

LGT  CAPITAL PARTNERS

Recruitment Excellence Practices



VIEW OF WALGAU FROM SCHELLENBERG
MORIZ MENZINGER (1832-1914)

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Our Vision for Recruitment

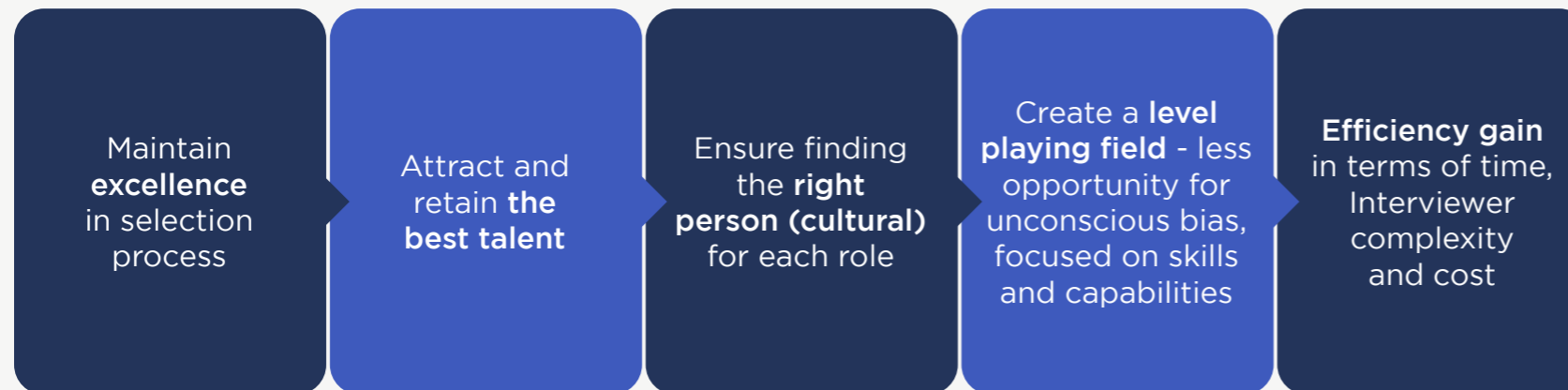
Purpose

This document provides all Hiring / Line Managers responsible for recruitment and selection with a clear understanding of the key stages and activities involved in successful recruitment.

Our Vision

We want to be at the forefront of best-in-class recruitment and selection practices to:

- Position LGT CP as an employer of choice, with strong brand recognition in our target groups
- Select for both technical competencies and fit with our culture and values
- Run an efficient and effective recruitment process that yields excellent talent and provides an engaging Candidate experience
- Enhance our business performance and customer value with a diverse and inclusive workforce, valuing different experiences, capabilities, ideas, and contributions from our colleagues



This Handbook is designed to make the job of recruitment for Hiring / Line Managers easier and support successful recruitment and organisation growth. It covers the principal roles and responsibilities, what you need to do across each of the 5 key stages and references the documents to be used.

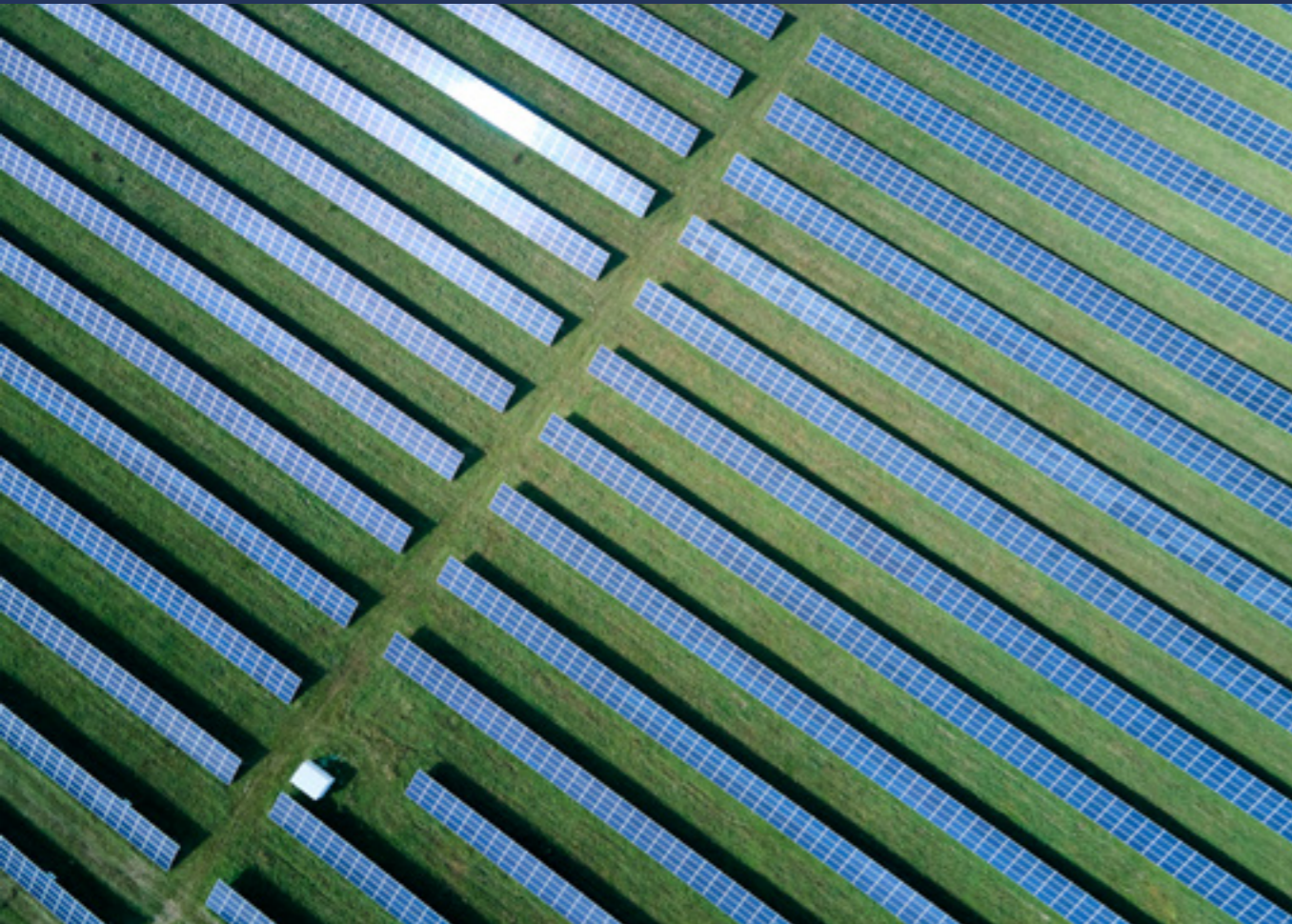


LGT CP's Purpose:

“Leading the way in
alternative investing”



Pirna on the River Elbe, with Schloss Sonnenstein, the Marienkirche ... Bernardo Bellotto (1722-1780)



LGT CP's Vision:

“LGT Capital Partners
as leading institutional
firm for alternative
investments”

