Interview Guidance for Candidates
Guidance on behavioural based interviews

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.
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:

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

**Individual Contributor**
- Technical, professional individuals at various levels of the organisation.
- Typically expected to deliver set pieces of work at varying levels of complexity according to set timescales for the successful delivery of goals.

**Line Manager**
- Clearly understands the tactical goals for own area and monitors, organises and delegates work on a day-to-day basis to drive successful delivery.
- Makes people a priority, treats them fairly, gives recognition to work well done and dedicates time to the personal development of others.
- This also applies to those who manage in a matrix management system, manage external resources, or work on large, long term projects where they are required to lead people.

**Business Leader**
- Leader of people who sets the direction of the organisation and makes company level decisions.
- Makes functional strategy and goals a reality. Shares the vision of the organisation widely.
- Adapts leadership style appropriately and makes developing people and sharing talent a business priority.
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

### 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

### 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

### Relationships
- **PEOPLE**
- **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

**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
- Suggest 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

**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 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

**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 digitalisation

**RELATIONSHIPS**
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.

Empower to grow
- Recognize everyone’s strengths and expectations 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.

Focus to achieve results
- Translate organizational 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.