Exploring Competency-Based Interviews for Leadership Roles

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Webinar Objectives

- The Need for Talent
- Strategic Work Force Planning
- Competency Based Interviews
- Assessing Competencies
- Approaching Competency Based Interviews
- Leadership Competencies
- Improving success rates through objective evaluation
- Identifying and minimizing the obstacles to fair and objective assessment
- Ensuring recruitment is in line with organizational competencies
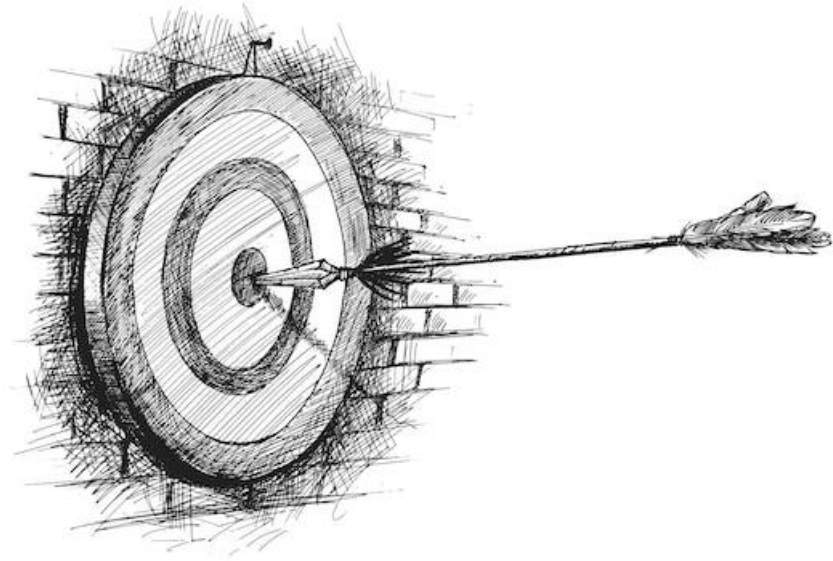
The Need For Talent

Our reality today, the challenge is not just the selection of talent but accessing talents itself as there is a severe shortage of talent in the labour market now leading to a "War for Talent."

To have access to this scarce talents, recruiters must explore strategic means of hiring like Employer Branding, Using Social Media and Treating Candidates like Customers.

Recruiters who only complain about the low availability of talents and do nothing to be competitive or wait till there is a need for talent before they start the hiring process are not strategic.

If generally Talent is scare, how much more Talent for Leadership Roles. Furthermore, Leadership Roles can be both Critical and hard to fill. These positions have big impact on organizational goal attainment and stakeholders confidence. Also, Leadership Roles account for a significant portion of Organizations headcount cost. Hence the need to use Competency based Interviews to ensure the right Leadership hires.

There are two approaches to Recruitment:
- Talent Focused Approach
- Vacancy Focused Approach

Strategic Workforce Planning

In Manpower Planning, 2 major categories to look into are:

1. Critical Roles: Roles which deliver above average value through above average performance.
2. Hard to Fill Roles: Hard-to-fill roles are roles recruiters have trouble staffing over a sustained period.

Three factors are taken into consideration when defining both types of roles.

- The strategic importance of a role with regards to organisational success and competitiveness.
- The future workforce need for the role based on workforce planning numbers.
- The availability of that talent in the external labour market.

Recruiting Yield Pyramid

Yield Ratio - 0.8%

Value	Stage
2	Offers - 2 (2 in 5 = 40%)
5	Interview with executive team - 5 (5 in 15 = 33%)
15	Case studies - 15 (15 in 25 = 60%)
25	1st interview round - 25 (25 in 50 = 50%)
50	Phone screening (50 in 250 = 20%)
250	Applications

Talent Acquisition Strategy

	EVP	Job Ads	Active Sourcing	Executive Search	Talent Community	Hirings per FTE	Line Engagement	Priority
	General	(large)				50		Efficiency & validity
	(large)	supportive	(small)		(large)	20	broad	Scale & Effectiveness
	Job-spec.	supportive	(large)	(medium)		10	pushed	Effectiveness
			(small)	(large)		5	C-Level	Excellence

@Armin Trost

Requirements to be met by the Candidate

Current Competencies

We hire employees so that they can perform their assigned tasks well in their respective positions within the shortest possible time. Anything else would be a waste of resources.

