may not have been effective
7. Describe a situation where you really had to persevere to achieve the desired result.

#### Contra-Behavioral

8. Tell me about a time when you identified a problem, but decided it was not worth the effort to fix it

### 2. Analysis & Decision Making

1. Tell me about your most difficult day on the flight deck.
2. Tell me about a difficult people-related decision you had to make.
3. Tell me about a challenging technical situation you had to deal with
4. Describe a time when you had to make a difficult decision
5. Tell me about a challenging passenger situation you had to deal with
6. Tell me about a challenging situation you faced with another crew member
7. Tell me about a time when you needed to make a quick decision
8. Tell me about the most difficult decision you had to make in your professional career
9. Describe a time when you were faced with a decision that had many options from which to choose. How did you determine which one to take?
10. Tell me about a time when you applied a creative solution to a problem, i.e. when you had to 'think outside the box'
11. Tell me about a time you experienced a situation in which all the evidence suggested that you should take one course of action, but your 'gut-feel' suggested another?
12. Tell me about a time when you took control of the aircraft

#### Contra-Behavioral

13. Tell me about a time when you made a decision without taking all the facts into consideration
14. Describe a situation in which you made an incorrect assumption
15. Tell me about a time when you should have taken more time to make a decision
16. Tell me about a time you took a risk
17. Tell me about a time you feel you made the wrong decision.

### 3. Interpersonal Skills & Teamwork

1. Tell me about a time you were able to provide your team with recognition for the work they had done
2. Tell me of an instance that you were able to rebuild the team spirit of a crew when the morale was low
3. Tell me about some of the ways you are able to contribute to a crews effectiveness even though you are not in charge
4. Describe a particularly effective crew you were a member of.
5. Tell me about a time when you had a difference of opinion with a crew member.
6. Recall a difficult work situation where you had to express your opinion.
7. Tell me about a time when you needed to try extra hard to build rapport with a crew member.
8. Can you tell me about a time when you had to reach a compromise or guide others to a compromise?
9. Tell me about the last time you saw crew members disagreeing. What did you do?
10. Describe a time when you had to give constructive criticism to someone.
11. Tell me about the most difficult or frustrating person you have ever had to work with.
12. Tell me about a time when an important decision required the involvement of a difficult person.
13. Tell me about a time when you gave feedback to a Captain.
14. Describe how you set the tone for flights with your crew
15. Tell me about a time when you went out of your way to assist a colleague
16. Give me an example of a time when you felt unsupported in the workplace.
17. Tell me about a time when you asked a crew member for input on a problem you needed to solve.
18. Tell me about a time when you suggested a new idea which resulted in more work for your crew.

#### Contra-Behavioral

19. Give me an example of when you were not an effective team member
20. Tell me about a time you were disappointed with your teams performance
21. Tell me about a time you lead a team with one or more negative members

## Competency Questions

22. Describe a situation where you were not as cooperative as you could have been
23. Tell me about a time when you should have expressed your views/opinions, but chose not to
24. Tell me about the last person you flew with who frustrated you
25. Tell me about a time when you lost your temper with a crew member

### 4. Effective Communication

1. Tell me about a time your active listening skills paid off for you.
2. Describe a time when someone was able to change your mind/opinion.
3. Give me an example when you were a good listener.
4. Describe a situation that required you to listen to a person who was telling you about your personal performance
5. Tell me about a time you had to communicate a difficult message.
6. Tell me about a time when you had to convince your co-workers to accept an idea.
7. Describe a situation in which you needed to use different communication styles to influence colleagues with different perspectives.
8. Tell me about a time when your communications skills were put to the test.
9. Tell me about a difficult or sensitive situation that required careful communication.
10. We have all experienced situations where we know we had to speak up about an important issue. Can you give an example of when you needed to be assertive to get your point across?
11. Tell me about a time when you needed to complete an ASR.
12. Describe a time when you made a recommendation for a specific course of action only to find out that management didn't agree with/adopt your recommendations?

#### Contra-Behavioral

13. Tell me about a time you have miss interpreted something someone has told you.
14. Tell me about a time where you lost your patience listening to someone who you believed did not know what they were talking about.
15. Give me an example of when you didn't listen effectively to a message.
16. Tell me about a time when you felt like you were on a different wavelength to the person you were communicating with

### 5. Organisational Ability

1. Tell me about a time when you felt overwhelmed by what you were facing on the flight deck.
2. Tell me about your last diversion.
3. Have you ever had a medical emergency on board? Describe your role in the situation.
4. How did you prepare for this interview?
5. What research have you done on QR and Doha?
6. Tell me about a time when, despite your best efforts in planning, the situation changed.
7. Tell me about a time when you had to pay particular attention to detail
8. Tell me about a time you had to change your plan or approach to deal more effectively with a situation you were facing on the flight deck
9. Tell me about a time when you had conflicting priorities

#### Contra-Behavioral

10. Tell me about a time when you missed an important piece of detail
11. Describe a situation where your prioritization could have been more effective

### 6. Adaptability

1. Give me an example of a day when your tight schedule was interrupted
2. Describe a situation when you were instructed to modify or change your action to respond to the needs of another crew member
3. Describe a situation which you have had to adjust to over which you had no control.
4. Describe a situation that you had to think on your feet to extricate yourself from a difficult situation.
5. Can you tell me about a time you had to adjust to a colleagues work style
6. Tell me about a time when you had to take action outside of written procedures
7. Describe the most demanding manager you have ever worked for and how you adapted
8. Tell me about a time an unplanned occurrence forced you to amend your plans
9. Give me an example of an occasion when you conformed to a company policy that you did not agree with.
10. Describe a time you made a major sacrifice to allow the company's plans to be fulfilled.

