

## The STAR model

Behaviours-based questions require responses where you explain what it was you did in a situation and how you did it. When developing your behaviour answers, try using the STAR model (Situation, Task, Action, Result) which can really help you to structure your responses.

For example, an application could ask the following question with regards to the 'Developing self and others' behaviour: "Tell us about a time when you received some developmental feedback from a colleague and how you dealt with this."

The information set out below shows how the STAR model can help.

### Situation

When developing your answer the first thing you should consider is the situation in which this example happened. Think about: what was the situation? Where were you? Who were you with? And why had this situation happened? Try and make sure you keep your answers as concise as you can, you only need to provide an overview of the situation.

An example response is: "I was working on a project with a colleague from my immediate team. The project was in addition to my normal role. I was asked to bring Subject Matter Expert Knowledge on a particular process to the project as it was one I helped create a few years ago."

### Task

Next, expand on your answer by explaining the task you had to complete and why you had to complete it. As before, try and make sure you keep your answers as concise as you can, you only need to provide an overview of the task.

An example response is: "I asked for some feedback from my colleague following a heated discussion during a meeting, about the best way to take an element of the project forward. I didn't want the relationship between us to be difficult. My colleague gave me some feedback that when we were in a meeting, I kept interrupting her whilst she was speaking and she was finding this quite frustrating as she wasn't able to get out what she wanted to say."

### Action

Write in your answer what you did to resolve the situation. There may have been a team of you working on this, but you need to state specifically what you did. Avoid the use of we and us, as the recruiter won't know if it was you or a team who acted on the situation.

An example response is: "I was surprised to hear this feedback as I'd never noticed I did this before, so in the next meeting I was conscious to ensure I let everyone finish what they were saying before I spoke."

### Result

Explain what the results were of the actions you took. It's helpful to think about: what results did the actions produce? Was it a successful outcome?

An example response is: "I found I listened more carefully to what was being said, as I wasn't also trying to get my point across at the wrong time. My colleague said she'd noticed a difference and that she admired me for taking the feedback on board."

## **The WHO model**

The WHO model is another method you can use to structure your response to a behaviour-based question. Using the same question and behaviour as the STAR model example - "Tell us about a time when you received some developmental feedback from a colleague and how you dealt with this" — here's how the answer can be structured using WHO (What, How, Outcome).

### **What**

What you did. What was your personal role in a situation? This is the Task part of your explanation so you just provide an overview here.

An example response is: "I was working on a project with a colleague from my immediate team. The project was in addition to my normal role. I was asked to bring Subject Matter Expert knowledge on a particular process to the project as it was one I helped create a few years ago."

### **How**

How did you achieve the outcome? This is where you need to provide detail and the evidence of how you dealt with the situation.

An example response is: "I asked for some feedback from my colleague following a heated discussion during a meeting, about the best way to take an element of the project forward. I didn't want the relationship between us to be difficult. My colleague gave me some feedback that when we were in a meeting, I kept interrupting her whilst she was speaking and she was finding this quite frustrating as she wasn't able to get out what she wanted to say."

### **Outcome**

What was the outcome of what you did?

An example response is: "I was surprised to hear this feedback as I'd never noticed I did this before, so in the next meeting I was conscious to ensure I let everyone finish what they were saying before I spoke. I found I listened more carefully to what was being said as I wasn't also trying to get my point across at the wrong time. My colleague said she'd noticed a difference and that she admired me for taking the feedback on board."