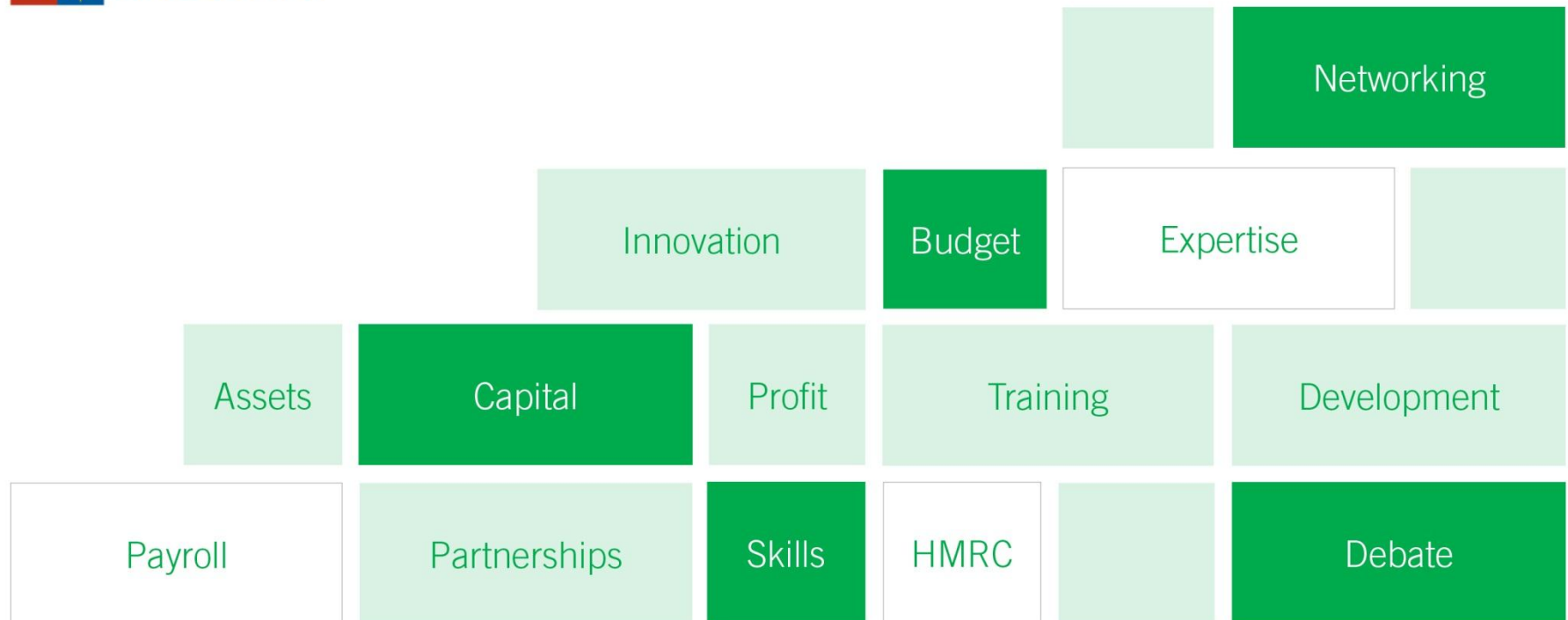


# Building for the future



AAT Weekender – 16-17 May 2014

Sponsored by



# Building talent for the future

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**CompleteHR Ltd**

# Building talent for the future

## Session content

- What makes an effective performer?
- Competency based recruitment and selection
- Managing ME
- Managing others



# What makes an effective performer?



# What do you need?



# Great performance =

Motivation x Ability x Opportunity to do what you do best



# Competency based recruitment and selection



# Recruitment and selection

- Role and person profile
- Competency-based
- Candidate generation
- Selection process
- Short listing
- Interviewing and other assessments
- Decision making
- Appointment
- Referencing
- Induction



# Why we use interviews

## Advantages

- They are expected and are perceived to give a candidate a fair opportunity to show their ability.
- Best method to collect and give information about the role and the organisation.
- Time effective.
- Chance to 'sell' the organisation to the applicant.

## Disadvantages

- Unreliable, unless structured and job or competency based.
- Affected by the moods and bias of those involved.
- Presentation skill of candidate may distort the overall impression
- May not predict success in post.

# Making interviews more effective

- **Preparation** time spent designing role profiles, adverts, selection criteria, questions (3 S's) etc will pay off.
- **Reliability improved** by providing interview guide AND a well constructed rating scale.
- **Validity improved** by establishing clear key selection criteria and competencies then gathering evidence to show that the candidate meets them.
- **Accurate note taking and data evaluation.**
- **Interviewer training** – being consistent (behaviour, language, questions) and suspending inter-candidate judgement.
- **Panel** (more than one interviewer but not too many).
- **Moderation** across interviewing teams.

