How do you give a star performance in Competency based interviews?

David Blackburn – Group Director of Business Support
What we’ll cover this session…

✔ What competencies are and why the approach is used
✔ What difference it makes to the way organisations attract and select staff
✔ Examples of competencies
✔ Examples of questions
✔ Preparing yourself for the interview
✔ Things to remember – Top Tips for success!
Who are SBHG?

Shepherds Bush Housing Group is a family of successful businesses providing housing, regeneration, community and support services.

Shepherds Bush Housing Association – the parent of the Group was founded in 1968 – forty years on we welcome opportunities to work in partnership with residents and businesses to manage, develop and create new homes.
Who are SBHG?
What are competencies?

'Competency' is defined as the behaviours that you must have, or must acquire, to input into a situation in order to achieve high performance.

They can be understood to represent the language of performance - articulating both the expected outcomes of your' efforts and the manner in which these activities should be carried out.
Why use competencies?

- Past behaviour is the best indicator of future behaviour
- You have a set of objectives to work towards and are clear about how you are expected to perform your role
- Appraisal and recruitment systems are fair and open
- Processes are measurable and consistent across organisational and departmental boundaries
- Competencies are transferable between different jobs and organisations
- There is a link between organisational and personal objectives and values
Our Values

We put the **Customer First**

We are **Passionate**

We are **Focussed on Performance**

We **Respect** Others

We have **Integrity**

We are **United**
What difference do they make?

- CIPD Learning & Development Survey 2009 revealed 60% of respondents have a Competency Framework
- 48% who didn’t plan to introduce one
- They help employers to define what behaviours they need to achieve their goals
Examples of Competencies

✓ CIPD Learning & Development Survey 2009 found the most popular names found in Competency Frameworks were:

✓ Communication Skills
✓ People Management
✓ Team Skills
✓ Customer Service Skills
✓ Results-orientation
✓ Problem Solving
OUR Competencies

We have identified ten Core Competencies:

✓ Leadership, Management & Coaching
✓ Delivering Results
✓ Problem Solving & Decision Making
✓ Planning & Organising
✓ Knowledge & Expertise
OUR Competencies

We have identified ten Core Competencies:

✓ Commitment & Drive
✓ Communicating and Influencing
✓ Customer Focus
✓ Embracing Change
✓ Working with Others
Structure of the interview...

✓ Welcome
✓ Questions
✓ Ask Questions
✓ Positive End
✓ The 70 / 30 rule – you should do 70% of the talking!
Competency & Question

Commitment & Drive - Projecting the Group’s Vision & Values through your behaviour and inspiring others through commitment to achieve corporate goals.

Question - Could you tell us about an achievement from either your professional or personal life of which you are particularly proud? And why this particular achievement stands out in your mind?
Competency & Question

Communicating & Influencing – Communicates clearly & effectively by being aware of the impact of their behaviour on others and using it persuasively to achieve win-win solutions.

Question - Could you tell us about a time when you have persuaded / convinced an individual or group to reassess their viewpoint & then act upon it or to do something different?
Customer Focus - A commitment to put the customer first by identifying and actively addressing their needs to deliver a consistently high service.

Question - *From your experience, can you give us an example of where you may have had to deal with a difficult customer and how you handled the situation?*
Competency & Question

Delivering Results - Maintains a result driven approach, focussed on targets and critical performance indicators with the motivation to raise quality.

Question - Could you give us a recent example of a situation where you have delivered something: a project, a deadline, or a decision against the odds or in a pressurized situation?
Competency & Question

Knowledge & Expertise – Takes a pro-active approach to maintain own knowledge and skills to ensure that own role continues to add value to the business.

Question – *What steps have you taken in the last year to improve your own skills and performance?*
Competency Questions…

1. Open question to open-up a topic area
2. Probing to gain specific information
3. Reflecting to allow the candidate to add details
4. Summarise to confirm understanding
5. Close subject
6. Move on
STAR Interviewing Technique
STAR Interviewing Technique

Describe the situation that you were in or the task that you needed to accomplish. You must describe a specific event or situation, not a generalized description of what you have done in the past. Be sure to give enough detail for the interviewer to understand. This situation can be from a previous job, from a volunteer experience, or any relevant event.
Describe the action you took and be sure to keep the focus on you. Even if you are discussing a group project or effort, describe what you did -- not the efforts of the team. Don't tell what you might do, tell what you did.
STAR Interviewing Technique

Action you took

✓ Be Personal – talk about you
✓ Go into detail
✓ Avoid technical information
✓ Explain WHAT you did
✓ Explain HOW you did it
✓ Explain WHY you did it
STAR Interviewing Technique

Example: when discussing a situation where you had to deal with conflict, you might simply say: "I told my colleague to calm down and explained to him what the problem was". But what drove you to act in this manner. How did you ask him to calm down? How did you explain the nature of the problem? By highlighting the reasons behind your action, you make a greater impact.
STAR Interviewing Technique

For example:

"I could sense that my colleague was irritated and I asked him gently to tell me what he felt the problem was. By allowing him to vent his feelings and his anger, I gave him the opportunity to calm down. I then explained to him my own point of view on the matter, emphasising how important it was that we found a solution that suited us both."
STAR Interviewing Technique

Results

you achieved

What happened? How did the event end?
What did you accomplish? What did you learn?
Preparing for the interview…

1. Know your application
2. Identify the key competencies
3. Think of an example for each of them
4. Make the example recent (within the last 18 months)
5. Be clear about the timeline of events
6. Be clear about what **YOU** did
7. ‘I’ not ‘we’ statements
8. Be clear about what this says about you!
Top Tips for success!

✓ Plan for the interview
✓ Familiarise yourself with the key competencies
✓ Be calm – pause, think, choose, answer
✓ STAR Technique
✓ Be ready for further questioning
✓ Remember they are interested in what **YOU** did
✓ It’s not what you do – it’s the way that you do it!
Questions?
Thank - You