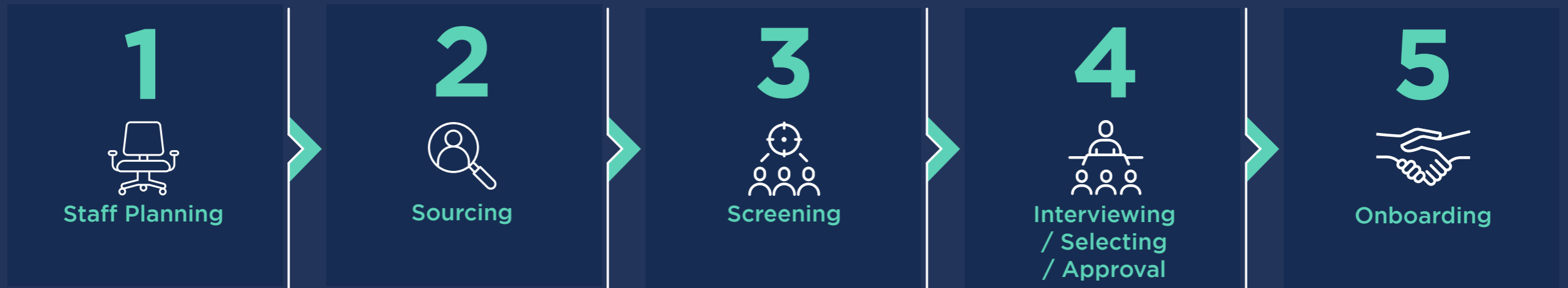
Roles and Responsibilities

The successful hiring of people involves the synchronising of key activities across different interested parties. Please use the table below to confirm your role and familiarise yourself with the key responsibilities.

Role	Responsibilities
Executive Committee Member (EC Lead)	<ul style="list-style-type: none"> • Sponsorship of LGT CP’s Recruitment Excellence practices • Provide an environment that empowers Line Managers to recruit and select high potential talent • Role model LGT CP Leadership Behaviors and Guardians of the culture
HR Business Partner (HR BP)	<ul style="list-style-type: none"> • Partner with Hiring / Line Managers to recruit and select high potential talent in line with Recruitment Excellence practices • Support the delivery of the Recruitment Strategy • Monitor and report Recruitment Excellence Practices • Guardians of the culture
Hiring / Line Manager	<ul style="list-style-type: none"> • Adhere to the Recruitment Excellence practices when hiring talent • Partner with HR BP to recruit and select high potential talent • Ensure talent is selected based on both technical and behavioral competency and Candidates demonstrate an alignment to LGT CP culture
Core Recruiting Team Member	<ul style="list-style-type: none"> • Adhere to the Recruitment Excellence practices when hiring talent • Focus on alignment with LGT CP culture • A role model for LGT CP Leadership Behaviors and Guardians of the culture
Interviewers	<ul style="list-style-type: none"> • Adhere to the Recruitment Excellence practices when supporting talent selection • Ensure talent is selected based on both technical and behavioral competency and Candidates demonstrate an alignment to LGT CP culture

Recruitment Excellence Process

The LGT CP Recruiting Process has 5 key stages. These are summarised in the table below.
Click on each step below to learn more.



The following sections give detailed checklists for each stage of the interview and selection process. Useful reference is the '5-step process at a glance' on [page 30](#)

Businesses need to forward plan their resourcing needs in line with their growth aspirations so they can timetable recruitment effort as well as manage the ad hoc needs that arise in case people leave. When you start recruiting, use this table to check tasks to complete:

Task	Responsible Person	Key Questions	Links to documents
Define recruitment need Check headcount budget with HR BP	Hiring / Line Manager	<ul style="list-style-type: none"> Do I need to recruit for this role? Or could the work be distributed differently across current staff? If recruitment is needed, what headcount is available for the role? Replacement or new headcount? If relevant, what grade/level does the role need to be? 	
Gain approval for the vacancy	Hiring / Line Manager	<ul style="list-style-type: none"> Has the respective EC Lead been notified and agreed to start recruitment? Have you secured the relevant approval for the vacancy? 	
Develop job role profile, and advert	Hiring / Line Manager	<ul style="list-style-type: none"> Do I have the actual template in use? Do role profiles already exist for such a role? Is a former role still current or need amending and refreshing? What does the role entail? What experience, qualifications are needed to fulfil the role? Are reporting lines and respective team clearly defined? 	Refer to HR BP for job profile template per legal entity.
Engage HR BP to commence vacancy	Hiring / Line Manager	<ul style="list-style-type: none"> Have you provided your HR BP with a relevant job role profile and advertisement? Shall there be any Reviewer in the system for the Candidate profiles? 	



Exploring the right sourcing options can increase chances of finding the right person for a role. Hiring / Line Manager should work with HR BP to establish the most appropriate approach to advertise the job role building on past experience for sourcing Candidates for similar roles and any new good practice in the marketplace. This could be through LGT CP Careers Website, job platforms, social media and/or local recruitment agencies. Use the table below to help with the Sourcing Phase.

Sourcing Checklist

Task	Responsible Person	Key Questions	Links to documents
Select most appropriate advertising channel/s	HR BP in collaboration with Hiring / Line Manager	<ul style="list-style-type: none"> In what location shall the position be filled? Could the person also be hired in a different location? Is it a confidential search? What is the most appropriate advertising, recruitment channel/job platform? Do you need to use an agency – specialist capabilities, skills needed? Is an exclusive mandate with a headhunter needed or shall we work with different personnel agencies? Do you have any personnel agency you would like to work on the role? If yes, did the personnel agency sign our terms and conditions? If we work with agencies, would you be open for a briefing call? 	
Decide on Interviewers	HR BP in collaboration with Hiring / Line Manager	<ul style="list-style-type: none"> Who is the most appropriate business expert/Manager to support the interview process? Who of the pre-defined Core Recruiting Team Member needs to see the Candidates in second round? What is their availability to support the process? Have you decided on who is focussing on what in the interviews? Have the Interviewers completed the LGT CP Recruitment Excellence Workshop? 	
Initiate advertising and information to agencies/engage Headhunter	HR BP	<ul style="list-style-type: none"> Who is the point of contact for enquiries regarding the role? What is the most appropriate closing date for the vacancy? 	



Can you re-use previous job advertisements for similar roles?



Exclusive mandates can be used for confidential searches or if the profile contains a lot of specialised know-how that is difficult to find on the direct market.

The Hiring / Line Manager should work with HR BP to review the CV's and application documents to determine who to interview.

At LGT CP we respect and value the diversity of our staff by nationality, gender, race, disabilities, sexual orientation and religious expression. Please refer to Diversity, Equality and Inclusion information on [page 27](#).

Screening Checklist

Task	Responsible Person	Key Questions	Links to documents
Review application documents/CVs to identify short-listed Candidates	HR BP and Hiring / Line Manager	<ul style="list-style-type: none"> • Have you reviewed the candidate against the job profile requirements? • Do the applicants meet the pre-requisite qualifications? • Job hopper/straight CV, gaps in employment, red thread? • Have you checked on structure and grammar and completeness of documents (if applicable, e.g. CV, diploma, transcripts, reference letters)? • Does Candidate meet legislative requirements? 	Review application documents/CVs to identify short-listed Candidates
Decision on whom to interview	Hiring / Line Manager	<ul style="list-style-type: none"> • Have you formalised your short-listed Candidates? • Have you agreed on 5-7 Candidates for the Stage 1 Interviews? 	



4



Interviewing
/ Selecting
/ Approval

The Hiring / Line Manager should work with their HR BP to review the short-listed Candidates from the application process and agree on the most appropriate interview and selection process. This will include agreeing additional Interviewers, technical and behavioral competencies, key questions and any other assessment method to identify the best Candidate. In this section we discuss how to approach each interview stage and include a checklist for quick reference.

In addition you need to follow the guidelines for interview responsibilities and selection approval as set out in the table on the following page.



