

Behavior Based Interviewing

How do I prepare?

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What factors are included in the recruiting and hiring process?

Selection Criteria

AFFECT: presentation style, articulation, poise, dress, etc

EDUCATION: caliber of school, academic performance, type of degree, extracurricular involvement

EXPERIENCE: quality, level of responsibility, decision-making, duties/tasks

PERFORMANCE/ACHIEVEMENT: particular evidence of achievement, performance rankings, consistency of performance

POTENTIAL FOR DEVELOPMENT: history of leadership, extracurricular activities, flexibility, desire, realistic expectations

COMPETENCIES: initiative, enthusiasm for work, concern for results, effective communications

What type of interview processes do companies use when interviewing candidates?

Methods

Biographical Data: Pattern/Technical

An interview which provides relevant background or historical information regarding education, experiences, work history, performance, likes/dislikes, career desires, abilities, skills, and knowledge – and relates it to the best decision for your Company.

Behavioral Event Interview To determine competencies

An interview which, through detailed, specific probing and listening, determines evidence of the characteristics of success actually demonstrated in past situations by the candidate.

How competencies play out

What factors drive success in
life and work

What factors get you ahead

SKILLS / KNOWLEDGE: - This is what you gained in school and life

COMPETENCIES: - This is how well you utilize your skills and knowledge

JUST BECAUSE YOU HAVE A SKILL DOES NOT MEAN YOU LIKE OR WANT TO USE IT.

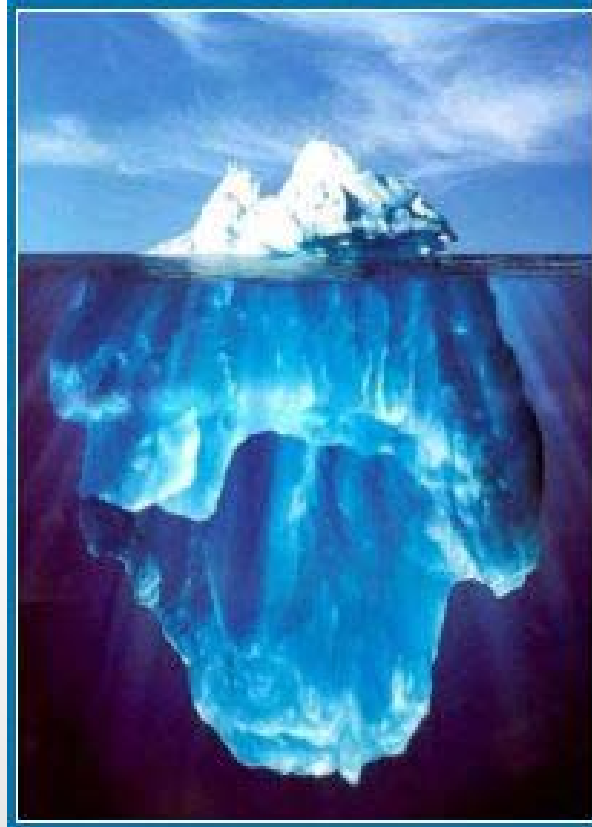
Iceberg Model of Competencies

Math
Writing

Initiative

Achievement
Orientation

Communication
Effectiveness



Reading
Subject matter

Thinking ability

Self Confidence

Teamwork

Let's explore an example A Professor

Skills Required

Let's explore an example

The Professor

The Best professor
you ever had

Competency

OK – Give me some examples of competencies that make a difference

The Five “Must Have” Competencies

Correlated with success on the job

Required by most employers - “must have”

Most difficult to train

Is cited by employers as the biggest gap today in
students being interviewed

Demonstrated differently by culture but correlated
with success in all cultures

The Five Must Have Competencies

Concern for effectiveness / Results Orientation Definition

- **An underlying concern for doing things better**

Behavior

- Looks for and describes how to improve ones own performance
- Expresses pride in how he / she improved something
- Sets challenging but reasonable goals for ones own performance

The Five Must Have Competencies

Initiative Definition

- **A bias for taking action, proactively doing things and acting on problems**

Behavior

- Shows persistence to overcome obstacles or rejection
- Acts on problems when presented versus avoidance
- Acts quickly in crisis when the norm is to study, wait and hope the problem will resolve itself.