Future Potential

Potential is more important in personnel selection than current competence. This enlarges the relevant target group and is more promising in the long term.

Positive Candidate Experience

Speed

The company's reaction on incoming applications and all steps throughout the entire recruiting process are faster than those of the competitors.

Transparency

The candidate is always clear about current status. He/she understands why certain selection instruments are used and gets appropriate feedback

Appreciation

The candidate is treated with full respect. The company consequently demonstrates its interest in those candidates it (potentially) wants to hire.
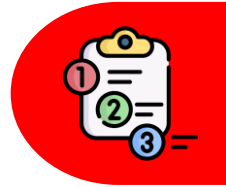
Role Competencies

Competencies for roles can be identified by specifying future challenges which could be faced by these roles, this could be found out by interviewing successful incumbents of these roles.

Components of Competency

| Personality | Disposition | Knowledge | Experience |
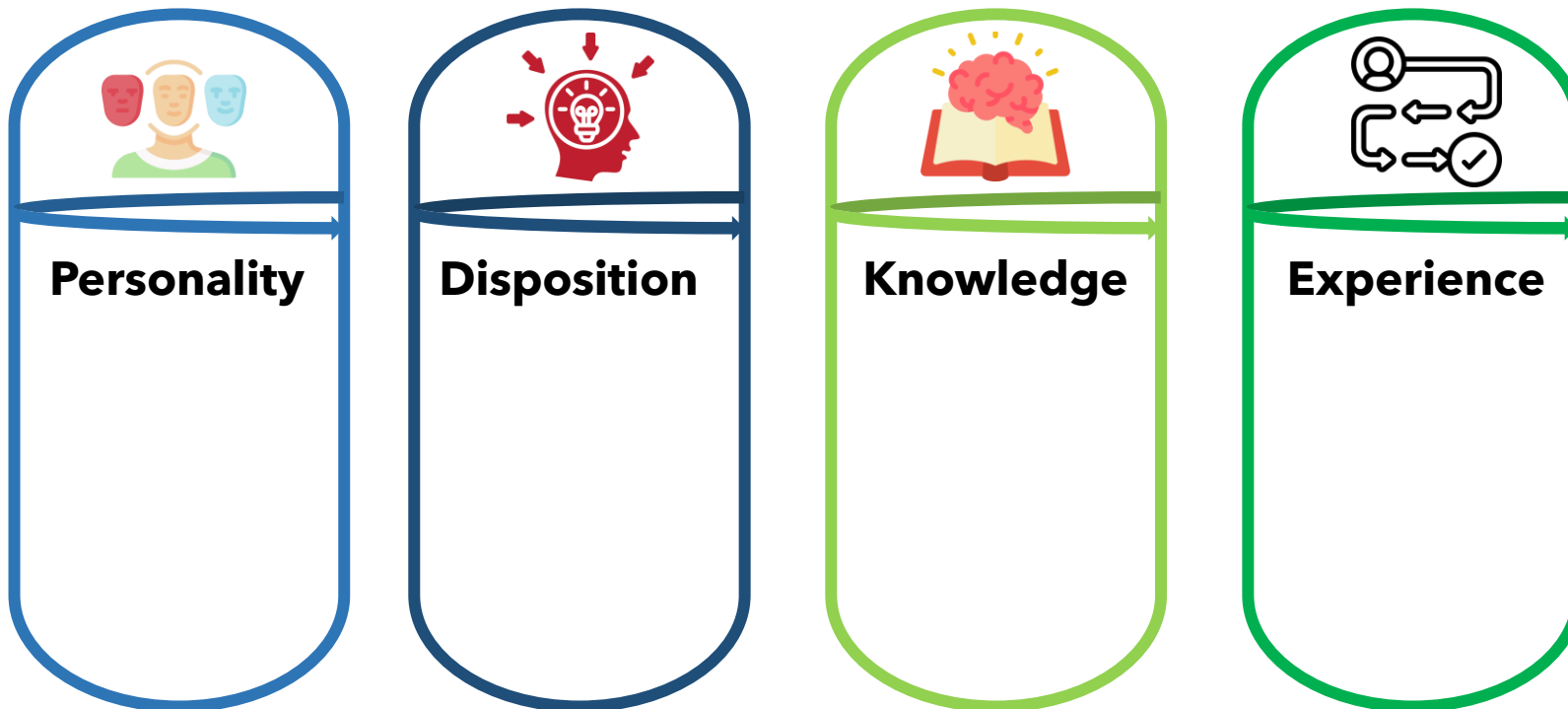
Why Competency Assessment?