Selection and Approval Process Checklist

	Stage 1 – Interview Technical Competency and Team Fit (Online)	Stage 2 – Interview and Assessment Deeper Technical Competency, Cultural and Team Fit (Onsite)	Stage 3 - Final Stage Interview Cultural and Organisational Fit (Online)	Approval Required
Temp/Student Supports/Interns	Recommend 1 Interviewer - Line Manager	Recommend 2-3 Interviewers <ul style="list-style-type: none"> • Team Members • HR BP of respective business line • Case Study if applicable 	Not required	<ul style="list-style-type: none"> • EC Lead of respective business line
Permanent Staff (Analyst to AD)	Recommend 2 Interviewers - Line Manager - 1 Team Member	Recommend 3-4 Interviewers <ul style="list-style-type: none"> • 1-2 Team Members • HR BP of respective business line • 1 Core Recruiting Team Member • Evtl. important internal stakeholder (recommend 1) • Case study if applicable • Evtl. Team coffee/lunch meeting 	<ul style="list-style-type: none"> • EC Lead of respective business line 	<ul style="list-style-type: none"> • EC Lead of respective business line
Senior Professionals (Executive Director)	Recommend 2 Interviewers - Line Manager - 1 Senior Team Member	Recommend 3-4 Interviewers <ul style="list-style-type: none"> • HR BP of respective business line (or CPO for -C-level and board members) • 1 Core Recruiting Team Member • Evtl. important internal stakeholder (recommend 1) • Assessment, case study if applicable • Evtl. Team coffee/lunch meeting 	<ul style="list-style-type: none"> • EC Lead of respective business line • CEO 	<ul style="list-style-type: none"> • EC Lead of respective business line • CEO
Senior Executives (Principal/Partner)	Bespoke Process	Bespoke Process	<ul style="list-style-type: none"> • CEO 	<ul style="list-style-type: none"> • CEO
Analyst Program (two-year fixed term)	Customised process incl. assessment day	Customised process incl. assessment day	<ul style="list-style-type: none"> • EC Lead of respective business line 	<ul style="list-style-type: none"> • EC Lead of respective business line



Stage 1 Interview – Technical Competency & Team Fit

The stage 1 interview should be an initial 30-45 min short-listing stage, and focused on:

- Establishing a good Candidate relationship and building rapport
- Sharing an overview of the role and the organisation to enable the Candidate to gain a deeper awareness of the performance, capability and behavioral expectations
- Exploring a deeper understanding of the Candidate's career history, experience, and qualifications for the role along with motivation for application and why they wish to join the organisation
- A solid understanding of the Candidate's technical competencies and fit with the role, team and our culture

To prepare for the Stage 1 interview, you should:

- Take the opportunity to gain buy-in from the Candidates, be prepared to share:
 - Your story, showcase your own experience, achievements, and management style
 - An overview of the team, the structure and the embedded environment they will be joining
 - Brief history of LGT CP and its vision
 - Career opportunities and development provided
- Highlight key areas of the Candidate's application documents that have caught your attention and would like to explore further, with a particular focus on technical capability for the role
- Identify 2-3 Relationship and Rapport Building questions to help put the Candidate at ease and to begin to assess team and cultural alignment (see Stage 1 Technical Competency and Team Fit Interview questions on [page 31](#))
- Identify 3-4 key Technical Competency questions. (See Stage 1 Technical Competency and Team Fit Interview questions on [page 31](#))
- Use the STAR interviewing technique where appropriate during the Stage 1 Interview (See STAR model on [page 15](#))



Look at the flow of career history, making a note of any significant career breaks, gaps in employment and/or frequent job movements as this would be worth exploring further with the Candidate.

Stage 1 Interview – Technical Competency & Team Fit Checklist (online)

Task	Responsible Person	Key Questions	Links to documents
Invite Candidates to the Stage 1 Interview: Diarise the virtual interviews, preparatory time and write-up time for each Interviewer Send CVs and feedback form to respective Interviewer	HR BP		
Identify and agree Technical Competency and Team Fit questions Agree interview structure and Interviewer responsibilities	Hiring / Line Manager	<ul style="list-style-type: none"> • Have you read the candidate’s application documents? • What are the most appropriate rapport building and technical competency questions to use during the Stage 1 interview? • Have you identified any technical competency questions you want to ask having reviewed the application? 	Technical Competency and Team Fit Questions on page 31
Define focus areas of each Interviewer	Hiring / Line Manager	<ul style="list-style-type: none"> • Which Interviewer should focus on which area? • Have you shared the job profile with the Interviewers? • Have you notified the Interviewers on their focus topics? 	
Candidate feedback and Decision Making – points for consideration	Hiring / Line Manager	<ul style="list-style-type: none"> • Have you completed the feedback form? • Have you established a clear understanding of the Candidate’s technical competency (experience, skills, knowledge and qualifications) for the role? • What are Candidates aspirations and motivations to join LGT CP? • Will the Candidate make a good cultural and or team fit? • Are there any ‘red flags’ to explore further? • Are there any open point to explore in a potential next stage interview? 	Candidate Feedback form on page 40
Candidate Feedback and Outcome	HR BP and Interviewers	<ul style="list-style-type: none"> • Have Interviewers given clear written feedback to HR BP regarding decision for Candidate (successful/unsuccessful). Decision evidenced by feedback form. • Has HR BP emailed/called unsuccessful Candidates with feedback? • Has HR BP arranged Stage 2 Interview for short-listed Candidates? 	Candidate Feedback page 24 Candidate Feedback form on page 40



Be aware of unconscious bias which happens when our brains make incredibly quick judgements of people and situations without us being consciously aware of it happening. It is crucial we take measures to avoid unconscious bias so it does not impact our decisions and actions. See [page 28](#).



Stage 2 – Interview and Assessment – Deeper Technical Competency and Cultural Fit (Onsite)

For the second stage, our recommendation would be to nominate a maximum of 3-4 candidates.

The interview should focus on ‘Behavior-Based interviewing’, also known as competency-based or situational interviewing. This is widely used in companies like strategy consulting, big 4 or also big tech companies. It focuses on how Candidates have handled specific situations in the past to predict future performance. Candidates provide examples demonstrating particular skills or competencies, helping Interviewers assess their fit with the company’s values and culture. This method:

- Helps Interviewers assess how Candidates have used specific skills, providing a clearer picture of their capabilities
- Allows for a more objective evaluation, as focused on concrete examples
- Indicates if Candidates are a good fit for the company’s culture and values, as past behavior can indicate performance in similar situations at LGT CP

To support the introduction of Behavior-Based Interviewing we have incorporated the recently established LGT CP Leadership Behaviors within Stage 2 of the recruitment process to enable LGT CP to evaluate Candidates based on pre-defined criteria that are at the heart of the LGT CP culture and ways of working.

The LGT CP Leadership Behaviors apply to everyone in the organisation whether they are applying for a leadership position or not. These behaviors determine a good cultural fit. However, not everyone will ask Leadership Behavior-Based questions at interview, these questions must be asked by ‘Guardians of the culture’ such as the CEO, EC, HR BP or Core Recruiting Team Members.

To use Behavior-Based Interviewing you need to:

- Schedule 30-45 minutes per interview
- Familiarise yourself with the STAR method (next page)
- Prepare ahead of interviews and pre-select the most appropriate Behavior-Based Interview questions associated with each vacancy to guide the interview process and timekeeping. Identify one question from each of the six Core Leadership Behaviors (refer to HR BP for Leadership Behavior document) plus if the role requires direct or indirect staff leadership then include a question from the seventh Leadership Behavior; “Lead Effective Teams and Develop Others”
- Work with other interview panellist to add selected questions to the Behavior-Based Interview. See Stage 2 example interview questions
- Identify 2-3 deeper technical competency questions that will enable you to further explore examples of technical capability and specific skills
- Agree in advance of the interviews, which Interviewer will ask which question, to present a professional interview flow and experience for the Candidate
- All Interviewers should capture notes on every question asked of each Candidate, independently assess their results and capture feedback for each candidate



STAR Method for Behavior-Based Interviewing

This method provides a structure for asking questions that help Candidates demonstrate their competencies in specific workplace situations. To use effectively follow the specific question order:

S - Situation

Describe the situation that you were in or the task that you needed to accomplish? - Please explain in more detail the context?

