



Candidate Preparation Guide

Leadership

Outline:

The intent of this document is to provide you with guidance on the Co-op Interview Process.

In the document you will find information on what are the different stages of the interview, what a great Co-op Colleague looks like and the behavioural framework that you will be assessed against.

Interview Stages

Overview

The interview will include questions which focus on your skills, experience, motivation and interest in the role. We will also ask competency-based questions on key behaviours required of colleagues at Co-op, that we have shared in advance. You will be asked to give a specific recent example of a situation where you have demonstrated a specific behaviour and talk through it. Throughout the interview you will be assessed against 3-5 behaviours based on the 'Co-op Leadership Behavioural Framework' which can be found on page 6.

We will confirm if your interview is in person or virtual. If your interview is virtual, please check page 5 of this guide.

What the interviewers are looking for

The interviewers will be looking to what extent you have demonstrated these behaviours in your previous job by asking you structured questions. They will ask for specific examples of situations or activities you have been involved in and will guide you through each example by asking a series of probing questions to build a clear, detailed picture of the event or activity.

How to prepare

To prepare for the interview, it is recommended that you familiarise yourself with the 'Co-op Colleague Behavioural Framework', and the questions we have shared in advance, to think of situations in the past where you have exhibited behaviours which are in line with it. It is preferable that these examples come from the last two years so that you can recall them clearly, however you may go further back into your career for a suitable example if you need to. Please note that you are not required to collate any paper-based evidence to bring with you to support your examples, however you may bring along some notes to refer to should you wish.

General Interview Preparation - Feel free to:

*Take notes

*Ask questions (ideally wait until the end of the interview)

*Ask for clarification if something is not clear

The interview will consist of three parts:

Part 1

Questions to explore your experience, achievements and career to date, including questions around specific skills and knowledge required for the role.

Part 2

Questions based on specific behaviours which have been identified to be essential in performing well in the role.

Part 3

Questions about the role, together with the opportunity for you to ask any questions you may have about the role or Co-op.

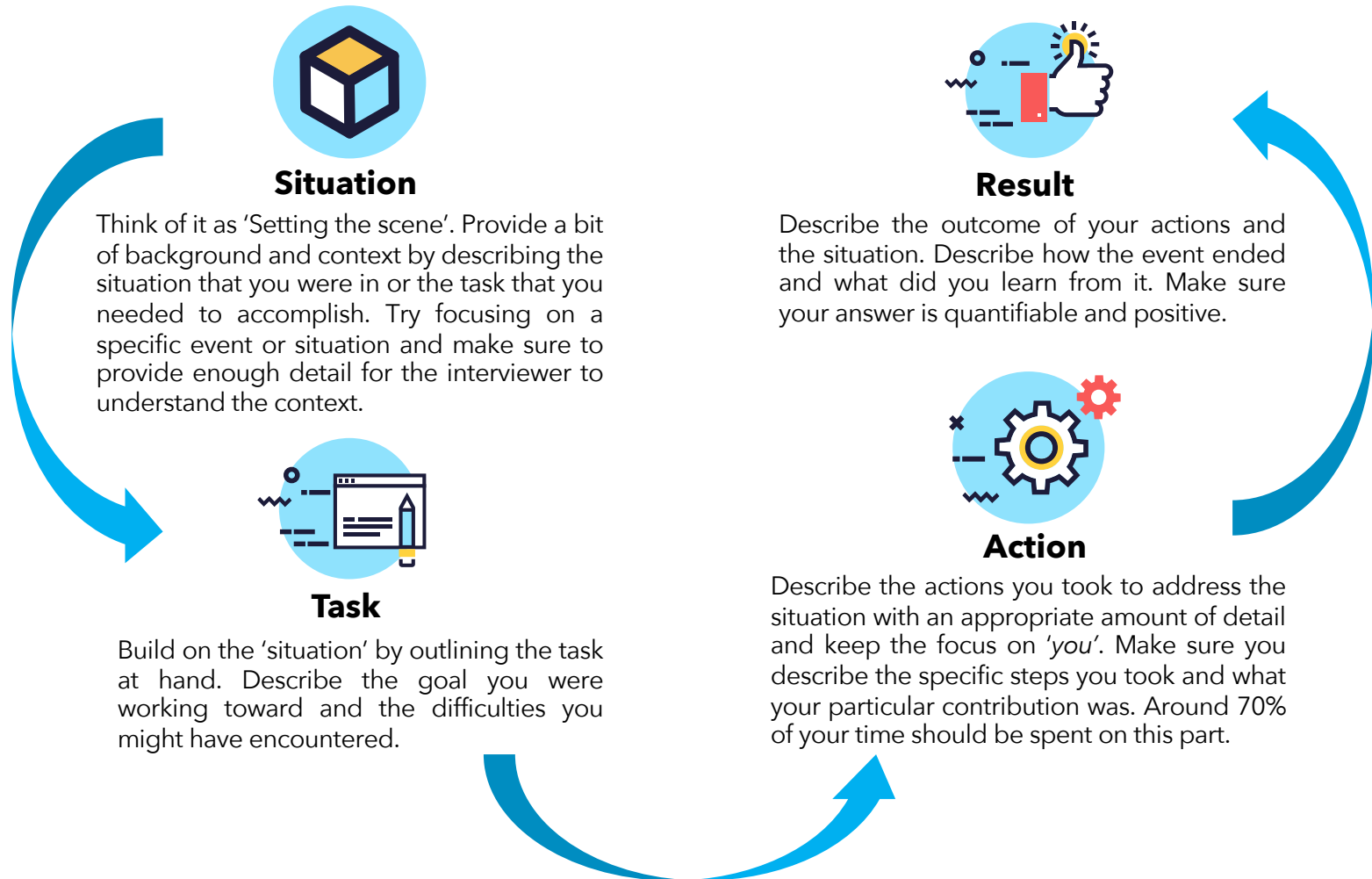
Tips:

