Interview Guide
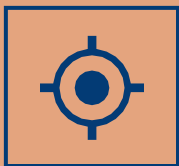
Behavioral Interview Guide Content

#1 Do's and Don'ts of an Interview

#2 STAR Method

#3 Interview Structure and List of Competencies

#4 Sample Questions and How to Evaluate the answer

DOs & DON'Ts
of Interviewing

Ensuring that we are always bringing in the best talent, that has the best fit to role and culture. Recruiting is one skill that often times we forget to develop when growing as leaders. However, it is one of the most critical skills we need to be successful at, not only as managers but to ensure success of the entire organisation. Here are some guidelines to follow during interviewing.

+ Dos

Be Prepared
Before heading into an interview ensure you are prepared by reading the resume of the candidate and have an idea on what questions you will be asking.

Introduce yourself
It is important to introduce yourself, your background and what you enjoy most about being part of AFG.

Build empathy
It is important that you behave as you would like to be treated in an interview.
Thank the candidate for their time, offer refreshments, answer any queries they might have and build trust.

Set up expectations
Share as much information as possible about the role before asking the candidate questions.

Asking the right questions
Always ask the candidate if they have anything in mind they would like to express, that he/she deems necessary for us to know.

✕ Don'ts

Be late
It is important that you show up on time, and avoid rescheduling the interview if it is less than 24 hours notice.

Overwhelm the candidate
Do not put the candidate on the spot, be aggressive or try to trick candidates with irrelevant questions. This will cause unnecessary stress.

Be Biased
Don't ask questions that could be perceived as creating bias, eg. religion, child bearing etc. unless they are an integral part of the role requirements.

One way conversation
Keep the candidate involved at all times, make sure that it is a two way conversation, instead of simply asking the candidate questions.

End the interview early
Give the candidate the time they deserve, do not end the interview before having a 20 minute conversation at least.

STAR Method

Situation, Task, Action, and Result

The STAR method is a technique used to prompt candidates to give specificexamples of how they've handled past situations or challenges; using this method ensures we get objective responses that help us minimize gut feeling decisions, and give us an insight on how the person thinks and how they apply themselves at work

How to Use STAR Method Technique for Interview Questions?

Ask candidates to tell a story about a time they experienced a certain situation and how they handled it. They are expected to answer with the star structure and you can guide them using the below probing questions

1

Situation: What's the context? Describe the situation or the background first.

2

Task: What goal were you working toward?

3

Action: Describe the actions you took to address the situation with an appropriate amount of detail and keep the focus on YOU
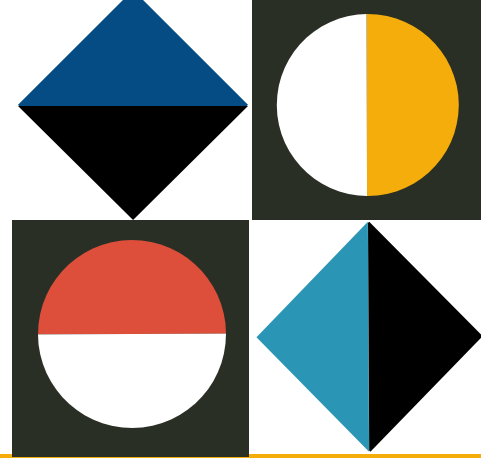
4

Result: Describe the outcome of your actions and don't be shy about taking credit for your behavior, you can also ask about their lessons learnt, and how they leveraged them in other situations.
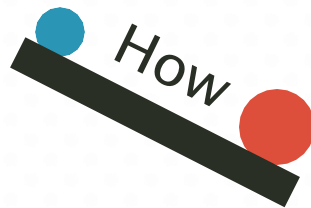
Structure of an Interview

Providing a superior candidate experience will help you make a great first impression on top talent, which can increase their desire to work with you