T - Task

What were the specific goals and outcomes you were working towards?
- Please tell me more about the deliverables you had to manage?

A - Action

What actions did you take? What were your specific accountabilities?

R - Result

Describe what was achieved by your action(s) and how effective were they?
What did you learn from this course of action?

You may need to probe further within each component of STAR to enable a Candidate to fully share, perform at their best and expand on their example. Use 'open' questions starting with What, When, Where, How, Who. Here are some suggested probing questions:

- What obstacles got in your way?
- What was the hardest part about leading the project/team?
- What Stakeholders did you need to engage with, how did you do this?
- Were your Stakeholders supportive, what challenges did you face?
- What resources did you need to succeed? How did you obtain them?
- What were the top 3 challenges you faced and how did you overcome them?
- What were the risks and issues? How did you manage them?
- What adversity did you face, how did you overcome this?

Try to make sure you have time for a pre-Stage 2 interview discussion to agree roles, responsibilities and the questions you want to use, particularly if you have not interviewed together before. This will ensure you conduct a professional, coherent interview and increase candidate experience at LGT CP.



Presentations and Case Studies

In some cases, it can be useful to include a presentation and/or case study additional assessment and selection methods to help differentiate Candidates and further explore their thinking and decision-making capabilities.

Presentation – This can be used to help showcase a Candidate’s expertise, insights and thought-leadership within a specific topic or field. It can be used to determine how much they understand of the organisations values, culture, products, services and industry trends along with specific key technical and behavioral competencies. It is useful for roles where you want to establish communication skills and/or ability to present succinctly both internally and with clients.

Your presentation brief should be the same for each Candidate, enabling you to compare and contrast each applicant’s response to the brief.

We would recommend the presentation is between 10-15 minutes and allowing 15-30 minutes for Interviewer questions. The Interviewers should make a note of the additional questions asked; along with the responses from each Candidate to help with the overall post interview and presentation assessment and decision making.

As you assess the presentation you should consider:

- The overall logical flow of the presentation, does it make sense and tell a story that is easy to follow?
- The core of the message, has the Candidate been able to explain key content and points in relation to the overall presentation brief and is it concise and clear to understand?
- Has the Candidate been creative in the presentation format, using a mixture of images, graphics, illustrations and text?
- Were there any spelling or grammar mistakes, testing their eye for detail?

How confident was the delivery of the presentation, had they practiced and rehearsed the content, engaged with the audience (Presence, Eye Contact and Pause) and keeping the audience interested?

Case Study – This is used to help demonstrate how a Candidate may deal with a technical, or organisational problem facing the business, this will help demonstrate their analytical, reasoning and communication skills, therefore used to assess the process of their thinking rather than their determined conclusions and outcomes.

You would prepare a case study briefing for each Candidate, providing relevant and meaningful information and data to the specific role requirements to enable them to provide a robust response. Case studies work well if you manage the activity as a discussion, asking the Candidate to share their thinking and approach to the case study, and asking questions and probing their thoughts further.

We would recommend the case study is between 45-60 minutes in duration with questions being asked as part of the discussion. Interviewers should make notes of the additional questions asked; along with the responses from each Candidate to help with the overall post interview and case study assessment and decision making.

As you assess the case study you should consider:

- Did the Candidate identify the critical issues and challenges from the case study?
- Did they listen carefully to your verbal information or responses to their questions or comments?
- Were they able to demonstrate their personal expertise and knowledge of the topic?
- How did they analyse and assess the key issues and challenges?
- Did they consider risks and broader impacts?
- Did they consider the key commercial and financial factors?

Observation, Evidence and Provide Feedback

Good note taking is essential to aid accurate decision making. Time should be allocated post each interview to enable the interviewing panellists to write up their notes which will ensure the outcome of the interview is as objective as possible.

As the Candidate is sharing their answer make notes, particularly capturing evidence of specific examples. If the Candidate is not giving enough specific detail, probe further, asking them to expand on their example, using the STAR method to guide them. Remember, you are there to enable the Candidate to perform at their best and share as much insight into their experience as possible and you have to take a decision at the end of your interview, if Candidate proceeds or gets rejected.

The evidence you collate will also be used to provide Candidate with feedback, so you must be able to give clear and accurate insights into their performance, giving details regarding responses to specific competency areas, and sharing key areas of strength, where they gave positive, and strong examples versus, weaker examples and being able to provide clarity on how they could have improved their response.

Provide written feedback on the Candidate to your HR BP to enable decision-making in addition to debriefing sessions following the interview session. This feedback needs to evidence your decision to proceed successful Candidate or enable HR BP to give robust feedback to unsuccessful Candidate.



Independently complete feedback (see Candidate Feedback form on [page 40](#)) for each Candidate prior to discussing each Candidate after the interview to prevent biases impacting the outcomes. Be ready with your feedback and decision for the debrief session with HR BP. HR BP will then progress the successful candidate or give feedback to the unsuccessful candidate.



You may need to identify your first and second choice Candidate in case your first choice decides not to accept the position.

Stage 2 – Deeper Technical Competency, Cultural and Team Fit Checklist

Task	Responsible Person	Key Questions	Links to documents
<p>Invite Candidates to 2nd Stage Interview along with any pre-preparation information</p> <p>Diarise the interviews with Hiring / Line Manager and additional Interviewer/s</p>	HR BP	<ul style="list-style-type: none"> To account for any disabilities, do any of the Candidates need any reasonable adjustments to be made for the interview and or selection assessments? What pre-interview preparation needs to be included in the invitation such as a case study? Have you sent out invite for the debriefing session with the Interviewers (no peers of candidate)? 	
<p>Pre-interview preparation, review job application and Stage 1 interview notes</p>	Hiring / Line Manager and additional Interviewers	<ul style="list-style-type: none"> Have you provided additional Interviewers with Candidate application documents and CVs? Have you familiarised yourself with the Candidate application documents? 	<p>See STAR model on page 15</p>
<p>Interview panel preparation:</p> <p>LGT CP Leadership Behaviors and Deeper Technical Competency question selection</p> <p>Additional assessment documentation if required (presentation, case study etc.)</p>	Hiring / Line Manager and HR BP	<ul style="list-style-type: none"> Have you identified which LGT CP leadership behavior-based questions shall be used during the interview from which Interviewer? Are you clear on roles and responsibilities for the interview? Have you agreed who will ask which questions during the Interview? Have you agreed to introduce further assessment criteria, if so, are you prepared? Have you built time in to complete your notes, and feedback form? Are you familiar with the STAR method for Behavior-Based interviewing? Has everyone been briefed on the presentation or case study and feedback form? Have you sent an email to Interviewers with roles and questions they will focus on? 	<p>See STAR model on page 15</p> <p>LGT CP Leadership Behavior and Questions page 33</p> <p>Refer to HR BP for example presentation briefs & case studies</p>
<p>Define focus areas of each Interviewer</p>	Hiring / Line Manager	<ul style="list-style-type: none"> Which Interviewer should focus on which area? Have you shared the job profile with the Interviewers? Have you notified the Interviewers on their focus topics? 	
<p>Decision Making – points for consideration</p>		<ul style="list-style-type: none"> How closely aligned are behaviors demonstrated with LGT CP Leadership Behaviors? Were there any key differences in opinion, if so, are these deal breakers? What were the results of any additional assessment methods? 	