- Try to be as specific as possible with the examples that you provide.
- Try to make clear what your involvement was, for example using 'I' not 'we' to highlight exactly what you did.
- Listen to the question and provide the appropriate example to suit the question. Feel free to take time to think of an answer.
- Use the STAR approach to structure your answers. You can find more details on the STAR methodology on page 3.

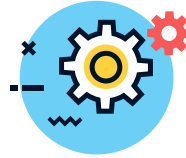
S.T.A.R. Technique

Overview

The S.T.A.R. method is a simple structured manner of responding to a behavioural-based interview question by discussing the specific **situation**, **task**, **action**, and **result** of the situation you are describing.



Example Profile of a Great Co-op Leader



Resilient in a constantly changing environment

As a Co-op Leader you are able to maintain your confidence and are calm under pressure in a constantly changing environment.

Assertive and in control in a fast-paced environment

As a great Co-op Leader you are the one who takes control of situations and you thrive in a high-paced environment where you get to voice your opinions, guide your team and take the lead.

Attentive when evaluating new ideas

As a Co-op leader you will invest time evaluating and helping to implement new ideas in order to support innovation in the business.

Inquisitive and early adopter of ideas

Driven by curiosity and understanding, as a Co-op Leader you enjoy to critically evaluate complex and abstract ideas and are an early adopter of these ideas.

Compassionate and authoritative

As a Co-op Leader you have strong moral principles and are concerned about the wellbeing of others. While you are confident and authoritative you still make sure that you come across as compassionate at all times.

Confident in their ability to succeed

With high personal standards, as a Co-op Leader you have a strong sense of self-belief in your ability to succeed and you reach your goal by making sure others follow through with what they agreed upon.

Profit for the community

As a Co-op Leader you enjoy a working environment which has a commercial focus in order to be able to give back to the community.

Fast paced and co-operative environment

As a Co-op Leader you are energised by a environment that keeps you busy and offers you the possibility to collaborate with others in order to find solutions to problems.

The Interview

Introduction

Here at our Co-op, we use Microsoft Teams as part of our virtual interview recruitment process. We understand that as a candidate you may not have used Microsoft Teams before, so we're providing some handy tips and guidance ahead of your interview.

1 Before your interview

Co-op would advise anyone new to this technology to go to the link below from Microsoft to find out what to expect when joining your interview: [Join a meeting in Teams - Microsoft Support](#)

You may want to think about internet connection or signal ahead of your interview. This will help you decide where is best to connect to the interview from.

You will be able to use Microsoft Teams on a mobile phone, a laptop and other tablet devices that have an internet browser.

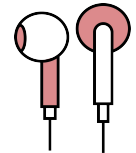


2 Environment

We know that the space where we interview can have an impact. There is an option to blur your background on the call.

There is also an option in the audio settings to reduce the background noise.

Co-op would advise finding a space with limited background noise where possible. Using headphones can dampen background noise.



3 Joining the interview

When you join the video interview link, there will be options to blur your background and adjust the audio. You can also mute / unmute your microphone and turn your camera on / off.

After this, there may be a screen that says the meeting organiser has been notified that you are waiting to join. Please expect that you may be waiting until the start time of the interview to join the call.

During the interview, technology can sometimes go wrong. Please don't worry as we take this into account. You can re-join the call using the original Microsoft Teams invitation link.



4 Adjustments

We would recommend reviewing guidance from Microsoft about adjustments that can be made on Teams here: [Accessibility tools for Microsoft Teams - Microsoft Support](#). This may guide your request for an adjustment.

At Co-op, we want to make sure disabled people are treated fairly and have access to the same opportunities as everyone else. If you're disabled, or you have a condition which might make it difficult for you to perform to the best of your ability in our recruitment process, we can adjust the process according to your needs. To find out more about reasonable adjustments and how we could make our recruitment process fairer for you, visit our guide to [reasonable adjustments in our recruitment process](#).

