




Behavioral Interviewing

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What we'll be covering today:

- Hiring statistics
- Interview preparation
- Getting rid of bad questions
- The theory behind behavioral Interviewing
- Probing further
- Answer guides
- Interviewing for attitude
- Wrapping it up

What does current research say about hiring decisions?

- Hiring decisions are made within 4 seconds of a first in-person meeting
- Of all the 1st year failed hires , less than 20% are due to a lack of technical competence... 80% are attributed to culture mis-match.
- Most hiring managers have no training on how to effectively interview
- Training interviewers how to interview yields among the best Return On Investment (ROI)

What Does Failure Look Like?

- Coachability
 - Emotional Intelligence
 - Motivation
 - Temperament
 - Technical Competence
-
- | | |
|------------------------|-----|
| Coachability | 80% |
| Emotional Intelligence | |
| Motivation | |
| Temperament | |
| Technical Competence | 20% |

Interview Preparation

- Review the Position Profile, know the job.
 - Review the competencies and attributes required for success.
- Prepare a list of related behavioral questions.
- Prepare an answer guide and scorecard.
- Know when to quit!

Getting Rid of Bad Questions

- Don't ask meaningless questions:
 - Leading questions
 - Too general questions
 - "Tell me about yourself..."
 - "What are your strengths?"
 - "What are your weaknesses?"
 - Hypothetical questions

The Theory Behind Behavioral Interviewing

- The objective is to learn how a candidate has behaved in past work assignments.
- **Past performance is the best predictor of future behavior.**
- Made-up stories are difficult to keep building on the fly.
- Real stories reveal several personal qualities.
- Behavioral based questions create engaging dialogue that teaches us how a candidate will likely behave if we hire them.

Answer Guides & Scorecards

- Know the answer you're looking for *before* you ask the question!
 - Like a good attorney examining a witness, think about what you want to learn before you start asking questions. It will pay big dividends.
 - Take notes so you can recall the stories you hear later.
 - Score the candidates' answers to each question with a 1 for answers that match your preferred answer, -1 for answers that miss the mark, and 0 for answers that don't measure up but are close.

Behavioral Interview Question: **Personal Initiative**

- Could you tell me about a time you lacked the skill or knowledge to complete an assignment?
- Expected answer & possible qualities to listen for:
 - Personal initiative, resourcefulness, flexibility, persistence, thoughtfulness, intelligence, learning from the experience, working with others
- Do...leave the question hanging.
- Don't...let silence scare you into talking!

Behavioral Interview Questions: **High Standards**

- Can you tell me about a time when your standards and expectations were in conflict with those of your team (some or all)?
 - Follow-up question: Describe the situation.
 - Follow-up question: How did you manage this conflict?
 - Expected answer & possible qualities to listen for:
 - Candidate's high standards, reasonableness, conflict management, diplomacy, would perfectionism create unnecessary frustration?

Behavioral Interview Questions: **Business Acumen**

- Can you describe a situation when you had to make a tough business decision? What factors were involved with your decision?
- Expected answer & possible qualities to listen for:
 - Business sophistication, information/data analysis, information gathering skills, collaboration, drawing on past experience, learning from past mistakes

Probe for More

- A good behavioral question will yield a treasure of information from a candidate's past.
- Do...ask for more information about the situation they've described.
 - Please tell me more about the situation.
 - What role did you play in the team?
 - What would others on your team tell me about the same event?

Pay Attention to Attitude

- Brown Shorts and Southwest Airline
 - Survey your high performers to discover top 3 attitude qualities.
 - Survey your high performers to discover bottom 3 attitude qualities.
- The right answer with the wrong attitude in real life is the sign of a poor performer... and probably a bad hire.

Resume Chronology

- Ask:
 - What was your boss's name at ABC company? Is that the common spelling of Smith?
 - Tell me about your boss, Mr. Smith.
 - What's something that you could have done to enhance your working relationship with Mr. Smith?
 - When I talk to Mr. Smith, what will he tell me your strengths and weaknesses are?

Summary

- Be well prepared for the interview. Don't wing it!
- Eliminate meaningless questions that won't help you make a good hiring decision.
- Define the qualities you believe are required for success.
- Develop a set of behavioral interview questions and follow-up questions.
- Develop expected or desired answers.
- Prepare and use an interview scorecard.