01 **They focus on job requirements:** By using these job-relevant questions, interviewers can better evaluate the extent to which candidates' skills and abilities match those required on the job.

02 **They are defensible:** Because these interview questions are job-relevant, candidates can see a clear link between the interview questions and what is required on the job.
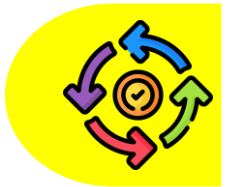
03 **They can help achieve greater consistency**: You can structure your interview process by making sure that all candidates are assessed using the same set of interview questions.

04 **They can help assess past behavior:** Past behavior can predict future behavior. Behavioral interview questions are helpful as they require candidates to describe what they did in the past which can help reveal past behavior.

05 **They have higher interview scoring accuracy: :** Competencies increase the reliability of interview scoring by providing interviewers with observable benchmarks against which to evaluate interviewees' responses.

Competency Based Interview (CBI)

The Competency Based Interview (CBI) technique Is designed to draw from candidates examples of how they thought, spoke and acted in specific situations.

Unlike other interviews, a CBI reduces the possibility of a subjective or biased assessment by using Investigative questioning. Interviewers are trained to listen for evidence of COMPETENCY and press for detailed descriptions of actual behavior.

Research has shown that past experience is the best predictor of future performance. The CBI provides more reliable and valid Information than any other Interview technique, as it allows the Interviewee the opportunity to talk about their contribution to a particular situation.

Competency focused assessment will be based on tangible specific behaviors associated with success.

Competency Based Interview (CBI)

A competency Is an underlying characteristic of an individual which Is directly related to effective or superior performance on the Job.

For Effective Competency Based Interviews the panel members should be trained, well briefed and prepped on the key competencies and how to measure or ascertain the level of mastery (,Basic, Intermediate, Proficient and Advance/Mastery).

Typical examples of competencies are:

- Innovation & problem solving
- Development & coaching
- Business & product awareness
- Customer focus
- Two-way communication
- Team working
- Motivation & support
- Drive & commitment
- Direction & purpose

Mid-Level Leadership Competencies

Visionary	Tactician	Facilitator	Contributor
Understanding and translating strategy into work group requirements.	Ensuring results are achieved by effectively planning work, delegating responsibility, and reviewing performance.	Creating an environment of collaboration and partnership to ensure effective working relationships.	Creating organizational success by contributing their personal talents, experiences and abilities.

Key Mid-Level Leadership Competencies

Visionary	Tactician	Facilitator	Contributor
• Communicating vision & purpose. • Developing Structures & Processes. • Understanding the competitive environment. • Knowing One's own organization.	• Directing Outcomes • Delegating Decisions • Managing Budgets and Expenses	• Negotiating • Persuading Others • Listening • Speaking Effectively • Leading Teams • Adapting to Cultural Differences.	• Understanding Business Issues • Making Decisions • Understanding Business Fundamentals

Competency Based Interviews

Competency-based interview questions (also known as behavioral or structured interview questions) are designed to elicit information about the candidate's experience and accomplishments that relate to the competencies required in the target job.

Selecting The Right Competencies To Evaluate During A Behavioral Interview

What competencies are included on the competency profile for the target job?

What other assessment methods will be used during the selection process?

Competency Based Interviews

A competency Profile – the collection of competencies used together to represent the most critical aspects of a job – typically contains seven to ten competencies covering both the behavioral (soft skills) and the technical requirements of the job.