Continued...

Task	Responsible Person	Key Questions	Links to documents
Candidate Feedback in preparation for debriefing session	Interviewers	<ul style="list-style-type: none"> Have you completed the Candidate Feedback form and agreed core messages for the unsuccessful Candidates? What could the Candidate do to enhance their application and interview/assessment performance? Have you familiarised yourself with the DS feedback model? 	<p>See Candidate Feedback form page 40</p> <p>See DS feedback information on page 24</p>
Debriefing Session	HR BP and Interviewers		
Feedback to Candidates after Stage 2 interview - Outcomes	HR BP	<ul style="list-style-type: none"> Have you emailed/called the unsuccessful Candidates with feedback? Have you arranged a Stage 3 interview for short-listed Candidates after positive outcome of debriefing session? 	



The LGT CP Leadership Behaviors ([page 33](#)) apply to everyone in the organisation. These behaviors determine a good cultural fit. However, not everyone will ask leadership Behavior-Based competency questions at interview. Discuss and agree who will ask technical, and who will ask leadership Behavior-Based competency questions. In addition, where a role requires specific leadership of people then STAR should definitely be used to determine their level of competence.

Stage 3 – Final Stage Interview – Cultural and Organisational Fit (Online)

The Final Stage interview with the Executive Committee member and/or the CEO, depending on the level of the role is to validate the selection process to date, and to meet the final short-listed Candidates to fully understand the Candidate’s aspirations, motivation for joining the organisation career goals and salary expectations.

This interview should be between 30-45 minutes in duration with a handful of key questions planned in advance. This is an opportunity to have a two-way conversation, enabling the Candidate the opportunity to ask their key questions to ensure the role and organisation is also a good fit for themselves.

- What is your motivation to apply for the role. Consider whether the Candidates understanding of the organisation aligns with the reality?
- What are your personal and career aspirations (consider whether they align with the business growth and career pipeline)?
- What is your style of leadership (consider if this aligns with the ways of working within the business)?

Task	Responsible Person	Key Questions	Links to documents
Invite Candidates to final Stage 3 interview with EC member and/or CEO	HR BP		
Briefing of EC Member	HR BP and Hiring / Line Manager	<ul style="list-style-type: none"> • Has the EC and/or CEO been briefed on the short-listed candidates? • Have you identified any follow-up questions you would like the EC Lead/CEO to focus on? 	
Decide on Candidate	Hiring / Line Manager, HR BP& EC Lead	<ul style="list-style-type: none"> • Have you based your overall feedback and decision on Candidate’s capability, leadership behavior, team fit and, cultural alignment with the team and organisation? • Have you reviewed all of the information and insights gathered during the interview process? • Was the Candidate well prepared (completed research into the role and organisation), organised and presentable? • Did the Candidate show curiosity and ask interesting and useful questions? • Have you captured detailed notes to aid your decision making? • Are you confident the applicant will work well within the team and organisation? • Have you asked what the notice period is for the successful Candidate? 	<p>See Candidate Feedback form on page 40</p> <p>HR BP to send application documents, job profile and feedbacks to EC lead/CEO</p>

Continued...

Task	Responsible Person	Key Questions	Links to documents
2 Reference checks	Hiring / Line Manager and HR BP	<ul style="list-style-type: none"> • Have you contacted referees and received satisfactory references? • Are any remaining questions from the interviews cleared? 	



Timetable a Stage 3 interview as soon as possible after Stage 2. Good Candidates get recruited quickly. This is the most common stage where a delay can occur. Make this interview a diary priority so the best Candidates are seen quickly and are left with a very positive impression of LGT CP.

Offering / Approval

Once you have completed the overall selection and assessment process and conducted the references, you will need to work with your HR BP, who works on the offer approval together with the respective EC Lead and /or CEO. Many of the compensation and benefits will be pre-determined based on the seniority of the role (engage with your HR BP for further information), however you may need to discuss and agree:

- Contracted working hours/days
- Flexible working arrangements
- Notice period/start date
- Salary
- Title

The offer of the job role is typically delivered by the HR BP via a telephone conversation, and once agreed followed up with the job offer letter/ employment contract, subject to suitable references being obtained, the Candidate’s ability to have the ‘right to work’ in the location of the role and criminal record checks (due diligence).





Task	Responsible Person	Key Questions	Links to documents
Formal Approval Offer	EC Lead of respective business line	<ul style="list-style-type: none"> Have you agreed compensation and level of hiring? 	See offer approval requirements on page 11
Outcome actions and candidate offer	HR BP	<ul style="list-style-type: none"> Do you have the formal offer of approval for successful candidates? Have you contacted the successful candidate to offer the job role and explain compensation and benefits? Have you issued a formal offer of employment, contract, and other on-boarding documentation? Have you commenced pre-employment screening and references along with any visa/permit to work requirements and agree start date once offer has been accepted? Have you emailed/called unsuccessful candidates? 	
Follow-up with candidate to bring search over the finish line (if need be)	HR BP, Line Manager and/or EC Lead		

Whilst you are waiting for the successful Candidate to start their new role, you may want to begin engaging with them to support their induction and on-boarding process. This helps to create a good Candidate experience and enhance their motivation and performance when they join the organisation.

Examples include:

- Sharing useful information regarding the business and function strategies and delivery plans
- Informal pre-meeting to continue to build rapport and a deeper relationship as their line Manager and the wider team
- Pre-induction information and documentation completion
- Mandatory and compliance learning
- Invitation to any key team events/conferences and meetings that would be valuable to them

Onboarding Overview Checklist

Task	Responsible Person
Pre-employment screening where applicable (e.g regulated positions)	HR BP
Visa/work permit application	HR BP
Official Onboarding Day (1st working day)	HR BP
Introduction program for the probation period	Hiring / Line Manager and Team
Probation end period discussion	Hiring / Line Manager and HR BP
Welcome Day	HR BP

Hiring / Line Manager and HR BP to ensure Candidates are kept informed of their progress during the recruitment and selection process, ensuring they experience a positive Candidate experience. Decisions need to be based on the Candidates' capability to fulfil the role requirements, along with evidenced based behaviors and cultural fit with the team and organisation.



See [page 30](#) for entire 5-Stage process Check List 'at a glance'.



Supporting Tools and Techniques

Candidate Feedback Preparation

We have already discussed in this Handbook how important it is to make interview notes and to use these notes to justify your conclusion to recommend or not for the next stage in the selection process. It is vital that these notes are specific and succinct so that when they are reviewed by Candidate selection decision makers such as the CEO and/or EC member, they can clearly understand your feedback and rationale for progression of the Candidate. In addition, they need to be clear so that HR BP can provide Candidate feedback to unsuccessful Candidates.

LGT CP are committed to enhance the Candidate recruitment and selection value proposition. We therefore offer both successful and unsuccessful Candidates feedback on their performance after their interviews. This reinforces our brand and reputation in the talent market and ensures a positive Candidate experience. Candidates are likely to share what a good experience the process was even if unsuccessful; and it will also enable us to create future talent pools and encourage people to apply for further role opportunities in the future.

You should use the Candidate Feedback Form ([page 40](#)) to document and capture your feedback, thinking specifically what they demonstrated and why this is important to the role they are being interviewed for, this could include recommendations of capability and or behavioral gaps to explore further as part of their on-going development.

When writing feedback for Candidates consider the following two key elements:

- **Describe** the behavior/situation/example as completely and objectively as possible – use facts noted and collated in the interview
- **Specify** what behaviors/outcomes would have enhanced their interview performance or capability to fulfil the role?