01 Ask one question per competency (Sample questions to follow)
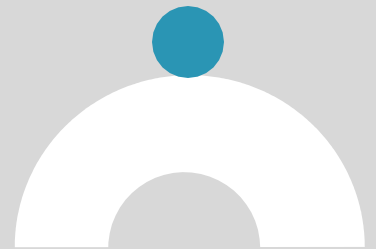
How

02 Follow up with probing questions to ensure full demonstration of the competency tested (Sample questions to follow)

03 Interviewer to provide sufficient detail to support a recommend/do not recommend decision in their feedback

04 Timeframes

Recommended time to spend on each competency question plus probes - 5 -10 mins

Total time to spend on competency assessment - 10 -20 mins

Balance of interview to assess technical fit and 4 non negotiables - 25 -40 mins

Expected overall interview length – 35-60 mins

Values & Competencies based

You will be assessing the candidate based on leadership competencies and values, ahead of the interview you should know which of the competencies you will be evaluating. When choosing a competency think about those that most closely shape the culture in the Division/Department.

List of Leadership Competencies

Goal Driven
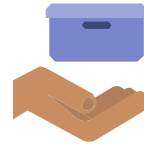
Commercial Drive

Managing Complexity

Customer Centricity

Future Proofing

Change Agile

Engaging Leadership

Influence and Challenge

List of Values

Respect

Integrity

Collaboration

Excellence

Goal Driven

Results focused, delivering stretching outcomes both as an individual and through teams, withno fear of failure, showing enthusiasm and self-motivation to perform

What Question to ask in an interview?	Probe 1	Probe 2	Probe 3
Tell be about a time when the organisation needed to drive a specific agenda, and you needed to get your team on board to deliver, even though there were key constraints	How did you overcome the key constraints?	How did you convince others that it was the right decision?	What did you achieve by driving that specific agenda?
How do you decide on priorities when there is more work coming in than you have resources to deliver?	Can you give me a specific example of when you have been in this situation?	How did you communicate with your stakeholders?	What would you do differently given the same circumstances again?
Tell me about a time when you missed the key deadline on a deliverable or result	How did you overcome it?	Why was it so difficult?	What would you do differently given the same circumstances again?

The below table demonstrates the expected response by level

Level 1 (G & H)	Level 2 (I & J)	Level 3 (K & L)
Understands what is required, brings alignment with organization vision & drives team performance	Contributes insights & data that will drive strategic creation	Communicates, Inspires and gives clear direction, engaging others behind the strategic imperatives
Conveys clear performance expectations and consistently monitors results and outcomes against goals	Ensures the relevant link between the division/department's vision and business objectives	Influences & aligns multiple stake holders/departments to operationalize the strategy
Pushes self and provides appropriate guidance and direction based on employee capabilities	Sets stretch goals and objectives , pushing individuals or teams to perform at a higher level	Defines metrics of success with clear KPIs.
Demonstrates courage to address unacceptable performance.	Enables the right behaviors to achieve goals individually & collaboratively	Drives accountability for results across organization
Fosters a culture of acknowledgement and recognition	Drives projects to completion, while monitoring & adjusting along the way, bringing flexibility where required.	Builds a culture that drives and rewards high performance
	Persists in accomplishing objectives despite obstacles and setbacks	Demonstrates agility to course correct business and people performance
	Demonstrates accountability, ownership and transparency with key stake holders in the face of inconsistencies and shortfalls in business objectives	Shows the ability to retain a long-term perspective, while executing short term goals.

Commercial Drive

An entrepreneurial mindset; recognize and seize opportunities; take measured risk into account.Focus on initiatives that drive business advancement

What Question to ask in an interview?	Probe 1	Probe 2	Probe 3
Please give an example of a situation where you had to prioritize an initiative over another based on commercial benefit	What led you to select that specific situation?	How did your stakeholders react to the reprioritisation?	What was your approach in aligning your stakeholders
Tell me about an opportunity you saw, that could bring a substantial uplift, however also came with some risks...how did you approach it.	What was your process to build the business case?	How did you overcome any negatives?	What was the outcome in terms of improved commercial output?
Tell me about a time you saw an opportunity you had to lead through that required alignment and buy in from cross functional stakeholders	Why did you do it - What potential could you see?	What action did you take and what was the outcome?	What went well and what could have gone better?