It can be overwhelming to ask questions addressing every associated competency, so we recommend asking no more than five questions during a standard interview. This means that you will need to select the five most critical competencies to focus on for any structured interview you conduct.

If you will be including other aspects in your interview process, like a simulation or work samples, you may find that technical competencies are more easily assessed by those means.
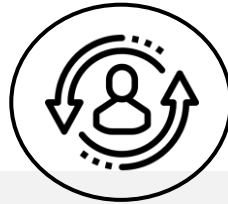
Structured Interview Questions

A structured interview question is a competency-based question that is related to the knowledge, skills and abilities required for the job position.
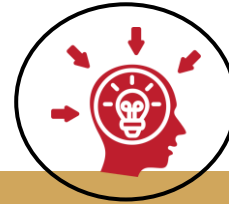
There are two kinds of structured interview questions:

- Behavioral interview questions
- Situational interview questions

Situational interview questions, on the other hand, focus more on a specific scenario/case where the details of said scenario can reveal the candidate's skills and thought process (related to the job opening they applied for).

Situational Interview Questions

Behavioral interview questions ask a candidate about their prior achievements Or experience and such questions usually start with interviewers asking "tell me about a time, you..". The way this interview question is framed helps draws on the candidate's experience with the idea that prior experience is a good indicator of future behavior and performance.

Behavioral Interview Questions

Assessment Center Exercises
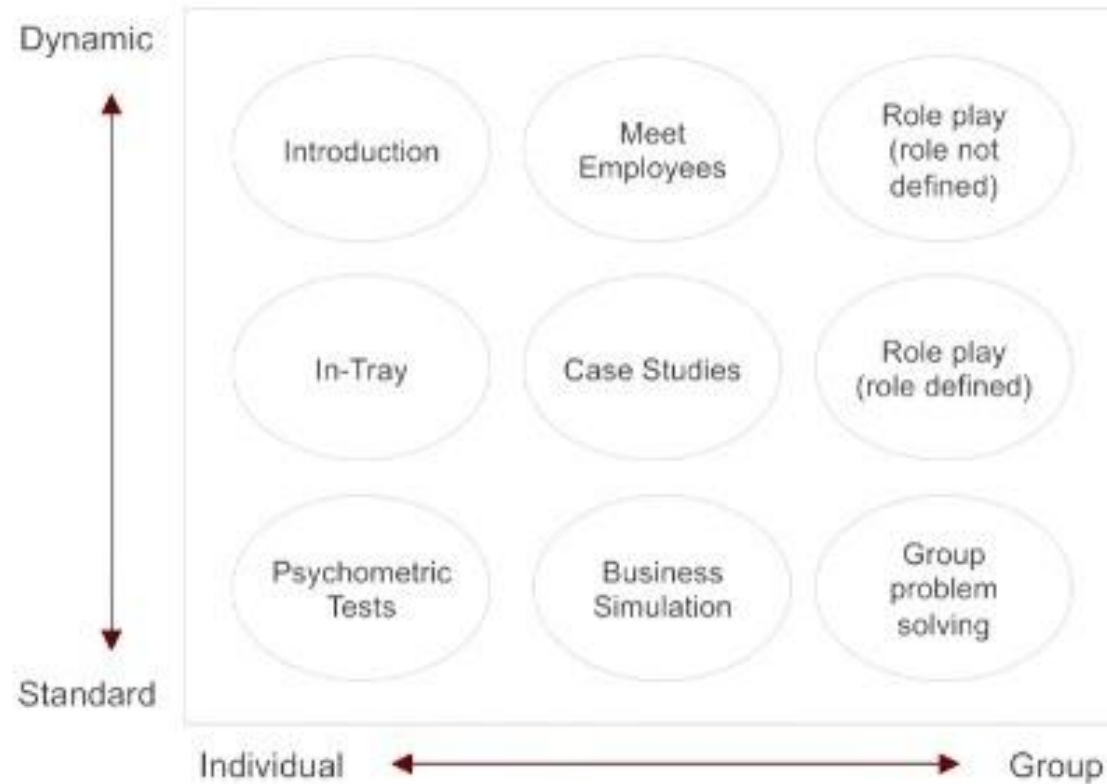
Guidelines for Competency Based Questions

- Always aim to ask questions in the past tense.

