



KOS Interview Guide

Practical Steps and Expert Insights

Be Confident. Be Ready. Be Successful.





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Chapter 1 Three Core Evaluation Criteria of the Employer



Throughout your preparation and the interview, always keep in mind the following three things that interviewers focus on. All your preparation and answers should revolve around these three points, and provide evidence for each.

1. Do you have the capability?

Have you got the skills, expertise and experience to perform the job?

2. Do you have the motivation?

Are you enthusiastic and interested in the job and the company?

3. Are you a good fit?

Will you fit into the team, culture and company?

Skills and Experience

Motivation and
Enthusiasm

Cultural and
Team Alignment

Chapter 2 Pre-Interview Preparation

In the job search process, thorough preparation is the cornerstone of success. It is not merely about understanding the role; it is a comprehensive review of the target company, the team, and yourself.

1. In-Depth Interpretation of the Job Description (JD)

The job description (JD) is the employer's detailed requirements of the ideal candidate. Beyond the title and location, you need to focus on the following four key components to assess your fit with the role:

- 1) **Responsibilities:** What the job specifically entails and the scope of responsibilities.
- 2) **Key Metrics:** How the outcomes of the role are measured, including key performance indicators (KPIs).
- 3) **Qualifications:** Requirements for education, industry background, years of experience, management experience, etc.
- 4) **Competencies:** Requirements for soft skills such as resilience under pressure, learning ability, and problem solving.

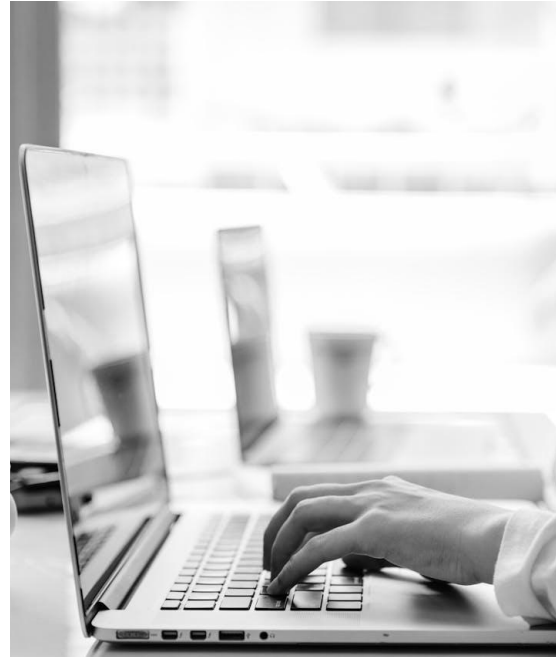


2. Search for "Off-JD" Information

Relying solely on the job description is not enough. Gaining deeper insights into the company, the team, and the role itself will help you make more informed decisions and demonstrate genuine commitment and insight during the interview.

1) About the Company

- Understand the industry landscape, competitive environment, and business model of the company.
- Research the company's ownership structure, funding history, and the background of its founders or management team.
- Keep track of the company's recent developments and news.
- Familiarize yourself with the corporate culture and core values.



2) About the Team

- Understand the team's organizational structure, composition, and background.
- Gain insights into the team's working atmosphere and collaboration style.

3) About the Role

- Role Origin: Is this a newly created position or a replacement role?
- Reporting Line: Who will this role report to, and what is the background of that person?
- Key Challenges: What are the main challenges and difficulties associated with this role?
- Core Objectives: What outcomes does the company or hiring manager expect to see within the next 6 to 12 months?
- Career Development: What is the career progression path for this role?

4) How to Access This Information

- In addition to publicly available information, company websites, social media, and industry publications, your KOS consultant is a vital source of insight. They have in-depth knowledge of the client company, the role, and the interviewer's expectations, and can provide valuable guidance to help you prepare more effectively.

Chapter 3 Standard Interview Process

The interview is your stage to showcase yourself. Strong performance can make you stand out from many candidates.

