Organisational Development Consultant interview questions

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What to expect

Interviews for this role test three things at once: whether you can diagnose a problem accurately rather than jumping to a favourite solution, whether you can get sceptical stakeholders on side, and whether you can talk through your methodology in enough detail to reassure a panel you've actually done the work before. Expect a mix of past-experience questions and live scenarios.

- **Behavioural:** Questions about specific past change or diagnostic projects, used to check you've actually run this kind of work end to end.
- **Scenario / judgement:** Hypothetical situations, often involving conflicting stakeholder views or ambiguous data, to see how you'd reason through a live problem.
- **Process / technical:** Walk-through questions on your diagnostic methodology, change frameworks or how you measure adoption.
- **Stakeholder-facing:** Questions or short role-plays testing how you'd facilitate a workshop or handle a sceptical leadership group.

Most processes start with a screening call on background and availability, followed by a competency-based interview covering behavioural and process questions. Many organisations then ask for a short case study or presentation, sometimes prepared in advance, where you diagnose a fictional scenario and present a proposed approach to a panel that may include a senior leader from the business unit you'd be supporting.

1. Tell me about a time you led a change initiative that met real resistance from staff.

Why they ask

They want evidence you can handle pushback without either steamrolling people or losing momentum on the project.

How to structure your answer

Use STAR: describe the situation and where the resistance came from, your specific actions to address it, and the result, including what you'd do differently next time.

> **Example answer**
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> *“I was leading a restructure where two teams were being merged, and staff in the smaller team were worried about losing their identity and reporting line. Rather than pushing ahead with the announced timeline, I ran a series of small focus groups to hear the specific concerns, which turned out to be less about the merger itself and more about unclear reporting arrangements. I adjusted the implementation roadmap to clarify those reporting lines before the merger date and built a short Q&A; session into the rollout communications. Resistance dropped noticeably once people had concrete answers rather than a vague announcement, and the merged team was operating without major friction within a couple of months.”*

2. A department's engagement survey results are poor, and leadership disagrees on the cause. How would you approach the diagnostic?

Why they ask

Tests whether you can stay neutral and evidence-led when stakeholders already have their own theories.

How to structure your answer

Talk through how you'd weigh conflicting stakeholder opinions against data, what additional evidence you'd gather, and how you'd decide on a course of action under that ambiguity.

Example answer

"I'd start by treating leadership's theories as hypotheses rather than conclusions, since they're often shaped by their own vantage point. I'd pull apart the survey data by team and role level to see if the poor results are broad-based or concentrated somewhere specific, then run a small number of focus groups or one-on-one interviews in the areas where the data is worst, to get texture on what the numbers are actually describing. I'd bring leadership back a short written summary linking the qualitative themes to the survey patterns before proposing any intervention, so the recommendation is grounded in evidence rather than whichever theory was loudest in the room."

3. Walk us through how you'd conduct an organisational diagnostic review for a new client.

Why they ask

Checks that your methodology is real and repeatable, not just theoretical.

How to structure your answer

Give a clear walk-through in sequence: scoping, data and stakeholder input, analysis, and how you translate findings into recommendations.

Example answer

"I'd start by clarifying scope with the sponsor, what problem they think exists and what decision the diagnostic needs to support. Then I'd gather data from a few angles: existing metrics like turnover or engagement scores, structured stakeholder interviews across levels, and sometimes a short survey if I need broader input than interviews alone can give. I'd analyse that for patterns rather than isolated complaints, looking for where structural, process and cultural issues overlap. The output is usually a short diagnostic report with prioritised findings and a small number of recommended interventions, presented back to the sponsor before anything gets rolled out more broadly."

4. How would you facilitate a workshop with senior leaders who are sceptical of a proposed restructure?

Why they ask

This role lives or dies on stakeholder buy-in, so they're testing your facilitation judgement in a high-stakes room.

How to structure your answer

Describe your approach to reading the room, managing scepticism without being defensive, and steering the workshop toward a productive outcome.

Example answer

"I'd expect the scepticism and plan for it rather than treat it as a disruption. Early in the workshop I'd name the concerns directly, often by asking what's worked or failed in past restructures at that organisation, which usually surfaces the real objections faster than waiting for them to come out sideways. I'd use the data from the diagnostic to ground the discussion rather than relying on my own framing, and I'd build in time to test the proposal against their specific objections rather than just presenting it and moving on. The goal isn't to win the room over on the day, it's to leave with a clearer, jointly-owned version of the plan."

5. Describe a time you used data to influence a decision about organisational design.

Why they ask

Wants to see you can move a stakeholder's position with evidence, not just opinion or seniority.

How to structure your answer

STAR, with particular focus on what the data showed and how you translated it into a decision someone else had to sign off on.

Example answer

"During a capability review, a general manager wanted to add a new layer of middle management, convinced it would fix a reporting bottleneck. I pulled together data on decision turnaround times and span of control across the existing structure, which showed the bottleneck was actually at one specific approval point rather than a broad structural gap. I presented that alongside a lighter-touch option: removing the single approval step rather than adding a layer. The GM went with the simpler fix, which avoided an ongoing headcount cost and solved the actual problem the data pointed to."

6. Which tools or frameworks do you use to track change adoption, and how do you decide what to measure?

Why they ask

Checks practical, hands-on familiarity with the tools of the trade rather than just theoretical knowledge of change management.

How to structure your answer

A straightforward technical explanation: name the tools and frameworks you use, then explain your reasoning for choosing what to measure on a given project.

Example answer

"I generally start from an ADKAR-style lens, awareness, desire, knowledge, ability, reinforcement, and pick metrics that map to whichever stage is riskiest on a given project. For measurement I use SurveyMonkey for pulse surveys during rollout and Excel for tracking adoption metrics like process compliance or system usage rates where that data exists. Miro or Mural gets used earlier, in the workshop stage, to map current and future state with stakeholders before any measurement plan is built. The framework matters less than making sure whatever I measure actually tells the sponsor something they can act on."