- Focus on the actions the candidate took.

- Take as many notes during each interview as you can.

- Aim to interview in pairs to begin with.

- Debrief afterwards on effective versus less effective questions you each asked.

- Use rating scales and base your decisions on evidence.

Competency Evaluation Guide

0	No Evidence	Of Competencies shown
1	Poor	Lacks Competencies
2	Areas of Concern	Little evidence of Competencies
3	Satisfactory	Reasonable evidence of Competencies
4	Excellent	Strong evidence of Competencies

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How to Answer Competency Based Questions

- Start by briefly outlining the situation.
- Keep the focus on your specific tasks or responsibilities.
- Say what action you took, then try to summarize what you achieved.
- Give concrete results when possible.
- If you cannot be totally positive about the experience, say what you learned from it.

The STAR Technique

S — **Situation**
Detail the background, provide a context. Where? When?

T — **Task**
Describe the challenge and expectations. What needed to be done? Why?

A — **Action**
Elaborate on your specific action. What did you do? How? What tools did you use?

R — **Results**
Explain the results: accomplishments, recognition, saving, etc. Quarterly.

Unconscious competence

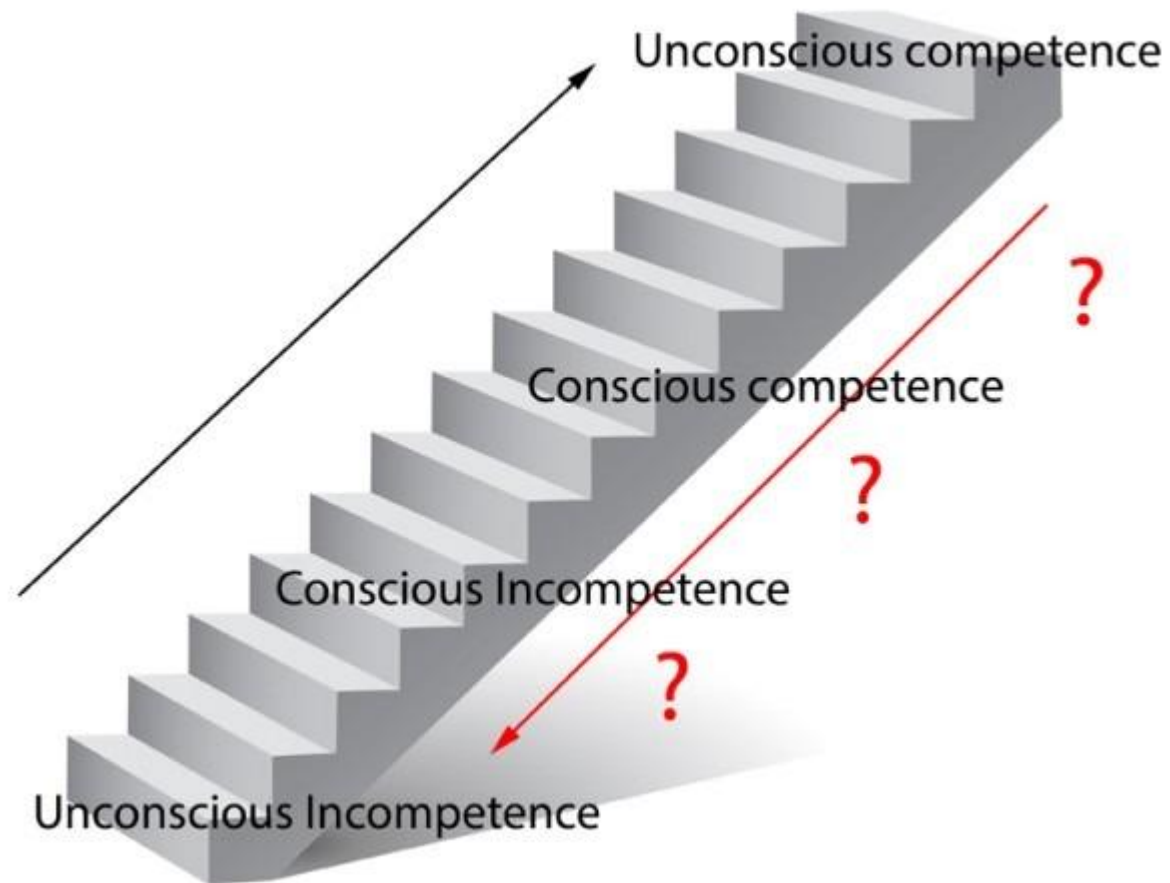Conscious competence

Conscious Incompetence

Unconscious Incompetence

Top 10 Leadership Competencies Grouped into 5 Themes

When 195 global leaders were asked to rate 74 qualities, these rose to the top.

PERCENTAGE OF RESPONDENTS

Theme		%	Quality