The below table demonstrates the expected response by level

Level 1 (G & H)	Level 2 (I & J)	Level 3 (K & L)
Demonstrates a working knowledge of Business & Commercial acumen	Demonstrates a working knowledge of managing a P&L and can provide guidance to others undertaking commercial activities.	Communicates, designs and develops a clear commercial strategy and business model to enable it.
Operationalizes and commercializes business processes	Demonstrates the ability to operationalize the business strategy optimizing the commercial outcome with optimal outcomes.	Effectively balances risks and opportunities; and looks for ways to mitigate risks.
Takes responsibility to implement, execute and align to business requirements.	To balances calculated risk with commercial outcome.	Effectively builds and manages relationships with strategic partners.
Looks for efficiencies while working on initiatives and opportunities.	Considers interdependencies of customer profile, market dynamics (consumer insights, market intelligence, socio economic factors) to drive decisions around business opportunities.	Demonstrates a Strong understanding of the Business, Market, People and Environment to capture & leverage business opportunities.
Identifies opportunities for improvement, takes measured risks	Collaborates with different functions to ensure commercial viability of product/service	

Managing Complexity

Confident managing the various challenges that our increasingly complex workplace and roles demand: global, digital, competitor, consumer, employees

What Question to ask in an interview?	Probe 1	Probe 2	Probe 3
Please share a complex situation that you had to solve at work.	What was the complexity about?	How did you solve it?	Did you collaborate with any colleagues for the solution?
Could you share about a time, when you needed to drive a decision, or move ahead with a project, even though there was limited visibility and guidance.	Can you give me a specific example of when you have been in this situation?	How did you communicate with your stakeholders?	What would you do differently given the same circumstances again?
Tell me about a time when you needed to drive a process that included multiple stakeholders who had very different interests or demands	What factors did you consider?	How did you ensure a common agenda and alignment?	What did you learn about yourself in this experience?

The below table demonstrates the expected response by level

Level 1 (G & H)	Level 2 (I & J)	Level 3 (K & L)
Ability to follow & guide others through processes and SOPs.	Acquires data and perspectives from multiple and diverse sources (including historical experiences) when solving problems, evaluating the Pros and Cons	Enables the organization to make sense of the complex challenges, analyze perspectives & facilitates the creation of the roadmap/action plans.
Uncovers root causes to difficult problems by asking the right questions.	Ability to work with complex structures and workplace models	Secures alignment of direction, focus and effort whilst navigating complexity.
Shows the ability to seek support and input from the right stake holders to make sense of the situation and move forward.	Readily distinguishes, between what's relevant and what's unimportant, to make sense of complex situations.	Demonstrates courage and ability to take calculated risks especially while dealing with ambiguous situations.
Demonstrates self management and flexibility, while working with ambiguity.	Demonstrates self resilience and seeks to enable resilience in others.	Demonstrates political savviness, understands how decisions are made and who influences them, understands and promotes the interests of others to obtain their support
Finds ways to simplify issues and helps others navigate.	Ability to break complex challenges into workable chunks.	
	Demonstrates political savviness.	
	Understands the impact of complexity on others and actively takes steps to provide support.	

Customer Centricity

Works to delight internal and external customers with exceptional service and products, actingas a trusted advisor

What Question to ask in an interview?	Probe 1	Probe 2	Probe 3
When designing solutions, how do you ensure you take your main stakeholders needs into consideration before delivering end product	Tell me about such a situation?	What were your key challenges in moving the design forward?	How did you overcome these challenges?
Tell me about a time, when you redesigned a process/product/offering based on the insights you received from your customers. Can you think of a time when it was really challenging to balance the customer needs with the business needs	Why did you do it - What potential could you see?	What action did you take and what was the outcome?	What went well and what could have gone better?
Tell me about your most successful and engaged stakeholder relationship, what have these relationships brought about?	What has been your most significant change as a result of those insights?	What business benefit has this brought about?	What feedback did you get?

The below table demonstrates the expected response by level

Level 1 (G & H)

Collates customer insights & feedback and articulates customer expectations clearly to anticipate customer needs .

Provides direction, monitors & provides feedback to ensure team members are providing optimal customer experience.