Example:

Describe - When the Candidate was asked if they could share an example where they had supported a Team Member with their personal development to aid their growth, they were unable to give a clear answer and began to share an example of how they had focused on their own development to enhance technical skills.

Specify - It would have been more helpful if they had fully listened to the question, asked for clarification if needed and or been open and honest that this is something they had not had experience of.

Do's and Don'ts of Effective Feedback

Use these to help improve the quality of the feedback you give to HR BP and the EC/CEO.

Do's

- Provide as concrete and objective feedback as possible
- Be concise and to the point, using evidence-based examples to help bring the behaviors to life
- Do provide strengths and areas of improvement, if in any case possible
- Try to come to a clear, final decision if you want to proceed or not. If you can't take a final decision, what's additionally needed?
- If you detect critical comments or areas of improvement, that are crucial for the role, and you want to proceed with the candidate, please explain.
- Ensure you have prepared your feedback in advance using the form provided
- Provide the feedback as soon as possible to HR BP in a de-brief meeting
- Use supportive and positive language

Don'ts

- Be judgemental, but use facts, insights and observations gained during the interview

Assumptions:

- Allow personal preference, values and beliefs to lead to biases
- Use de-motivating language such as 'fail, average, negative, weakness, lack, poor
- Just provide positive feedback, or developmental feedback, provide a good balance of both

LGT Cultural Alignment

LGT CP Leadership behavior-based Interviewing

A key component of recruiting and selecting the right Candidates for LGT CP is to ensure they have the right cultural and team fit and able to deliver high quality outcomes for the business. To support this process, a core set of Leadership Behaviors was introduced.

The LGT CP Leadership Behaviors apply to everyone in the organisation. These behaviors determine a good cultural and team fit. To ensure we continue to protect and embed our culture, we have identified what we call 'Guardians of the culture' such as the CEO, EC, HRBP and Core Recruiting Team Members who will be accountable for assessing suitable Candidates against the Leadership Behaviors.

Each Stage 2 Behavior-Based Interview will require one Core Recruiting Team Member to assess Candidates against LGT CP Leadership Behaviors and use the recommended aligned interview questions to explore the behavior further with the Candidate ([page 33](#)). Although the LGT CP Leadership Behaviors apply to everyone in the organisation, only Candidates who will lead teams will be asked questions from the 'Lead effective teams and develop others' behaviors.

LGT CP Leadership Behaviors at a glance:

- Keep a long-term perspective
- Stay agile and take ownership
- Clients first
- Uphold the highest ethical standards
- Aim for best-in-class results
- Work as one team
- Lead effective teams and develop others

To explore the full set of Leadership Behaviors including the description of exemplary behaviors for LGT CP and some suggested interview questions please refer to the LGT CP Leadership Behaviors ([page 33](#)).



Diversity, Equity, and Inclusion

At LGT CP we respect and value the diversity of our staff by nationality, gender, race, disabilities, sexual orientation and religious expression. We abide by our firm's code of conduct, which emphasises that we do not tolerate any kind of discrimination within the firm and strive to be an equal opportunity employer.

We believe that diverse and inclusive organisations attract and retain higher quality talent, while improving decision making, ultimately benefitting our investors.

We have expanded our recruitment of diverse Candidates, to include active involvement in undergraduate and graduate university programs geared towards fostering diversity in finance. We also have worked to implement a more inclusive recruitment process, and to limit potential biases. See below information on unconscious bias.

You can play your part in advancing DEI at LGT CP by fully preparing for all interviews, giving all Candidates an equal opportunity to be at their best and being conscious of managing the unconscious biases that can incorrectly colour our judgement.

Key things to consider are:

- Are you actively seeking candidates from various backgrounds to ensure a diverse range of perspectives and experiences? A diverse mix of voices leads to better discussions, decisions, and outcomes. Diversity of thought is needed to understand, innovate and solve new challenges. This includes looking for people who are “different to you”
- Ensure you level the playing field during all interviews by asking different Candidates the same questions
- Focus on capabilities as opposed to direct experience
- Use rapport and relationship building questions to relax people and to give them the chance to then show up at their best
- When thinking about if someone will fit in avoid “similarity bias”



What is Unconscious Bias?

Unconscious bias happens when our brains make incredibly quick judgements of people and situations without us being consciously aware of it happening. These unconscious biases are patterns, assumptions, and interpretations that we have built up over time to help us process information quickly and efficiently.

Our brains are hard wired to categorise people instinctively and we tend to use the most visible and obvious categories to do this (such as body weight, skin colour, age, gender) but we also use other categories that are less visible (education, social background, occupation). These categories automatically assign characteristics, good and bad, to anyone categorised as being from that group. This is an automatic process over which we can have little control.

Our own unconscious biases are developed and maintained by our experiences, background, and cultural context, impacting on our decisions and actions without us realising.

Key points to be aware of:

- We all have unconscious bias – it's part of being human
- We find it hard to see our own biases – recognising the impact of biases on other people's judgements but failing to see our own is known as the bias blind spot
- Our biases impact on our decisions more in certain contexts
- As a Line Manager you need to be aware of your own unconscious bias as this can lead to you forming opinions based on first impressions of the Candidate and or likability rather than their capability, experience, and ability to fulfil the role

The table below highlights the most common forms of unconscious bias's to be aware of that can influence your judgements and decisions about recruiting someone for the role.

The most common forms of 'Unconscious Bias'

Halo and Horns Effect	Either a positive or negative first impression that leads us to treat someone more or less favourably.
Confirmation Bias	Actively searching for information that confirms our pre-existing beliefs or biases.
Conformity Bias	The tendency to change our opinions or behaviors based on group pressure or what other people think.
Similarity Bias	The tendency to gravitate towards people 'like you', (hobbies, background, appearance).
Central Tendency	The tendency for people to rate items on a survey in the middle of the scale.

How to avoid unconscious bias in recruitment and selection:






- Be aware of its presence and deliberately slow down your decision making
- Monitor your fellow Interviewers for unconscious bias
- Prepare a clear job role profile and person specification outlining the specific experience, skills, capabilities, and behaviors you are looking for to fulfil your role requirements
- Use a structured interview process to ensure your questions are focused on the job role profile, person specification and organisational culture and behaviors, enabling the Candidate to provide clear evidence of how they meet the criteria for the role
- Ensure you have at least two managers and or HR BP representative in the interview, independently capturing evidence and feedback to enable a balanced integration of results based on capability and fit for the role
- When de-selecting Candidates through the process, ask yourself “how have I made this decision, is it based on their capability or my own biases?”

A structured interview process will help mitigate the risk of unconscious bias and also give the Candidate a better and more consistent experience, that has been well planned and executed, demonstrating best practice, and evidence-based decision making. It will also help you consider a ‘DEI mindset’ which ensures that Candidate choice is based on competencies, experience, fit and interview performance, (and not, e.g. background, education or skin colour). Championing such a mindset will help support the organisations diversity, equity and inclusion strategy which underpins growth and innovation.