This may include asking for a face to face interview or adjustments to a virtual interview. For example, with deaf candidates we can use transcription on the call or the chat function. To ask a question about reasonable adjustments, or to let us know about any adjustments you might need, please contact coopcareers@coop.co.uk a minimum of 24 hours before your interview.



Co-op Leadership Behavioural Framework

Forging relationships

I take action to build and nurture trusted relationships in order to understand, support and guide others at all times.

Championing Co-op

I actively promote Co-op, it's people and its unique way of doing business in the wider community.

Developing others

I take personal responsibility for the performance and development of the colleagues within my team, acting as a coach and mentor where appropriate, constantly encouraging them to develop and grow into leaders of the future.

Vision and belief

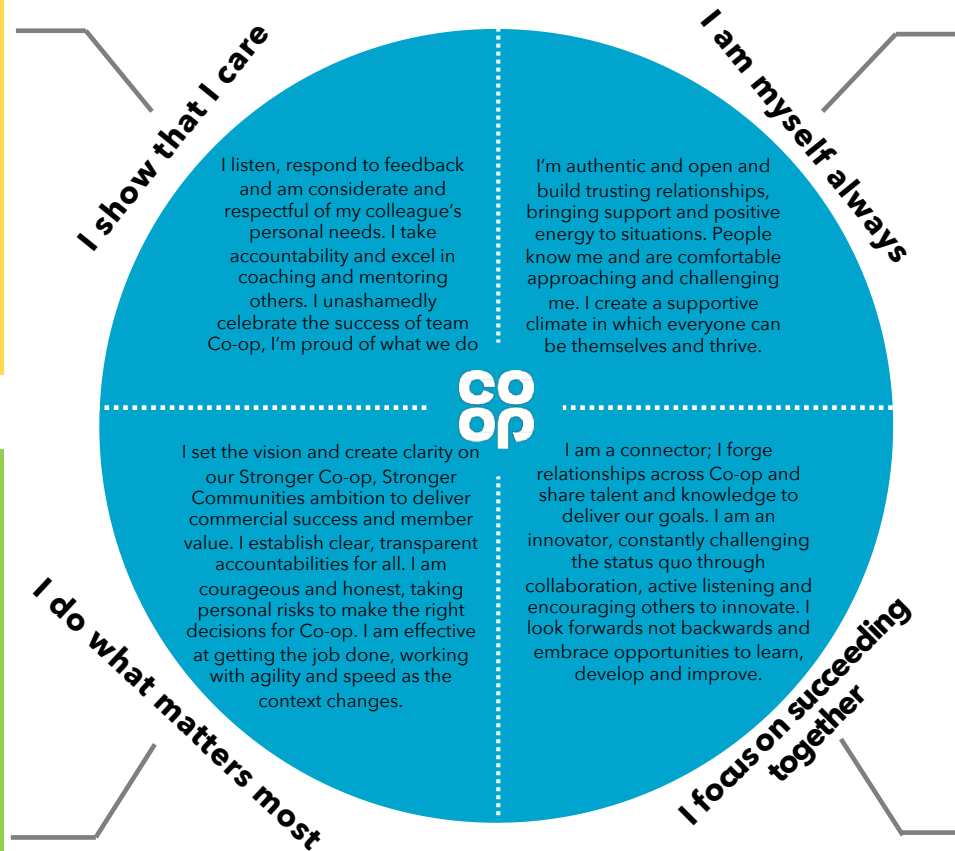
I am passionate about Co-op's core vision and beliefs, to drive commercial success, by ensuring that they are at the heart of everything my team and I do.

Future focused

I am inquisitive and drive my team to show that broad business insight, linked to future focused strategies, lead to commercial success, growth and increased opportunities for Co-op, our members and the local communities.

Successful transformation

I lead my team and measure their results against how they effectively implement Co-op's transformation programmes, focusing on their ability to deliver company-wide success and sustained change.



Inspirational Communicator

I communicate in a clear, concise, appropriate, memorable and inspirational manner that engages others and encourages them to trust me. I listen to others first to understand their views.

Personal growth

I am a role model for personal development within Co-op, seeking out opportunities to develop my skills and behaviours at all times to benefit me, my team and the local community.

Endless inclusion

I welcome open and diverse views at the heart of everything I do. I am endlessly inclusive in my thoughts and actions, showing an active interest in the views, backgrounds and ways of being of my colleagues and the local community.

Co-operation

I role model and encourage co-operation between individuals and teams to promote Co-op's better way of doing business for our communities.

Driving innovation

I develop effective, creative and practical solutions, in order to meet the needs and challenges facing Co-op, it's colleagues, members and the local community.

Speaking up

I speak up in meetings, at work and in my everyday interactions with my colleagues and the wider community to champion the ways of being at Co-op. I am appropriately open about my thoughts and feelings with others to create a culture of honesty and improvement.