Establishes and maintains effective customer relationships.

Leverages & engages with key stake holders that can help drive customer requirements.

Level 2 (I & J)

Collates customer insights & market trends to drive decisions around new business initiatives and offerings

Puts the customer in the heart of design in building & delivering solutions (including services & products)

Takes short-, medium- and long-term perspectives when building relationships with key customers & stake holders.

Maintains a balance between business and customer needs

Level 3 (K & L)

Creates and drives a culture of customer centricity.

Defines customer success metrics, benchmarking current performance with external market & Global Customer Trends

Drives strategic initiatives, that are rooted in customer data analytics, socioeconomic understanding & current market trends.

Cultivates enriching diplomatic relationships

Future Proofing

Demonstrate an unquestionable willingness to learn everyday, un-learn old approaches, and partner with others to assist them in doing the same

What Question to ask in an interview?	Probe 1	Probe 2	Probe 3
Can you recall a time when you noticed there was a capability gap within the team that you could or had not addressed to drive the strategic results	What was the key challenge in being able to address this observation?	What interventions did you put in place to address the gap	What were the outcomes achieved?
Tell me about a time, when your role required to deliver on something you had no experience of, how did you get yourself ready to deliver?	How did you approach the situation?	What did you learn about yourself in the process?	If you had the opportunity for a do-over, what would you do differently
When you think of the other functions/industries, do you feel there are opportunities to introduce practices to further optimise/uplift your current delivery? how are you gearing yourself up	What are the key enablers, you are leveraging in the process?	What are some of the difficulties you are facing?	How are you leveraging these learnings to uplift your team?

The below table demonstrates the expected response by level

Level 1 (G & H)

Shows curiosity to stay up-to date with relevant knowledge and skills for the future

Encourages curiosity within team members to reinforce learning within the team

Enables team members with the right opportunities and resources to learn on their job

Is able to grasp new & relevant technologies, processes and learnings

Level 2 (I & J)

Anticipates future trends and implications accurately

Defines key skills, tools and resources required for future success

Demonstrates agility to learn new approaches

Has a mindset to develop teams for future readiness developing internal capability and skills required to be successful in the future.

Applies technology & innovative approaches to achieve better results

Level 3 (K & L)

Sees the bigger picture, constantly imagining future scenarios and creating strategies to sustain competitive advantages.

Builds a future focused talent & succession plan that optimizes the talent pipeline.

Formulates a road map, outlining the skills/roles that are required for future success, and how to optimize the current workforce to achieve the vision.

Demonstrates authenticity to admit shortfalls & allows the space to leverage team expertise

Change Agile

Anticipate and lead change: adapt actions, accordingly, demonstrate tolerance for ambiguity; has comfort with uncertainty. Shows flexibility in adjusting own views and objectives in order to achieve a shared goal

What Question to ask in an interview?	Probe 1	Probe 2	Probe 3
Can you recall a time when your organisation/ team was going through a major change, what where some of things you focused on as a manager at that time?	What was your first priority?	How did you enable your team to embrace the change?	How did you manage those more resistant employees?
Tell me about a time when you were driving a change initiative, what were the key steps you took? what was most challenging?	How did you go about initiating the change process?	What action did you take and what was the outcome?	What would you do differently next time?
Tell me about a time off major change, when there were a lot of things that were out of your control but you focused on what change that have of uncertain...	How did people/you react?	What did you do to help yourself/the team to adjust?	What was the outcome?

The below table demonstrates the expected response by level

Level 1 (G & H)	Level 2 (I & J)	Level 3 (K & L)
Demonstrates emotional and social awareness, managing self and enabling the team during change	Understands the need for change and enables plans to ensure execution	Calibrates and applies emerging trends to proactively anticipate change, while seeking to address future desired state.
Demonstrates adaptability and resilience to evolving changing situations	Acts as an advocate & role model for change	Sets the burning platform for change and drives from the front.
Executes required changes due to evolving business requirements	Leverages social and emotional intelligence to support teammates and colleagues through change	Thinks holistic about change
	Identifies & communicates wins, milestones and achievements	Creates a space for experimenting, failing fast, to be able to recover and reset.
	Effectively integrates change into in the processes & systems to sustain the change.	
	Demonstrates an open mind and flexibility to course adjust and the business needs change.	