1. Important Notes for the Day

- 1) **Be Punctual:** Arrive at least 15 minutes early for in-person interviews. For virtual interviews, log in 15 minutes in advance to ensure your camera and microphone are working properly. If using a platform for the first time, test it beforehand.
- 2) **Dress Professionally:** Present yourself in professional attire. For men, a suit and tie are recommended; for women, a knee-length skirt or tailored pants with understated makeup and minimal accessories.
- 3) **Offer a Confident Handshake:** When greeting the interviewer, stand up, smile, maintain steady eye contact, and give a firm handshake. This conveys confidence and composure.
- 4) **Maintain Good Posture:** Sit upright with both feet on the ground while waiting and during the interview. This demonstrates professionalism and focus.
- 5) **Silence Your Phone:** Keep your mobile phone on silent mode or switched off throughout the interview to avoid interruptions.
- 6) **Engage Thoughtfully:** Provide honest, constructive answers that reflect both your critical thinking and knowledge of the company. Listen attentively, and even if you have concerns, demonstrate genuine enthusiasm for the role.
- 7) **Don'ts:** Avoid arriving late, being unprepared, giving one-word answers, becoming defensive, acting arrogant, interrupting the interviewer, talking excessively, exaggerating past achievements, bringing up salary too early, or speaking negatively about previous employers or colleagues.



2. Process Overview

Interviews typically start with brief introductions, followed by Q&A, and conclude with an opportunity for you to ask questions. It is a mutual selection process.



3. Detailed Interview Guide

1) Self-Introduction

- **Time Management:** Ideally 2 to 5 minutes.
- **Core Content:** Include your name, educational background, brief work experience, and career objectives. Be concise to allow time for deeper discussion later.
- **Clarity and Structure:** Each work experience should cover the company, role, team, achievements, and reason for leaving.
- **Quantify Achievements:** Use specific numbers and concrete facts to demonstrate your capabilities.

2) Interviewer Questions

- **Handling Resume, Strengths/Weaknesses, Departure, and Motivation Questions:** The general approach is to answer the question directly, then provide relevant elaboration, and finally summarize while confirming that the interviewer's question has been addressed. Keep your responses concise and avoid over-explaining.
- **Handling Behavioral Interview Questions (BBI):** Use the STAR method to structure your answers.

S Situation	Context and details of the event
T Task	Your role and responsibility
A Action	Steps you took to address it
R Result	Outcome and impact

Behavioral-Based Interviewing (BBI)

Behavioral-Based Interviewing, or BBI, is a method that predicts your future performance by examining your past actions in specific situations.

Interviewers typically ask questions that begin with prompts such as “Give an example of a time when you...” or “Describe how you...”. The underlying principle is that past behavior is the best predictor of future performance.

The focus is not on your opinions or assumptions, but on how you think, make decisions, and act in particular situations.

- **Below is an overview of question types interviewers may ask:**

- a. About the Resume and Past Experience**

- Tell me about yourself.
 - Key points: Focus on the most relevant aspects, highlighting your qualifications, career trajectory, skill set, and emphasizing their relevance to the role.
 - Achievements to date or in a particular role? How do you evaluate your performance?
 - Key points: Choose recent experiences relevant to the role, explain your evaluation, and quantify your contributions.
 - Are you satisfied with your past work?
 - Key points: Respond positively, briefly summarize what you found satisfactory, and if there were bottlenecks or slow growth, address them prudently.



b. Strengths and Weaknesses

These questions assess self-awareness, integrity, and motivation.

- Strengths
 - Prepare 2 to 3 strengths relevant to the role, and be ready to support them with examples, such as strong learning ability, results-oriented mindset, proactivity, or effective communication and collaboration.
- Weaknesses
 - Ensure they are non-critical and do not affect your ability to perform the core requirements of the role. Demonstrate a proactive attitude and actions toward improvement. Respond sincerely, avoiding superficial answers such as “perfectionism”.

Examples
(tailor examples to your personal experience)

- i. Overly detail-focused – learning to prioritize and work efficiently.
- ii. Reserved initially – actively building connections and integrating into culture.
- iii. Hesitant to ask for help – now sets deadlines and seeks support when needed.
- iv. Frustrated by delays – managing risks and keeping the team on track.
- v. Struggles to say no – prioritizing requests to ensure quality.
- vi. Direct communicator – adapting style to audience to prevent misunderstandings.

c. Reasons for Leaving

These questions evaluate your career goals, cultural preferences, motivation, past team collaboration, and long-term stability. When discussing reasons for leaving, be honest, avoid negativity, do not emphasize salary, and focus on future opportunities.