The Five Must Have Competencies

Self Confidence Definition

- **Demonstrating self-assurance in own ideas, judgments and capabilities better**

Behavior

- Assumes a leadership role in unstructured situations
- Raises and proposes solutions others are reluctant to address
- Demonstrates confidence in his/her own abilities

The Five Must Have Competencies

Effective Communication Definition

- **The ability and skill to make effective presentations to others, either formally or informally. Providing information so that others can understand a situation and take appropriate action**

Behavior

- Selecting a method of communication that gets the message across most effectively
- Using data effectively to support recommendations
- Uses language understandable to the intended audience

The Five Must Have Competencies

Dominant Thinking Skill / Process Definition

- **Ability to describe how you analyze and act on problems. Is your process – Efficiency, Skillful Diagnosis, Analytical, Conceptual, Forward, Innovative or Resourceful**

Behaviors of Thinking

- Finds simpler, less costly way to get results
- Asks incisive questions to get at the root of the problem
- Considers the advantages and disadvantages of alternatives
- Uses concepts or principles to describe or solve a problem
- Identifies long term implications of his/her decisions
- Develops solutions that meet many needs at once

How can I provide evidence
of competencies or motives

Telling a story about an event that
happened in the past

How do I distinguish myself in the interview

Least reliable Measurement:

Use of word I

Most common:

Frequency of which you describe behaviors that shows a use of a competency

High Level Measurement:

Level of sophistication of behavior

What does the recruiter say so I know he/she is conducting a Behavior Event Interview

THE PROCESS

The Interviewer should tell you:

- His / her role in the company
- The length of the interview
- Examples of types of questions
- To think for a moment and give an overview
- Your thoughts and feelings should be described
- Use the "I" word
- They will be taking notes
- Your questions will be taken at the end of the session

Sample Questions

- Tell me about a time when you accomplished something through others?
- Tell me about a time when you had to overcome difficulties
- Tell me about a time you made something happen
- Tell me about a time when you had a difficult team member on a project

What 3 things must I remember about being effective in the BEI interview process ?

1

The Trigger Word

YOU MUST LEARN TO SAY

“ | ”

did, thought, feel,
understood, was thinking
this

2

"S T A R" & "F"

S - Situation

T – Task & THINKING

A – Action

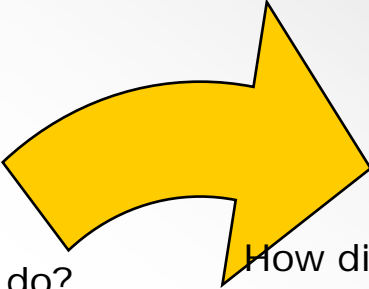
R - Results

F- Feel

3

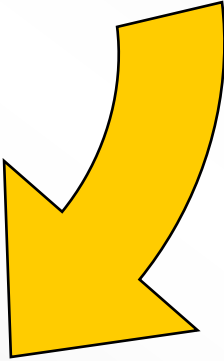
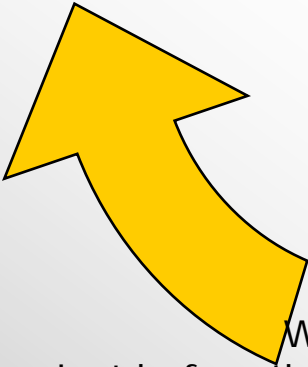
Tell a story that lasts
about two minutes

What happens I speak less than two minutes?



What did you do?
What was going through your mind?
What was the outcome?
How did you feel?

How did you get involved?
What role did you play?
How did you get the role/
What steps were taken?
Walk me through them?



Tell me more?
What did YOU do?
Just before that – what were you thinking?
What about key interactions

Now you try it



Purpose

“Painting a picture” by telling a story that will stay in the mind of the recruiter.

Concern for Effectiveness / Thinking

Question

Tell me about a time you had a difficult problem to solve, you made a decision and implemented the decision.

