

Seeing the Big Picture:

The Essential Challenges & Actions Framework

Plus, Example Questions

If you haven't had a chance to watch my short video on SBP yet, it's a great way to bring this framework to life and help you craft strong answers, here is the link:

<https://youtu.be/fVW4xO2I1sU>

I coach STCAR - where **C** are the key challenges you faced and identified in your task. You must tell the interview panel that you considered these before embarking on your actions – after all diving straight into any challenging situation and task before considering the challenges typically results in a dismal outcome!

To get a full insight into STCAR watch this video:

[STCAR - Why and How it delivers better results](#)

The challenges I set out below are typical of those that anyone might face in a tough SBP situation and you should consider these in your example.

I have developed these frameworks during several years coaching clients across the Civil Service – and they work!

I am often asked if these frameworks depart from the written descriptions in the Success Profiles document. In short, no, they bring the descriptions to life and no matter what grade you are AA to SCS 3, the principles remain the same, it is simply the level of complexity and challenge faced within the example given and strategic impact which increases with greater responsibility.

TYPICAL SBP CHALLENGES:

Here is a list of the typical reasons why a SBP scenario could be challenging – think about which ones you faced in your example – the more you can include the better!

- Lack of personal clarity on the team/department/organisation objectives and how my work relates
- Is what we are seeing / I have identified relevant and is of substance?
- Others might be dismissive and more concerned about their own work hence I will need to 'turn heads'
- You may need to explain what you are seeing to others, they may be senior to you hence clear and concise communication is going to be key
- You might need to upskill your knowledge and understanding to be able to present clearly to others / understand what's required and think about the wider implications
- You may need help from others to develop / research your idea

Faced with such challenges, and possibly others unique to your situation, you now must demonstrate that you behaved in the 'right' way, in other words you understand HOW to enable others to see the wider picture and act.

SBP ACTIONS FRAMEWORK:

The framework I have developed to help explain and provide the foundations upon which clients structure their SBP examples is of course based on an interpretation of the descriptions provided in the Success Profiles document. The problem many clients face is how to interpret the description so it can be demonstrated in a real-life situation.

Across all roles in the public and private sectors I believe these actions - this framework, mirrors what people do to successfully deliver and this is how you might think about taking a panel through your actions:

1. Review and fully appreciate your own / department /organisation objectives
2. Clarify and substantiate the problem or opportunity – you horizon scan using PESTLE as your guiding framework i.e. You think about the following areas which could impact your work and that of your organisation:
 - Political
 - Economic
 - Sociological
 - Technological
 - Legal
 - Environmental

interview performance

This will help you to conceptualise your ideas/thinking and build a case, develop an idea

3. Identify who needs to be involved, who will benefit from knowing and could act, who do you need for support, to challenge, to help make your idea work. Decide how you will approach each person / group to share your ideas
4. Prepare for pushback / challenge, think of the risks if this is not done and the impact so you have clear rationale and arguments. How will it add value to your team / organisation?
5. Think about implementation (depending on your level / grade). How will you take this into your work?
6. How could this impact or help the wider organisation?

QUICKFIRE SBP QUESTIONS:

How well do you understand the behaviour?

Test your knowledge of the behaviour with the quick-fire questions and then reflect on the longer interview style behaviour-based questions categorised into positive, negative, and experience-based questions below.

So here goes (hint: refer to the framework):

How well do you know the objectives of your team? department? organisation?

When horizon scanning for ideas, opportunities and threats to progress and deliver on your work / objectives what framework do you use?

Would you consider yourself to be proactive in seeking out wider opportunities to deliver on your objectives, if so, why?

Do you focus on the short or longer term?

In your current or former job, what were your long and short-term goals?

SBP EXAMPLE INTERVIEW QUESTIONS:

Positive:

Please give me an example of how your wider insight of the external environment helped address or shape a recommendation you have made?

What approaches do you use to ensure that the work you and your teams are doing is aligned with the strategies and priorities of the organisation?

interview performance

Tell us about a time when you horizon scanned, and as a result made changes to meet future organisational needs. How did you go about this, what was the outcome?

Tell us about a politically complex work situation in which you worked that involved working with or across organisations. How did you contribute to your organisation's wider objectives?

Negative:

When has your intervention prevented reputational damage?

Describe a situation when you have worked outside the scope of your role?

Can you tell us about a time you committed to an action without consideration of the impact on the diverse needs of customers? What were the consequences of this and what did you do to address any negative impact.

Experience:

Give an example of an achievement which directly contributed to your department goals?

Matt Eastlake : Founder and Coach at Interview Performance. Matt has successfully coached over 1000 civil servants across all grades and departments through applications and interviews since 2018.

Visit our site and book a free, no obligation consultation and I will call you to hear where you are at and discuss what needs to happen to ensure you achieve a high score in the application and then at interview.

[Book a free consultation call click here](#)