Genuine Reasons & Suggested Responses
(tailor examples to your personal experience)

- i. Work-life Imbalance: Emphasize the desire to apply your experience and skills while achieving balance, which enhances productivity and aligns with the company's culture.
- ii. Layoff: Explain external factors or company restructuring objectively, reflect on your own fit with the role, and highlight alignment with the position.
- iii. Managerial Style Mismatch: Avoid criticizing individuals; express the desire to thrive in a more collaborative and open environment.
- iv. Lack of Recognition/Promotion: Highlight measurable achievements and motivation to seek new challenges.
- v. Limited Growth Opportunities: Acknowledge past gains, emphasize the desire for continued growth and increased responsibility, and link it to the current role.

d. Motivation for Applying

These questions assess your understanding of the role and company, your enthusiasm, and your career objectives. Possible questions include, but are not limited to:

- Understanding of the Company
 - Why did you choose our company?
 - What do you know about our products or services?
 - What do you enjoy most about this industry?
- Passion for the Role
 - Why do you think this position is a good fit for you?

- What aspects of this department or organization appeal to you?
- How does this role fulfill your needs for success and growth?
- o Career Planning
- What are your career goals for the next five years?

When answering, highlight the alignment between the role's responsibilities and your experience, the fit between the company's direction and your long-term career goals, and any other aspects that attract you to the company, such as its research achievements, specific projects, strategies, or culture.



e. General Behavioral Interview Questions (BBI)

These questions aim to predict your future behavior based on past experiences. Interviewers will ask you to describe specific situations to evaluate your capabilities. Use the STAR method to structure your answers: Situation → Task → Action → Result.



Example Questions

- Describe how you handled a major past challenge.
- Describe how you resolved a team conflict.
- Provide an example of meeting goals with quality and efficiency.
- Describe a successful project you led or contributed to.
- Describe a high-pressure moment and how you managed it.
- Explain how you handled a disagreement with a superior or colleague.
- Describe how you approached a task you were tackling for the first time.
- Explain how you addressed a colleague's mistake.
- Describe how you handled a client who was repeatedly dissatisfied.
- Explain how you prioritize tasks when facing multiple conflicts.
- Describe your preferred work style – independent or team-based – and which produced better results.
- Explain how you adapted to a new work environment.

f. Behavioral Interview Questions on Core Competencies (BBI)

These questions assess whether candidates meet the required hard and soft skills specified in the job description. Answers should follow the STAR method, clearly detailing Situation, Task, Action, and Result.



Example Questions

- Adaptability: Describe an example of adjusting tasks, behavior, mindset, or plans due to new information or external factors.
- Results Orientation: Describe examples of setting and achieving goals, improving processes or team performance, or leveraging resources.
- Customer Focus: Describe examples of exceeding service expectations, resolving client issues, or overcoming obstacles to meet needs.
- Analytical Insight: Describe examples of deriving insights from data to guide decisions.
- Resource Management: Describe examples of managing or allocating resources effectively, finding alternatives under constraints, or collaborating externally.
- Self-Management: Describe examples of achieving goals under pressure and managing unexpected challenges.
- Relationship Building: Describe examples of creating win-win relationships, leveraging networks, and proactively building connections.
- Strategic Thinking: Describe examples of analyzing challenges or opportunities and formulating strategies.
- Teamwork: Describe examples of coordinating teams efficiently or resolving conflicts as a non-leader.
- Influence: Describe examples of persuading individuals or teams and impacting stakeholders.

g. Behavioral Interview Questions for Managerial Roles (BBI)

These questions assess how you handle critical situations in a management role. Use the STAR method – Situation, Task, Action, Result – with concrete examples to structure your answers.