## Competency Questions

11. Tell me about a change to SOPs that you found challenging to implement.
  12. Describe a time when you had to adjust quickly to changes over which you had little control?
  13. Give me an example of when you have changed your plans as a result of new information or changing priorities?
  14. Tell me about the last time you disagreed with a new company policy or procedure.
  15. Working with people from diverse backgrounds or cultures can be challenging. Tell me about a time when you were presented with a challenge adapting to a person from a different background or culture.
  16. Describe a time when you have had to change your priorities to meet another person's expectations.
  17. Tell me about two previous Captains with different management styles. In what ways did you modify your behavior to respond to their styles?
- Contra-Behavioral**
18. Give me an example of when you were unwilling to make the necessary sacrifice for the companies goals to be achieved
  19. Tell me about a time when you had difficulty adapting to change in company policy and/or procedures.
  20. Tell me about a time you were unable to modify your style to be more effective

### 7. Leadership

1. Describe the most unpopular stand you have taken in your job
2. Describe a time when you utilized your leadership ability to gain support for something that was initially strongly opposed by others
3. Give me an example of a decision you made rapidly and one you took more time to make
4. Tell us about a time you had difficulty getting a crew member to accept your ideas
5. Describe a recent situation that illustrates your style in taking charge and leading other to achieve a goal
6. Describe an example of a crew that did not work well together and what you did to improve the situation
7. Tell me about a time when you found it necessary to tactfully, but forcefully, say things that others did not want to hear
8. Tell me about a time you had to communicate a decision from management which you disagreed with
9. Tell me about a time when you had to deliver bad news to your crew/passengers
10. Tell me about a time you had to give a crew member some constructive criticism
11. Tell me about a time you flew with a crew member who did not meet your standards
12. Tell me about a time you had to persuade a crew member/member of management around to your way of thinking
13. Tell me how you set the tone for your flights during the pre-flight briefing
14. What have you done that is out of the ordinary in order to motivate your crew or to gain their cooperation?
15. Describe a time when you have given challenging responsibilities to one of your team members.
16. Tell me about a time where you have had to change the goals of your crew to align them with the overall goals of the airline. How did you go about it?
17. Describe a situation when you had to encourage a crew member to comply with a policy or decision they did not agree with?
18. Describe a situation where you had to assert your authority

### Contra-Behavioral

19. Give me an example of a flight when you failed to set clear directions for your crew members
20. Give me an example of a time when you were less successful as a leader than you would of like to have been
21. Give me an example of a time when you did a poor job of delegating a task
22. Give me an example of a flight when you should of delegated a task but choose not to
23. Tell me about a time when you had difficulty convincing a crew member/member of management that your approach was the correct one
24. Tell me about a time when you encountered resistance from your crew about a particular decision you made
25. Tell me about a time when you had to compromise your position

### 8. Customer Service

1. Describe a situation with a difficult or challenging passenger.
2. Tell me about a time when you went beyond the call of duty to ensure a passenger was satisfied.
3. Describe a time when you helped a passenger.
4. Describe the most rewarding experience you have had dealing with a passenger
5. Tell me about a time when you had to deal with an unreasonable request from a passenger.
6. What are some of your strategies for dealing with difficult people? Can you give an example?

### Contra-Behavioral Indicator Question

7. Tell me about a time when despite your best efforts you were unable to satisfy the passenger's needs.

## Competency Questions

### 9. Commercial Awareness.

1. Describe a situation when you needed to put the needs of the airline before your own
2. Tell me about a situation where your actions resulted in greater operational efficiency
3. Describe a situation where your actions resulted in an overall cost reduction to the airline
4. Tell me about a time when you made a recommendation for a change to company policy that resulted in greater passenger satisfaction
5. Describe a challenge you identified which could threaten safety or airline reputation, and how you developed a strategy to respond to it.
6. Tell me about a situation where you saved time and money without compromising safety/passenger comfort.

### Contra-Behavioral Indicator Question

7. Describe a situation when you did not put the airline's needs before your own/your crew's
8. Tell me about a time when you should have been more mindful of the cost implications of your actions

### 10. Diplomacy and Rapport

Assess From answers of above questions

### 11. Cross Cultural Understanding

**Qatar Airways has staff from over 100 nationalities.**

1. Can you tell me about any experience you have working with people from other cultures or nationalities.
2. How do you think the airlines cultural diversity will affect CRM
3. Describe the advantages and disadvantages of working in such a multi cultural environment
4. How do you feel you will fit in with such a multi cultural environment