

# Interview Guidance for Candidates



Behavioural (also referred to as competency) based interviews focus on how candidates have handled work situations in the past.

The logic behind this is that behaviour in the past, reflects and indicates potential behaviour in the future.

Behavioural based questions usually lead you towards describing a situation or task. They typically start with;

- Tell me about a time when...
- Give an example of when...
- Describe a time when...

### Preparing for the interview

#### 1. Think of your achievements

The best place to start is to think through some of your achievements in recent years. Think of the details of what happened, what went well, what you would change, what the outcome was and what you learned.

This will make it easier for you to adapt your examples to show how you demonstrated different behaviours.

#### 2. Review the behaviours

Make sure you know the accountabilities and criteria of the role, and the key behaviours that are being assessed. Try and think about what questions you may be asked for each behaviour and how you might answer them.

#### 3. Don't over prepare

If you over-prepare for an interview, the answers can be too rehearsed and may not sound natural. Or the answers may be so specific that they fail to answer the question that is actually being asked.

## During the interview

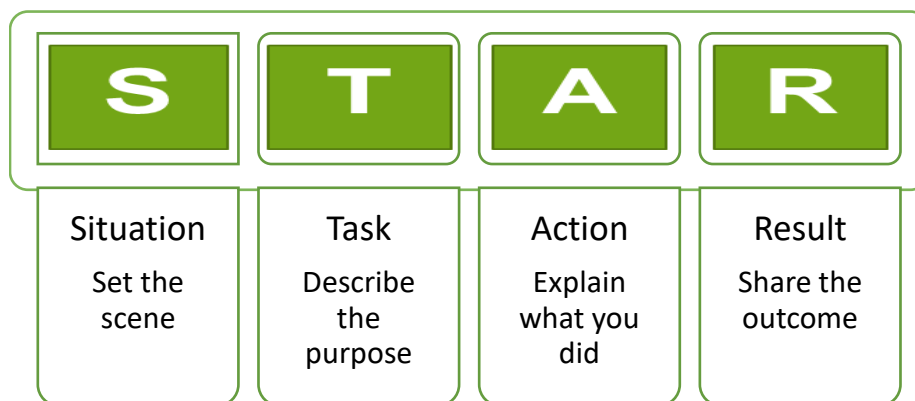
The interviewers will ask questions based on the behaviours best suited for the job.

Listen carefully to the question and feel free to take a moment to think before you give your answer. If you're unsure about what you're being asked, feel free to ask for clarification before you start answering.

This will help to make sure you're are choosing the right example and answering the question being asked.

## STAR Model

The STAR Model is a structure to help you provide specific examples to questions. The interviewers will ask you follow up questions if they need any more information.



This will help keep your answer clear and concise. Always make sure you emphasise how **you** contributed to the outcome.

The interviewers will be taking notes during the interview, try not to be put off by this, it's just so they can refer back later when scoring.

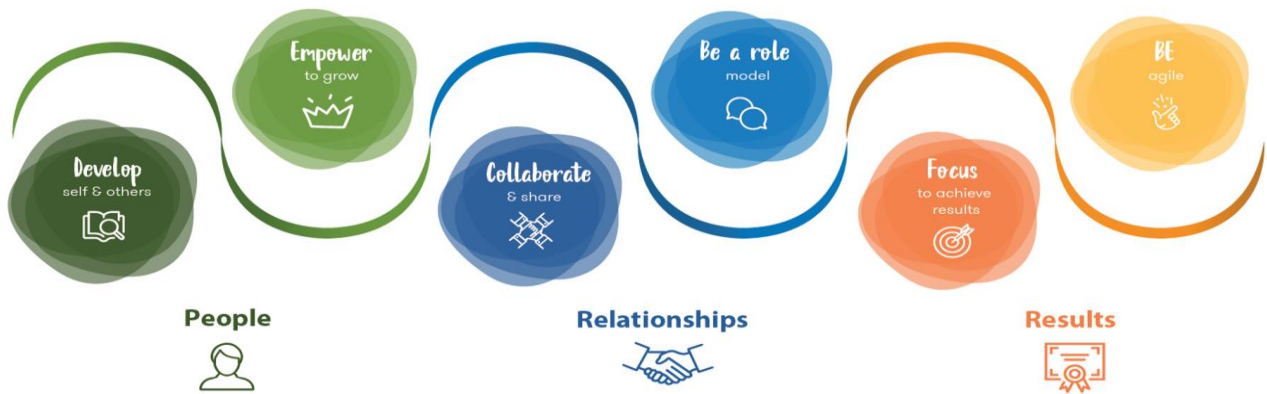
You will have the opportunity to ask questions at the end.

## After the interview

Feedback will be available upon request.

If you have any questions, contact our HR helpline; 1HR Direct on 0141 614 9980.

There are 6 behaviours in our model;



### Favourable Indicators and Scoring

There are favourable indicators for each of these behaviours which can be used in the recruitment process.

These have been developed as examples of what the behaviours might look like at different levels, however they aren't prescriptive or exhaustive.