Appendices

Interviewing and Selection 5-Step Process Check List 'at a glance' – for Hiring / Line Managers use

Stage	Areas to consider	Complete
<p style="text-align: center;">1</p>  <p>Staff Planning</p>	<ul style="list-style-type: none"> Do I need to recruit or can the work be distributed internally? Do I have the Headcount and role approved? Do I have a current job role profile and advert? 	
<p style="text-align: center;">2</p>  <p>Sourcing</p>	<ul style="list-style-type: none"> Am I clear on the most appropriate advertising channels and if personnel agencies shall be involved? Have I provided HR BP with an updated advert and job profile? 	
<p style="text-align: center;">3</p>  <p>Screening</p>	<ul style="list-style-type: none"> Have I determined the best selection and assessment process for the job role and engaged with HR BP? Have I reviewed applications and identified a short-list to be invited to the interview and selection process? Have I identified the most appropriate interviewing panel/s and schedules for interviews? Have I identified and agreed interview questions for each of the 3 stages of interview? Has HR BP set up the interviews with Candidates? 	
<p style="text-align: center;">4</p>  <p>Interviewing / Selecting / Approval</p>	<ul style="list-style-type: none"> Have I ensured interview panels are in place and available for the assessment processes? Have I agreed roles and responsibilities of the Interviewers? Have I briefed Interviewers on the process, shared relevant documentation and assessment information? Have I diarised time for the Interviewers to complete feedback for decision making and to meet with HR BP for a debrief? Have I ensured the Interviewers have debriefed HR BP with their decision? Has HR BP given feedback to unsuccessful candidates and moved forward successful candidates? Have I and HR BP conducted references? Has HR BP instigated background due diligence for the successful candidate? Has HR BP received final approval from relevant EC member and/or CEO? 	
<p style="text-align: center;">5</p>  <p>Onboarding</p>	<ul style="list-style-type: none"> Have we a proper onboarding plan for the new joiner? 	

Interview Questions

Stage 1 – Technical Competency & Team Fit (Rapport & Relationship Building Questions)

Opening/Rapport Building Questions (Select 2-3 to gain an understanding of the Candidate's motives, aspirations and values)

- | | |
|--|--|
| <ul style="list-style-type: none">• How did you hear about this position?• Why do you want to work for LGT CP?• Do you know anyone working at LGT CP?• What attracts you about this position?• How did you first become interested in this field of work?• What interests you about this particular role?• What do you think you would personally bring to LGT CP?• What do you see as your greatest strengths and why?• What do you believe are your key development areas and why?• What do you like least about your current job?• What type of work environments enable you to operate at your best? | <ul style="list-style-type: none">• How would you describe your personal values?• What motivates you and gets you out of bed on a morning?• How do you like to be managed?• Why are you looking at new opportunities rather than staying in your current role?• Can you explain why you changed career paths?• What skills have you acquired in your present or previous positions that make you suitable for this position?• How do you stay motivated and positive during challenging periods?• What are your expectations towards company culture? |
|--|--|

Relationship Building Questions (Select 2-3 to gain an understanding of the Candidate's preferences for working with others and to gain a deeper insight into them as a person)

- | | |
|---|--|
| <ul style="list-style-type: none"> • Can you tell me about your favourite team experience? • How would your current team describe your leadership style? • How would your colleagues describe your working style? • What qualities do you value most in your teammates? • What type of management style helps you thrive? • What type of work makes you lose track of time? • How do you like to be led? | <ul style="list-style-type: none"> • Tell me about someone who has influenced your professional approach and why? • What's the best team environment you've ever been part of? What made it special? • What do you like to do outside of work? • Have you picked up any new interests or hobbies recently? • What achievements are you most proud of in your life so far? • How would you describe your working style? |
|---|--|

Technical Competency Questions (Select 3-4 to explore the Candidates technical skills, capabilities and experience relevant to the role)

- | | |
|--|--|
| <ul style="list-style-type: none"> • Please give details of your technical certifications and how relevant they are to this role? • What skills do you have that are required for this role? • Explain how you have used/are using them currently? • How do you see the use of these skills in the new role? • How do you ensure that you stay updated on your technical knowledge and credentials? • Give some examples of how and when you have acquired new technical skills • What were some of the challenges in applying these? • How did you overcome the challenges? • Give some examples of how you consistently work to deliver targets and how do you monitor your performance? • What new work methods have you introduced to improve your area of responsibility? • How have you used new technologies and or greater automation to make improvements? • Describe your role and responsibilities for the most recent project you worked on? | <ul style="list-style-type: none"> • Which projects you have worked on are you most proud of and what was your contribution to the project? • What is your experience with stakeholder management? Explain how you identified your Stakeholders and built relationships with them. • How do you convince people of yourself? • Can you provide examples of how you prioritise and manage competing deadlines and deliverables? |
|--|--|

Stage 2 - LGT Capital Partners Leadership Behavior-Based Interview Questions

LGT CP Leadership Behaviors	Exemplary Behaviors (select 1-2)	Suggested Questions (select 1 or 2)
Keep a Long-term Perspective	Ensures adequate risk-taking and assessment to avoid reputational risk.	<ul style="list-style-type: none"> • Tell us about a situation where you were required to assess and understand business and reputational risk before making a key decision • Give an example of when you have leveraged risk as a business case to instigate business change • Share an example of when you were required to influence and engage others to mitigate business risk
	Takes ESG (Environmental, Social and Governance) commitment in perspective when making decisions.	<ul style="list-style-type: none"> • Share an important decision you have made regarding a task or project at work that considered ESG. What factors and insights influenced your decision? • Give an example of where you have challenged current practice to minimise negative ESG impacts, what was the situation and what were the outcomes?
	Incorporates multiple perspectives when making strategic decisions.	<ul style="list-style-type: none"> • Tell us about a time when you had to defend a decision you made even though other important people were opposed to your decision • How do you ensure that you involve the right Stakeholders and gather diverse perspectives before making significant decisions? • Give me an example of a time when you had to make a split-second decision

LGT CP Leadership Behaviors	Exemplary Behaviors (select 1-2)	Suggested Questions (select 1 or 2)
Stay Agile and Take Ownership	Is agile, consistently supports new initiatives, actively drives new solutions and open to challenge.	<ul style="list-style-type: none"> • Provide an example where you have actively promoted and or supported a change delivery/new initiative, what did you do to promote and engage others? • Give an example of when you were required to flex and pivot an approach to adapt to new thinking or ways of working • Share an example of when you were personally challenged on your decision making, how did you respond and resolve the situation?
	Demonstrates learning from good and/or bad experiences and produces better ways of operating.	<ul style="list-style-type: none"> • Give an example where you have led and or encouraged others to be retrospective and review a delivery to capture learning and share with others • Share an example of when you have introduced a new way of working to simplify and or streamline time, effort and or resource • Share an example of a delivery that did not provide the anticipated business outcomes, what did you personally learn from the experience?
	Follows through on deliverables from end to end.	<ul style="list-style-type: none"> • Provide an example of a delivery and or project that you were responsible for, how did you prepare and engage others in the delivery and ensure it was successful? • Give an example of how you have monitored and tracked the performance and outcomes of a key deliverable, what processes did you use? • Give an example of the need to pivot on a key deliverable explaining why you made the decision and how you mobilised others to deliver a positive outcome
	Takes full responsibility for outcomes.	<ul style="list-style-type: none"> • Give me a specific example of a time when you used good judgement and logic in solving a problem • Give me an example of a time when you set a goal and were able to achieve it • Could you describe your biggest achievement? What are you proud of? • Tell me about a time when you had too many things to do and you were required to prioritize your tasks • Could you describe what failure means to you and bring up a concrete examples?