# Interview structure

- W - welcome
- I - introductions
- G - gain information and probe
- G - give information
- S - sell and close

# Questioning techniques

- Closed
- Open
- Probing
- Leading
- Multiple
- Reflective
- Hypothetical/Situational
- Competency based



# Competency based questions

Questions which test the candidate's actual experience and behaviour in the past and questions linked to competencies identified as essential for the job.

## Usually begin with:

- give me an example of when you.....
- tell me about a time when you.....

## This approach:

- is objective and fair if the same questions are asked of all candidates
- provides greater predictive validity of future success in the job.

# Drive to achieve results

Thinking back over the last six months, what significant results have you achieved?

- What made them significant?
- How did you go about achieving those results?
- What setbacks did you face?
- How were they overcome?
- How did your approach/results compare to other colleagues?
- What did you learn?

# STAR Method

- **S** – Situation, background set the scene.
- **T** – Task or Target, specifics of what's required, when, where, who?
- **A** – Action, what you did, skills used, behaviours, characteristics.
- **R** – Result, the outcome, what happened, what did you learn?

Be careful!



# Managing ME

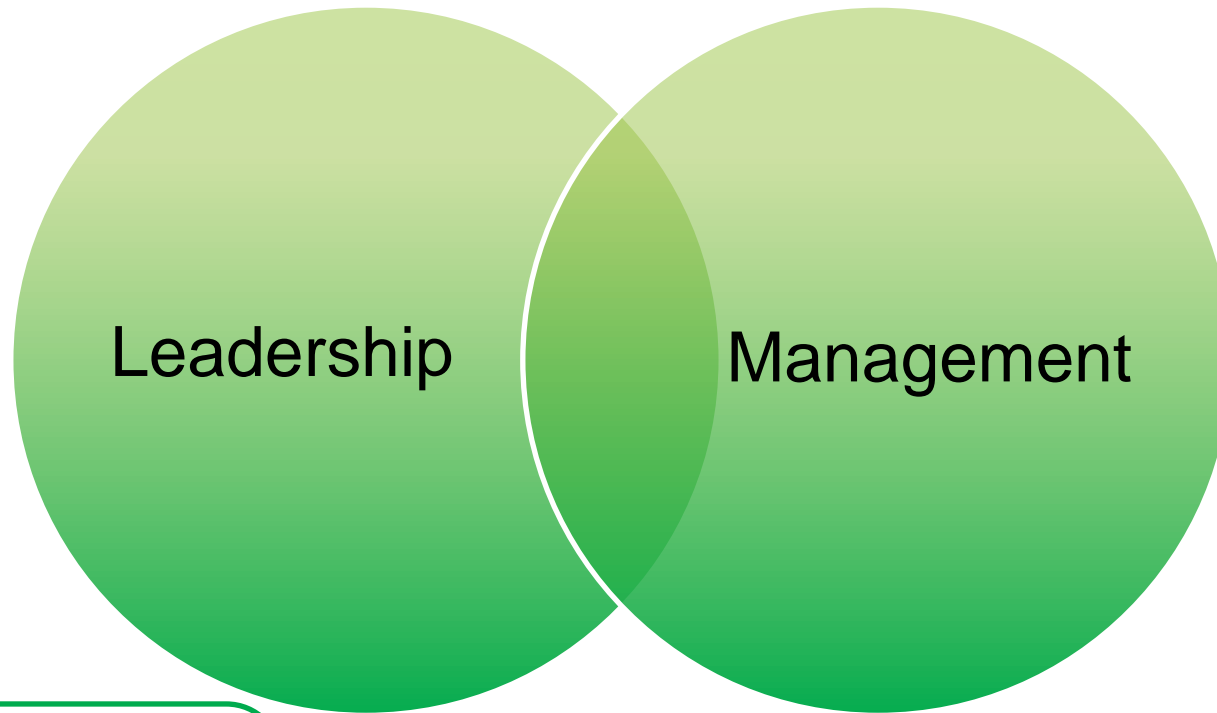


# The role of the Manager/Supervisor

- To give their staff clear direction, instructions, guidance and feedback.
- To ensure that performance standards and objectives are known, agreed and maintained.
- To take prompt action to address any issues when they become apparent.
- To ensure a positive and constructive approach in dealing with under performance problems.
- To encourage, motivate, develop and assist individuals to be the best they can.
- To treat staff fairly and consistently.
- To catch people doing things right and give regular praise / positive feedback.