The interview will be scored following the below 1-4 rating;

<p><b>1: Unsatisfactory</b> Candidate provided no evidence in relation to indicators, even when probing questions used.</p>	<p><b>2: Moderate</b> Candidate provided some evidence of the required indicators; however key training and/or development needs were identified.</p>	<p><b>3: Good</b> Candidate provided evidence demonstrating most of the required indicators, showing good potential for the role. Some minor training and/or development needs were identified.</p>	<p><b>4: Outstanding</b> Candidate provided evidence demonstrating all of the required indicators for the role. Training and/or development needs would be minimal.</p>
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### Categories in the Behaviour Model





# Behaviours of INDIVIDUAL CONTRIBUTOR



## Develop Self & others

Take **responsibility** for your own learning and **development**

Give and receive fact-based **feedback** skilfully and freely to acknowledge and encourage learning

Challenge the status quo to improve tasks/ processes. Be **curious**, take appropriate risks and learn **from mistakes**



**PEOPLE**



## Empower to grow

Work **autonomously** and accept accountability for results

Be responsive to **change**. Solve problems using initiative by anticipating future needs and opportunities

Assume new **challenges** and experiences that drive personal and professional growth



## Collaborate & share

Work to build a great **team**

Build productive **relationships** by sharing knowledge and information across the organisation

Show **flexibility** and **empathy**, appreciate others views. Value **diversity** and contributions from different backgrounds showing an **inclusive** attitude



## Be a role model

Treat others as they would like to be treated. Be **consistent**

**Communicate** with conviction in a clear and genuine way to generate a positive impact

Act with **transparency**. Be honest and open



**RELATIONSHIPS**



## Focus to achieve results

Set ambitious but realistic objectives and **priorities** to achieve success by anticipating internal and external **customer** needs

Work in a **sustainable** way and understand its impact and contribution to the results of the organisation, in the long-term

Focus on **excellence** in 'what' and 'how' they deliver to get high performance



## Be agile

Work **efficiently** and **effectively** looking for simplicity, avoiding unnecessary steps and processes

Make decisions with **agility**, thoughtfully and with focus on objectives

Take advantage of all the **resources** at their disposal. Seek opportunities to do things in a different way using different **approaches** to problem solving



**RESULTS**



## Behaviours of **LINE MANAGER**



### Develop Self & others

Drive own personal **development** and promote learning and development to grow the skills of the team

Generate opportunities to give and receive **feedback** as a source of acknowledgement and continuous learning

Encourage others to challenge the status quo to improve tasks/processes. Create an environment of appropriate **risk taking** and **learning from mistakes**



**PEOPLE**



### Empower to grow

Set high performance standards for the team

Recognise everyone's strengths and expectations. **Delegate** appropriately to the team to promote growth

Enhance **change** and encourage others to act by anticipating future needs and opportunities

Suggests new **challenges** to different people and situations to foster personal and professional growth



### Collaborate & share

Promote and work to build a great **team**

Identify and encourage opportunities for **sharing** knowledge and information across the organisation

Promote **flexibility** and **empathy**. Build a diverse team and value the skills of all team members, embracing other views and creating an **inclusive culture**



### Be a role model

Lead by example and maintain behavioural **consistency**

Inspire the team in how they **communicate** and act

Manage with integrity and **transparency**, fostering an ethical culture



**RELATIONSHIPS**



### Focus to achieve results

Seek out challenging goals and deliver outstanding results by anticipating internal and external customer needs

Work in a **sustainable** way understanding a local and global vision, creating value for the future

Encourage **excellence** to the team in how they deliver, rewarding and challenging the team to get high performance



### Be agile

Promote and role model working in an **effective** and **efficient** way. Foster **simplicity**, avoiding unnecessary steps and processes

Show and promote **agility**, thoughtful and focused decision making to achieve objectives

Encourage **innovative** and different approaches to problem solving. Openly encourage the use of technology and **digitalization**



**RESULTS**



## Behaviours of BUSINESS LEADER



### Develop Self & others

Lead by example of **self-development**. Deploy different coaching leadership styles for different people and circumstances to foster development

Promote **feedback** as a source of acknowledgement and continuous learning

Foster an environment that challenges the status quo to improve processes. Promote a culture of appropriate risk taking and **learning** from mistakes



PEOPLE



### Empower to grow

Recognise everyone's strengths and expectation and deliver outstanding results by **delegating** effectively

Drive **change** and encourage others to act by anticipating future needs and opportunities

**Challenge** people to perform beyond their area of comfort to grow our talent



### Collaborate & share

Build **team** spirit across the function. Create and maintain positive Internal and external working **relationships**

Create a strong culture that promotes sharing and builds synergies across the Iberdrola Group

Build a culture of **flexibility** and **empathy** where **diversity** and inclusion is a reality



### Be a role model

Lead by example reinforcing a culture of trust, openness and **consistency**

Inspire others. **Communicate** the vision and strategy with passion and authenticity

Lead with **integrity and transparency**. Promote an ethical culture



RELATIONSHIPS



### Focus to achieve results

Translate organisational targets and objectives into challenging goals for their teams and themselves

Deliver outstanding results in a **sustainable** way, creating value for the future to all stakeholders

Encourage **excellence**. Create an environment of rewards and action plan to get high performance



### Be agile

Create a culture of **simplicity** avoiding unnecessary steps and processes, which encourage working in an **effective** and **efficient** way

Show and promote an environment of **agility**, thoughtful and focused decision making aligned with the Group strategy

Encourage **innovative** and creative ideas to support the achievement of goals and **digitalization** of the company



RESULTS