Engaging Leadership

Inspire people through a compelling vision fueled by a culture of support, enablement and empathy. Building a safe environment for employees to be at their best, feel included and valued.

What Question to ask in an interview?	Probe 1	Probe 2	Probe 3
Tell me about your experience, in bringing diverse team members around a common purpose?	How did you articulate your vision?	What communication platforms did you use?	What demonstrated that your audience was inspired by your vision?
Share some of your personal experiences around increasing engagement levels within your team	What was the triggering factor for you?	What input did you get from them?	What was the outcome?
Could you share a situation that you managed a conflict within the team or their team members?	What factors did you consider?	What was the outcome?	If you could do it again, what would you do differently?

The below table demonstrates the expected response by level

Level 1 (G & H)	Level 2 (I & J)	Level 3 (K & L)
Fosters a sense of team spirit, alignment and purpose	Leverages emotional intelligence, while building trust and alignment with team members, stakeholder& customers	Passionately communicates the vision and gains alignment and acceptance.
Treats people fairly and considerately at work	Empowers others & shows a genuine interest in seeing the team members grow and flourish	Creates a compelling environment that enables managers and leaders to support others to be their best at work.
Engages and enables, team members to grow	Leads with empathy & consideration during difficult situations, while advocating for healthy conflict	Inspires & role models engagement inclusion and empathy.
Adapts behavioral style to different personality styles.	Promotes a collaborative work environment	Drives an open communication 'speak-up' culture.
Listens & empathizes before responding to situations.	Facilitates the connection between people's motivators and organizational goals	Champions a learning culture, where reflection on wins and misses are capitalized on, in all that we do.
Demonstrates understanding of their own impact on others	Recognizes & encourages contributions of others.	Role models and demands trustworthy behavior from others.
	Is able to bring learning out of all situations, including mistakes and failure	

Influence and Challenge

Create positive momentum by persuading the organization, demonstrating personal courage, and an ability to durably align different opinions

What Question to ask in an interview?	Probe 1	Probe 2	Probe 3
Tell me about a time that you delayed making an important decision.	Why did you feel the need to delay?	What were the implications of the delay?	What would you do differently given the same circumstances again?
Describe a time when you have had to manage your customers' expectations because their demands were unreasonable.	Why were they unreasonable demands?	How important was it - what was at stake?	What was the outcome?
Tell me about a time when you have had to influence an individual or team member in your team in order to achieve your objectives.	How did you go about it?	What objections did you have to overcome?	What was the outcome?

The below table demonstrates the expected response by level

Level 1 (G & H)

Articulates opinions and is willing to question the status quo in a compelling manner that gains buy in from stakeholders.

Demonstrates clear self awareness of their impact while communicating

Develops credibility with peers, leaders and juniors.

Level 2 (I & J)

Demonstrates gravitas, emotional intelligence & credibility to impact decisions.

Balances and effectively aligns the interests of multiple stakeholders, ensuring that the right projects are given priority and focus.

Influences other to take action

Negotiates skillfully in tough situations, wins concessions without damaging relationships.

Intentionally develops and leverages own internal and external network.

Level 3 (K & L)

Demonstrates political savviness while dealing and considering interests of different stake holders.

Maintains frequent interactions with a broad stakeholder network and takes a proactive approach to shape and influence stakeholder expectations, both upwards and downwards.

Ability to bring consensus amongst teams & departments to move the agenda forward.

Values
Based
Questions

Respect

We have the utmost respect for everyone we interact with and for the environment in which we operate.

What Question to ask in an interview?	Probe 1	Probe 2	Probe 3
Give me an example of when you have taken a different approach to a situation because an approach you took previously didn't work well with the team/Stakeholder.	What was the outcome with the different approach?	What could have gone better?	What would you do differently next time?
How do you incorporate ideas and feedback from within your teams and stakeholders when making decisions or delivering in your role?	Give me an example of where this was successful?	When have you not done this or felt it was not appropriate to do so?	What might you do differently in future?
Tell me about a challenging situation you had to face within the team where you needed to address a sensitive issue and ensure you did not damage the working relationship?	What was your primary objective, and what did you do about it?	What did you find most challenging?	What would you do differently as a result of this experience?