Strong ethics & safety		67%	Has high ethical and moral standards
Self-organizing		59	Provides goals and objectives with loose guidelines/direction
		56	Clearly communicates expectations
Efficient learning		52	Has the flexibility to change opinions
Nurtures growth		43	Is committed to my ongoing training
Connection & belonging		42	Communicates often and openly
		39	Is open to new ideas and approaches
		38	Creates a feeling of succeeding and failing together
		38	Helps me grow into a next-generation leader
		37	Provides safety for trial and error

Leadership Competency

Leadership competencies are leadership skills and behaviors that contribute to superior performance. By using a competency-based approach to leadership, organizations can better identify and develop their next generation of leaders (SHRM).

01

Leading the Organization:
Managing change, solving problems and making decisions, managing politics and influencing others, taking risks and innovating, setting vision and strategy, managing the work, enhancing business skills and knowledge, understanding and navigating the organization.

02

Leading the Self:
Demonstrating ethics and integrity, displaying drive and purpose, exhibiting leadership stature, increasing your capacity to learn, managing yourself, increasing self-awareness, developing adaptability.

03

Leading others:
Communicating effectively, developing others, valuing diversity and difference, building and maintaining relationships, managing effective teams and work groups.

04

Managing Projects:
Analytical thinking, Applying technology, Diplomacy, Drive for results, Impact & Influence.