# What makes a great people manager or leader?





- ✓ Proactive
- ✓ Providing vision
- ✓ Providing direction
- ✓ Motivating
- ✓ Inspiring

- ✓ Reactive
- ✓ Planning
- ✓ Organising
- ✓ Controlling
- ✓ Problem solving

# Time stealers

- Interruptions – email / phone
- Interruptions - personal visitors
- Meetings
- Tasks you should have delegated
- Procrastination and indecision
- Acting with incomplete information
- Dealing with team members / poor performers
- Unclear communication
- Inadequate technical knowledge
- Unclear objectives & priorities
- Lack of planning
- Stress and fatigue
- Inability to say 'No'
- Desk management and personal disorganisation
- Crisis management (fire fighting) / poor prioritising

# What is delegation?

- Delegation is one of the single most important techniques to create time for yourself and to secure greater performance from the people in your team.
- Delegation is entrusting responsibility and authority to others who then become responsible to you for those results. You still remain accountable!

# The four D's of DECISIVENESS

Look at each new piece of paper or email once and make a decision to:

- 1.D - do it
- 2.D - defer and schedule
- 3.D - dump / delete it
- 4.D - delegate it

# Managing others





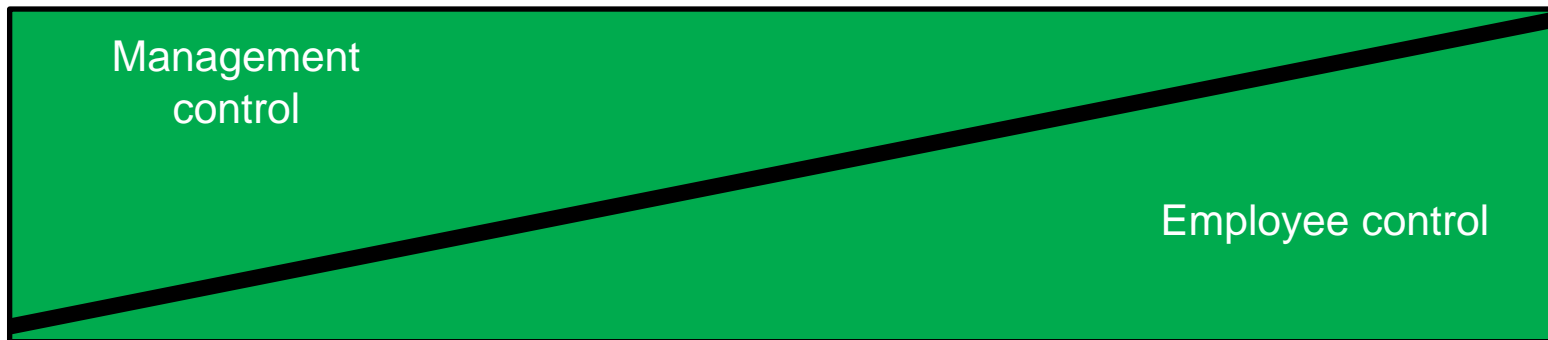
# Average vs Great



# Leadership styles

Management has  
most of the  
knowledge and  
skills

Employees have  
the needed  
knowledge and  
skills



Autocratic  
style

Paternalistic  
style

Participative  
style

Delegative  
style

Free reign  
style

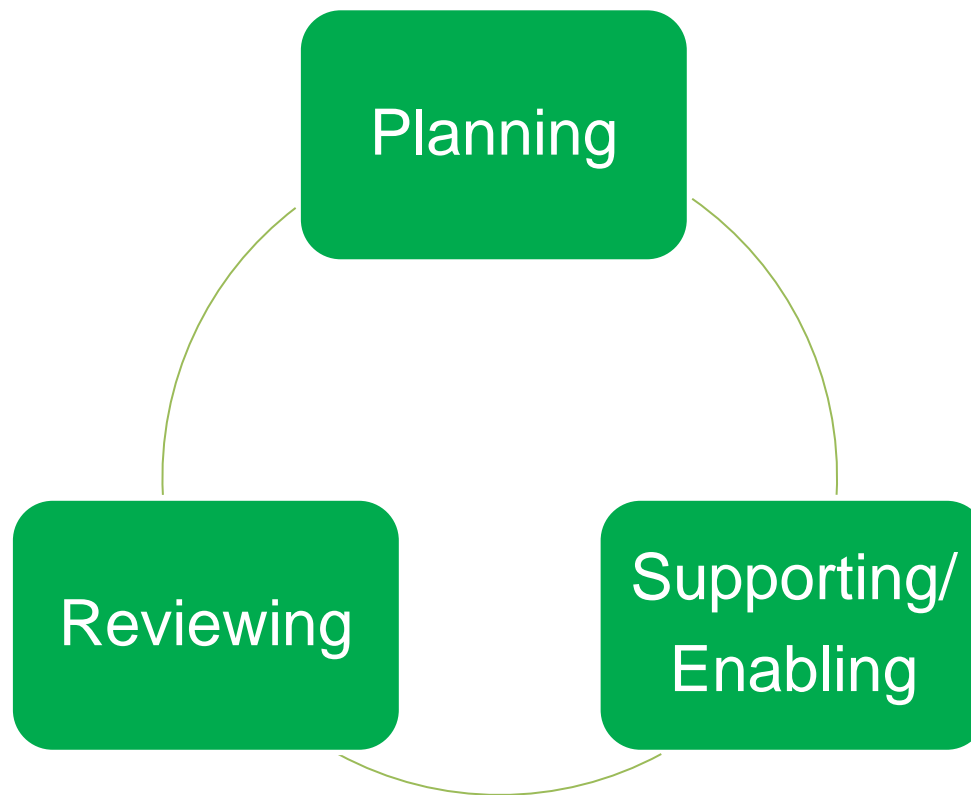
# Performance management

Performance management is how managers work with their reports in order to achieve high levels of individual and therefore organisational performance.

Performance management should incorporate:

- **Performance improvement** - throughout the organisation, in respect of individual, team and organisational effectiveness.
- **Development** - unless there is continuous development of individuals and teams, overall performance will not improve.
- **Managing behaviour** - ensuring that individuals are encouraged to behave in a way that enables the best to be achieved from all individuals and fosters the best working relationships.

Set them off right and maximise individual performance using the performance management cycle



# The GROW Model



# Excellent people managers

- Do I know what is expected of me at work?
- Do I have the right resources I need to do my work right?
- At work do I have the opportunity to do what I do best every day?
- In the last seven days have I received recognition or praise for good work?
- Does my manager seem to care about me as a person?
- Is there someone at work who coaches me and encourages my development?