The below table demonstrates the expectation from the candidate

Mindset

- Self-awareness and self-management
- Inclusive mindset (accept diversity)
- Open mindedness

Behaviour

- Listen, understand and be open to different perspectives
- Be selective in your choice of words and demeanor...be polite
- See value in and leverage on people's differences in their opinions, ideas and skill-set
- Demonstrate empathy particularly in challenging times/ during disagreements
- Respect not just because someone is high up in the chain of command.

Integrity

We will always do the right thing and demonstrate consistency between our actions and words.

What Question to ask in an interview?	Probe 1	Probe 2	Probe 3
Could you recall a time when you were asked to override a policy, to be able to move faster on a particular agenda?	How did you go about it?	What was the outcome?	What went well and what could have gone better?
Tell me about a time when you made a mistake, that no one else knew about, that had a significant negative impact?	What did you do in the situation?	What did you find particularly challenging?	What did you learn from this situation?
Tell me about a situation when doing the right thing was a difficult choice?	What did you do?	What were the consequences of your decision?	Would you do it again?

The below table demonstrates the expectation from the candidate

Mindset

- Strong moral fiber
- Ownership (treat this as your own business)
- Honesty
- Speaking up

Behaviour

- Do the right thing even when no one is watching you
- Act in accordance to AF code and local law
- Be truthful
- Walk the talk
- Appropriate use of company assets
- Admit mistakes
- Listening without retribution

Collaboration

We actively build trusted partnerships with all stakeholders – including customers, partners, communities and colleagues

What Question to ask in an interview?	Probe 1	Probe 2	Probe 3
What is your approach for working successfully with other colleagues to reach your goals?	Give an example of one of the most challenging situations you have faced?	What were the key factors in getting to a successful outcome	Would you do anything different if faced with a similar situation again
What, in your opinion, makes the difference between a good team and a dysfunctional team?	How can you turn a a dysfunctional team into a performing one?	What teams have you been in where you have seen great results?	What was this team so successful?
How do you ensure that you follow through on actions or deliverables that you have committed to?	Can you talk about a time when this has been especially hard to do? How did you manage	How did you manage to do this?	What feedback did you get?

The below table demonstrates the expectation from the candidate

Mindset

- Win-win mindset
- Flexible and adaptive mindset
- Working beyond silos
- Sharing mindset

Behaviour

- Invest in building relationships
- Understand each other
- Play to each other's strengths
- Bring out the best in each other
- Be approachable and accessible
- Be considerate of diverse points of view
- Be reliable and dependable
- Be willing to share knowledge, expertise etc.
- Acknowledge each other's contributions

Excellence

We have a passion to achieve extraordinary results by delighting our customers. We believegood is not good enough.

What Question to ask in an interview?	Probe 1	Probe 2	Probe 3
When was the last time you had to learn a new approach to a task that had previously worked for you?	Why was your old approach not working?	How did you implement this new way of working with yourself/others?	What was the outcome?
Tell me about a time where despite best efforts, results were not being met?	What was the key driver in this situation?	What did you do to approach the situation?	What went well and what could have gone better?
Tell me about how you build a culture of excellence and how you get clients with you	What did you do take something from and to?	How did you implement that?	How were you able to measure this as excellence?

The below table demonstrates the expectation from the candidate

Mindset	Behaviour

Mindset
- Driving high performance
- Customer centricity
- Focus on quality
- Accountability
- Growth mindset
- Recognition and rewarding mindset
- Process mindset

Behaviour
- Passion to bring your best self to work everyday
- Resilient in the face of set backs
- Open to receive and act on feedback
- Curiosity to learn, unlearn and re-skill
- Focus on both the WHAT and HOW we achieve our results.
- Operate with commercial acumen
- Continuously push the bar higher.
- Lead by empowering, enabling and stretching employee