Self Confidence

Question

Tell me about a time you made a decision or implemented a plan that you did not come out exactly as planned. How did it feel. What did you learn. What would you do different the next time.

Initiative

Question

Tell me about a time when you decided to do something completely on your own. What was it? Explain what made you do it. What were you thinking when you did it? What were the results? How did you feel once you did it?

Effective Communication

Question

Tell me about a time when you had to discuss a sensitive or a complex topic with someone/s. Walk me through what you were thinking, what you said, how the person/s reacted and tell me the result of the communication.
(Verbal or written)

How did it feel ?

How do you think you did?

Discussion

Questions? Comments?

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51 Common Behavior Based Questions

- Give me an example of when you set a goal and were able to meet or exceed it (or not).
- Tell me about a time you had too many things to do and had to re-prioritize your tasks.
- Give me an example of when you had to make a split second decision.
- Tell me about a time you were able to successfully deal with another person when that individual may not have personally liked you (or vice versa).
- Tell me about a difficult decision you had to make in the past year.
- Give me an example of a time when you tried to do something and failed.
- Tell me about a time you were removed from a team or project.
- Give me an example of when you motivated others.

51 Questions continued

- Give me an example of when you showed initiative and took the lead on a project with being told to.
- Tell me about a recent situation in which you had to deal with a very upset coworker or customer.
- Tell me about a time you delegated a project effectively (or ineffectively).
- Give me an example of a time you used your fact-finding skills to solve a problem.
- Tell me about a time when you missed an obvious solution to a problem.
- Describe a time when you anticipated potential problems and developed preventative measures.
- Give me an example of when you had to make an unpopular decision.
- Tell me about a time you had to fire a friend.
- Describe a situation in which you set your sights too high (or too low)

51 Questions continued

Give me an example of when a person confronted you about something and you didn't agree with them.

Tell me about a time when your work or an idea of yours was criticized in front of others.

Describe a situation in which you had to work well under pressure.

Tell me about a time when you put your foot in your mouth.

Give me an example of a challenging problem you had to resolve in the past year.

Describe an instance when you had to think quickly on your feet to remove yourself from a difficult situation.

Give me an example of a time you convinced your manager about an idea or concept.

Describe your system for keeping track of multiple projects with different deadlines.

Describe a time when you got people who didn't like each other to work well together.

51 Questions continued

Describe a time you put your own needs aside to assist a co-worker or classmate.

Tell me about your most challenging customer service problem.

Describe a project you did as part of a team when you were not the leader.

Tell me about a time a co-worker or client rubbed you the wrong way.

Give me an example of when you had to make a decision about something new and unique for which there were no existing guidelines.

Tell me about an emergency or crisis of some kind in which you were involved.

Give me an example of when you attended a training class and immediately applied what you learned.

Describe a time you had to criticize or discipline someone who worked for you.

51 Questions continued

Give me an example of when you were not able to satisfy a customer.
Tell me about a time you were not comfortable with how your manager handled a situation.

Describe a time for me when you did not like the way someone communicated with you.

Tell me about the organizational tools you use to stay on time, meet deadlines and hit goals.

Tell me about a time you were unable to meet a deadline.

Give me an example of when you made a mistake or bad decision.

Describe for me what experiences you have had working with people of different ethnicities, ages, genders, and or physical abilities?

Tell me about a time you had to learn a new skill or tool to get the job done.

51 Questions continued

Give me an example of when you had to motivate someone to do something they disagreed with.

Tell me about a time you were trying to warn management about a potential problem and they weren't hearing you or taking you seriously.

Give me an example of when you had to make a decision for your boss in his or her absence without prior instructions.

Tell me about a time you had to organize others quickly to respond to an immediate need.

Describe a situation in which you had to change your plans without warning.

Describe a time when you were faced with a stressful situation that demonstrated your coping skills.

Give me an example of when you used good judgment and logic to solve a problem.

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51 Questions continued

Tell me about a time you had to go above and beyond the call of duty to get a job done.

Give me an example of when you conformed to a policy with which you did not agree.