# Identify excellence

Categorise into:

- Keepers
- Movers
- Improvers / Removers

# What are the barriers to great performance?



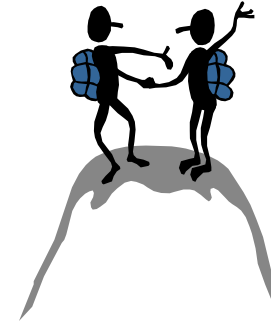


# Can't do, Won't do?

## Why don't people perform?

- They don't know what's expected of them.
- They don't know they're not doing what's expected of them.
- They can't do what's expected of them (KESB gap).
- They won't do what's expected of them.

So what should we be doing with the improver or remover category?



Look for the performance gaps and clearly identify them, explore the reasons and find ways to eliminate the identified barriers.

# Five FAIR reasons for dismissal

1. Capability / Qualification
2. Conduct
3. Redundancy
4. Statutory ban
5. SOSR

# Progressive disciplinary / Capability procedures

- Stage one - Verbal warning (not in the ACS code now)
- Stage two - First written warning
- Stage three - Final written warning
- Stage four - Dismissal

Thank you  
Any questions?

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# Example questions

## **Competency: Handling conflict and pressure**

- Think back to the last time your boss asked you to do something which conflicts with your own deadlines? What did you do?

## **Competency: Decision making**

- Tell me about a time in your current job when you had to make your toughest decision? What happened? What were your options? Why did you decide on that course of action?

# Examples of behavioural questions (1)

- Describe a time when you were faced with a stressful situation that demonstrated your coping skills.
- Give me a specific example of a time when you used good judgment and logic in solving a problem.
- Tell me about a time when you had to use your presentation skills to influence someone's opinion.
- Give me a specific example of a time when you had to conform to a policy with which you did not agree.
- Tell me about a time when you had to go above and beyond the call of duty in order to get a job done.
- What is your typical way of dealing with conflict? Give me an example.

# Examples of behavioural questions (2)

- Tell me about a time you were able to successfully deal with another person even when that individual may not have personally liked you (or vice versa).
- Tell me about a difficult decision you've made in the last year.
- Give me an example of when you showed initiative and took the lead.
- Tell me about a recent situation in which you had to deal with a very upset customer or co-worker.
- Give me an example of a time when you motivated others.
- Tell me about a time when you delegated a project effectively.
- Describe a time when you anticipated potential problems and developed preventive measures.
- Tell me about a time when you were forced to make an unpopular decision.