- 
- Drive Performance with Focus – Evaluating goal management, execution, and accountability

Example Questions

- Describe a time when you had to translate the company's strategy into specific plans for your department/team/area. What was your approach? How did you communicate the plans so that expectations, as well as individual and team accountabilities were clear?
- Describe a situation when you took responsibility for a mistake or error and were held accountable.
- Describe a time when you delegated a major project to one or more direct reports. How did you determine that the project would be a good fit for the direct report's skills? How did you keep informed about the status of the project?

- Innovate and Improve – Evaluating creativity and problem-solving skills

Example Questions

- Describe a time when you encouraged others to challenge the status quo and embrace the idea of continuous improvement. What forum or process did you use to generate actionable ideas? How did you make sure the changes added value to the business?
- Provide an example of when you took the initiative to improve quality or to reorganize a work process that you felt was inefficient.
- Provide an example of a time when you helped others in the organization accept change and make the necessary adjustments to move forward.

- 
- Communicate with Clarity – Evaluating communication skills and influence

Example Questions

- Provide an example when it was critical that you communicate a difficult or complex idea, situation or process to an individual or group. What was the message? To whom were you communicating? How did you make sure your message was clear and understood?
- Describe a time when you were able to effectively communicate difficult, sensitive or unpleasant information. What was the message? How did you tailor it to the audience and how was it received?
- Provide an example of a time you felt you needed to be assertive in order to get what you felt your team deserved or needed. How did you approach the situation and what was the result?

- Develop and Engage – Evaluating leadership, team development, and people management

Example Questions

- Provide an example of a specific developmental plan that you created and carried out with one or more of your direct reports who was not performing up to expectations.
- Describe a time when you delegated a project to an employee in order to provide him/her with the opportunity to develop additional skills. How did you determine the project would be a good fit for the employee?
- Provide an example of a time when you visibly promoted the work of your team within the organization.

3) Candidate Q&A

The interview is a two-way selection process. Asking questions not only helps you gather information but also demonstrates your thoughtfulness and enthusiasm for the role.

- **About the Role:** What are my primary responsibilities? Which skills are most critical for this position? How is performance evaluated? Why is the role vacant? Where does it fit within the departmental structure? Are there training opportunities? Will travel be required?
- **About the Team and Management:** Who will I report to? Will I have direct reports? What is the team culture like? What are the team's objectives?
- **About the Company and Growth:** What is the company's strategic direction? What types of talent and skills are most needed here? What are the future growth opportunities for this position?
- **Questions for the Interviewer:** How did you grow and develop within the company? What do you enjoy most about the company or the team?
- **Don'ts:** Unless the interviewer specifically asks about salary expectations, avoid raising compensation or benefits questions at this stage. Most companies handle salary and benefits through C&B HR specialists, and these discussions are better suited for the offer negotiation stage or through your KOS recruitment consultant.

4) Closing

Regardless of how you feel about the interview, maintain a positive attitude. Reiterate your interest in the role, optionally inquire about the next steps, and conclude with a handshake to express thanks.





Chapter 4 Post-Interview Follow-up

Completing the interview does not mean the process is over. Follow-up is equally important.

1. Prompt Feedback

After the interview, contact your KOS recruitment consultant as soon as possible to share your impressions and thoughts on the opportunity. Be as specific as you can – for example, what aspects of the role appeal to you most, and any concerns you might have. Your feedback is invaluable and helps your consultant provide better guidance.

2. Review and Reflect

Discuss the interview with your KOS consultant. Reflect on whether you fully understood the interviewers' questions, which aspects of your profile may have interested them, potential concerns they might have had, and areas you can improve for future interviews.

3. Send a Thank-You Letter

Within 24 hours of the interview, send a thank-you letter to your interviewer. This demonstrates professionalism and sincerity, helping you stand out among other candidates. In your letter, thank the interviewer for their time, reiterate your interest in the role, and briefly mention a highlight from the interview to reinforce a positive impression. If you feel your performance was not optimal, you may candidly acknowledge any nervousness and express willingness to provide additional information or clarification.

We hope this comprehensive handbook helps you prepare thoroughly, approach each interview with confidence, and ultimately secure your desired role. For any questions, please reach out to your KOS recruitment consultant.

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