LEADERSHIP COMPETENCY

Enter your sub headline here

Create a Vision
- ✓ Strategic Ability
- ✓ Innovation Management

Drive the Vision
- ✓ Communications

Achieve Results
- ✓ Decision Making
- ✓ Client Focus

Team Management
- ✓ Team Leadership
- ✓ Motivating

Personal Effectiveness
- ✓ Self Awareness
- ✓ Self Regulation
- ✓ Approachable
- ✓ Compassion
- ✓ Ethics and Values
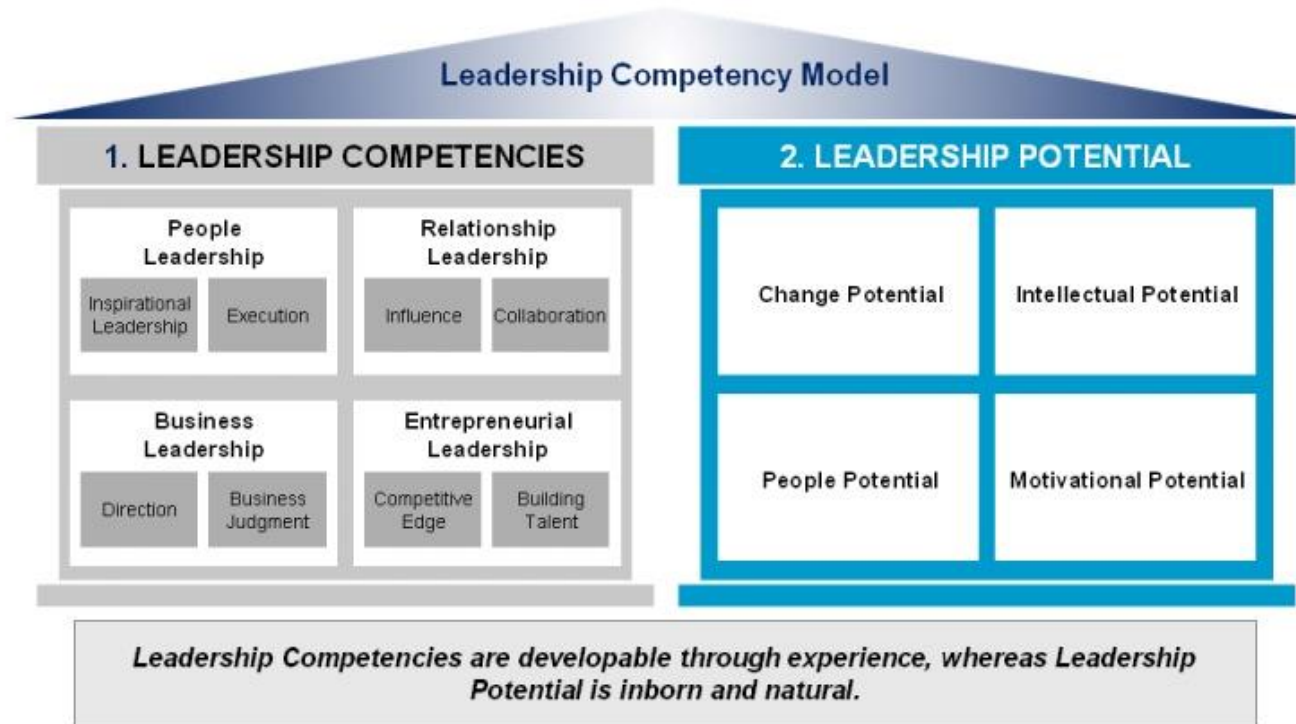
Leadership Competency Model

A leadership competency model is a framework used by HR professionals or senior executives to determine and evaluate leaders' competencies for outstanding performance. It helps assess leadership potential, identify training needs, and implement relevant development programs.

Leadership competencies include behaviors and skills directly attributable to leadership effectiveness and performance.

Leadership Competency Model

1. LEADERSHIP COMPETENCIES

People Leadership		Relationship Leadership	
Inspirational Leadership	Execution	Influence	Collaboration

Business Leadership		Entrepreneurial Leadership	
Direction	Business Judgment	Competitive Edge	Building Talent

2. LEADERSHIP POTENTIAL

Change Potential	Intellectual Potential
People Potential	Motivational Potential

Leadership Competencies are developable through experience, whereas Leadership Potential is inborn and natural.

Leadership competency-based interview questions

1. Explain a situation where you served as a leader during a competency-based project, an organized work project or activity, or a community service project. Explain in detail your role and how individuals responded to your leadership.
2. Explain a situation where you had an opinion that differed from a manager. Were you able to persuade the manager to change his or her opinion?
3. Explain a time when subordinates you supervised disagreed with your directives . How did you handle it?
4. How do you resolve conflict? What specific strategies have you used to be successful?
5. If your managers were asked to rate your leadership skills, how would they reply ? What would subordinates say?
6. You decided to reorganize the department or work unit that you lead. Tell me how you proceeded with the reorganization?
7. Have you ever been a member of a successful team? If so, describe the role you played on the team and in its success.

Assessing Behavioral Competencies	
Leadership Skills	How would you describe your leadership style? How will you manage an instance of violation of code of ethics? How will you manage a low performing resource?
Communication Skills	Describe a time when you had to be careful talking about sensitive information. How did you do it? How would you explain a complicated technical problem to a colleague with less technical understanding? How have you handled working under someone you felt was not good at communicating?
Integrity & Work Ethics	Discuss a time when your integrity was challenged? Will you falsify records on a senior's directive? Why/why not? Have you ever faced any instance of conflict of interest? How did you deal with it?
Conflict Resolution	Tell me about a time when you disagreed with your boss. Tell me about a time you had to respond to an unhappy customer or client.
Assertiveness	How do you differentiate between being assertive & being aggressive? Describe a situation when you had to try hard to put across your point? How did you deal with it, were you successful?
Initiative	Describe your most impactful initiative to date?

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Thank you