LGT CP Leadership Behaviors	Exemplary Behaviors (select 1-2)	Suggested Questions (select 1 or 2)
Clients First	Anticipates evolving client needs and how to address them with current or new services.	<ul style="list-style-type: none"> • Give an example where you have worked directly with internal or external clients and where required, to adapt to their ever-changing needs • Tell me how you have challenged current work practices or process to enhance customer or client services • Share an example of how you have prioritised client needs over other priorities?
	Proactively explores approaches to add value to Stakeholders' relationship.	<ul style="list-style-type: none"> • Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way • Share an example of how you have identified and built relationships with key Stakeholders to deliver great services to clients • Share an example of a challenging stakeholder relationship, how did you overcome this to deliver a positive outcome?
	Routinely invites clients' input and feedback to improve services.	<ul style="list-style-type: none"> • Provide an example where you have worked directly with internal or external clients/Stakeholders and gained their input to enhance your service proposition and delivery • Tell me how you have gathered insights and data to help inform and improve client services • How have you engaged others to gain a deeper understanding of client requirements to enhance your deliverables?
	Listens and communicates clearly and trustworthily with different Stakeholders.	<ul style="list-style-type: none"> • Tell me about a time when you had to use your presentation skills to influence someone's opinion • Can you give an instance when your communication skills helped persuade and influence a stakeholder? • Share an example of how you have built a new stakeholder relationship to aid a business-critical delivery • Tell me when you have had to work with a colleague who had a different perspective from your own, how did you ensure you fully heard and understood their point of view?
	Focuses on task's impact and on win-win's for clients and the firm.	<ul style="list-style-type: none"> • Give an example of how you have influenced and persuaded others to gain a positive and win/win outcome for the business and clients • Tell me about a challenge or conflict you faced at work and how you dealt with it? • Give an example of how you resolved a conflict between internal Stakeholders that was negatively impacting value creation for the business

LGT CP Leadership Behaviors	Exemplary Behaviors (select 1-2)	Suggested Questions (select 1 or 2)
Upholds the Highest Ethical Standards	Acknowledges the environmental and societal impact of own activities.	<ul style="list-style-type: none"> • Can you describe a time when you have made a decision in your work that took account of its broader environmental or social impacts? • How have you considered the potential environmental and social implications for a key delivery?
	Sees oneself as part of a community and something bigger.	<ul style="list-style-type: none"> • What examples can you share to demonstrate how you work across functional boundaries and collaborated to deliver business outcomes? • Share an example of how you have led or participated in collaborative working to enhance knowledge and awareness of business challenges, either internal or external to the organisation • Share an example of when you have clearly demonstrated a strategic perspective for an initiative or project delivery avoiding local solutions
	Supports equal opportunities and fairness, and shows positive action toward diversity.	<ul style="list-style-type: none"> • Please share an example of where you have challenged unconscious bias in the workplaces • Share an example of where you have mobilised a group of people to gain diverse input and insights into problem solving • Share an example of where you have proactively encouraged collaboration and participation across the organisation
	Creates a safe space and encourages people to speak up.	<ul style="list-style-type: none"> • Provide some examples where you have created psychological safety in the workplace to enable everyone to contribute and speak up • Tell me how you have encouraged cross functional collaboration, enabling broader views, insights and diverse thinking • Share an example of how you have encouraged participation and engagement from reluctant followers
	Walks the talk.	<ul style="list-style-type: none"> • Share an example of when you have been viewed as a role model for the business, demonstrating the appropriate behaviors and values • Share an example of where you have challenged inappropriate behaviors that are misaligned to the organisation's values and culture • Share an example of where you have challenged the status quo to gain greater engagement with the strategic direction of the business

LGT CP Leadership Behaviors	Exemplary Behaviors (select 1-2)	Suggested Questions (select 1 or 2)
Aim for best-in-class results	Sets clear and if required challenging targets and expectations.	<ul style="list-style-type: none"> • Share an example of where you have set clear measures and targets to demonstrate clear outcomes and value to the business • Share an example of where you have led a key delivery for the business, and how you mobilised the team to deliver great results • Share an example of where you have exceeded requirements to create extra value to the business
	Includes best practices, cost benefits and process efficiency into the analysis.	<ul style="list-style-type: none"> • Provide an example where you have required to build a business case to demonstrate cost vs benefit analysis to demonstrate outcomes, benefits and value to the organisation (for specific roles only) • Provide an example of how you have been able to demonstrate your commercial knowledge and experience • Share an example where you challenged existing work processes and created a more efficient way of working
	Cares about getting the job done and doing it well.	<ul style="list-style-type: none"> • Tell me about a time when you had to go above and beyond the call of duty in order to get a job done • Share an example where you faced adversity in your deliverables and how you overcame them to deliver great results • Tell me how you have engaged and motivated a high performing team to deliver great results
	Demonstrates accountability respecting long-term sustainability.	<ul style="list-style-type: none"> • Provide an example of when you have had to consider the long-term future needs of the business in your decision making • Share an example of where you have challenged the short-term fix solutions to gain a more sustainable solution • Share an example of how you have developed a functional or team strategy and deliver plan aligned to corporate goals and ambitions

LGT CP Leadership Behaviors	Exemplary Behaviors (select 1-2)	Suggested Questions (select 1 or 2)
Work as one team	Knows who does what in the organisation.	<ul style="list-style-type: none"> • Give an example of how you have made connections and strong networks within the business to build and enhance relationships and leverage capability and know-how to deliver results • Share an example of how you build and enhance relationships to enable cross functional inclusion with problem solving and ideation • Share an example of how you gain an understanding of how an organisation operates and how to identify key Stakeholders
	Reaches out to others when needed to accomplish a task.	<ul style="list-style-type: none"> • Provide an example of when you were required to work transversally, engaging with other parts of the business operation to resolve transformational and adaptive business challenges • Tell us how you have mobilised a cross functional team to deliver a strategic goal • Share an example of how you engage with others to create diverse thinking and input to resolve business challenges
	Works collaboratively and creates a trust environment.	<ul style="list-style-type: none"> • Give an example of how and when you have worked collaboratively across the organisation to develop relationships and positive delivery outcomes for the business • Share an example of how you collaborate with other Team Members to create a high performing team • Share an example of where you have been required to enhance psychological safety within a team to build and enhance trust
	Effectively collaborates with other departments to achieve win-win results and avoid silos.	<ul style="list-style-type: none"> • Demonstrate how you have proactively collaborated with other departments and or teams to deliver end to end business deliverables • Give an example of how you have led the way in engaging across multiple departments to resolve a strategic goal • Provide an example of how you have partnered with other functions to enhance business performance

LGT CP Leadership Behaviors	Exemplary Behaviors (select 1-2)	Suggested Questions (select 1 or 2)
Lead Effective Teams and Develop Others (for people or project Managers)	Shows empathy or understanding towards individual development.	<ul style="list-style-type: none"> • Provide an example/s of when you have held a challenging development conversation with a Team Member • Provide an example of how you have coached and or mentored others to enhance their performance • Share an example of when you have held difficult conversations with members of your team
	Takes a personalised approach to individual development.	<ul style="list-style-type: none"> • Give an example where you have supported a Team Member with their personal development to aid their growth? • Share an example of how you adapt your style to align to Team Members preferences and capability needs • Share an example of how you have successfully helped to enhance and individual's performance and capability to achieve greater results
	Helps people improve themselves and provides constructive feedback culture.	<ul style="list-style-type: none"> • Share an example of when you gave a Team Member constructive feedback to enhance their performance and or behavior? • What is your typical way of dealing with conflict, please give an example • Provide an example of where you have given feedback 'in the moment' to challenge in appropriate and misaligned behaviors
	Establishes organizational structure and clarity in teams.	<ul style="list-style-type: none"> • Share an example of where you have created and shared a high performance and engagement vision for a team? • Provide an example of when you have been required to mobilise a team to deliver key business goals and objectives • Provide an example of when you have been required to create a delivery plan and cascade of objectives for your team to deliver high value outcomes

Candidate Feedback Template

Identify key areas of strength and key areas for future development, along with a brief overview of behaviors and cultural fit.

Strengths?	
Areas for development?	
Open / critical topics?	
Alignment with Leadership Behaviors (team / cultural fit)?	
Would you enjoy working with the Candidate?	
Invite for next round?	