

# COMPETENCY INTERVIEW FRAMEWORK FOR PROCUREMENT & SUPPLY CHAIN

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## Decision Making & Delivering Results

### Definition

Makes rounded commercial decisions based on facts and consultation that fit the business need not just procurement – shows a drive for results and the dexterity and tenacity to deliver tangible benefit.

Competency Questions	Key Scoring indicators
<p>Tell me about a significant business decision you have recently made.</p> <ul style="list-style-type: none"> <li>• What was the context?</li> <li>• How did you arrive at a conclusion?</li> <li>• How did you implement the decision?</li> </ul>	<p>1 – Does not appear to place high importance on results – evidence of lacking the confidence or purpose to make decisions and take accountability for them.</p>
<p>Tell me about a time when you have had to overcome a significant obstacle to reach an objective.</p>	<p>2 – Understands the importance of results and recognises the need to make decisions and can do this within comfort zone of smaller projects or areas of familiarity – outside of this requires considerable guidance from others and often will step back from responsibility.</p>
<p>Describe a result you are particularly proud of and explain why.</p>	<p>3 – Capable of acting on own initiative in most areas of responsibility and not afraid to make decisions, although will consult with peers/mentors for second opinion. Will take into account the view of others but ultimately capable of being decisive and seeing through to completion.</p>
<p>What have been your top three achievements in your career so far?</p>	<p>4 – Bases decisions on solid, logical evidence and takes into account all relevant aspects and opinion – has the ability to follow through with the decision to ensure delivery of tangible results. Has track record of delivering successful projects in a range of contexts and levels of importance.</p>
<p>How are you measured in your current role?</p> <ul style="list-style-type: none"> <li>• How have you performed against these measures?</li> </ul>	<p>5 – Significant track of delivering outstanding results in career to date covering all elements of the value chain – seen by the business as a person that makes things happen – willing to be accountable for decisions even when they are complex/business critical or have difficult consequences.</p>
<p>What evidence would you give to show that you are willing to be accountable and you deliver tangible results?</p>	
<p>Tell me about an unpopular decision you have had to make.</p>	
<p>How would you deliver results in a culture which historically has not been focused on cost down?</p>	
<p>Tell me about a decision that did not work out as planned. What did you learn from this experience?</p>	

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