

Behavior Event Interviewing

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Interviewing for Soft Skills and Effort

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Acknowledgments

David C. McClelland, Professor – Harvard

Daniel Goleman – Professor Harvard

Mary Fountain – CEO McBer (Hay Consulting)

Jim Burris – Principle McBer (Hay Consulting)

George Klemp – Partner, (Cambria Consulting)

Lyle M. Spencer PhD – Former CEO McBer (Hay Consulting)

Maury Hanigan – (Hanigan Consulting)

Carl Goodman – Founder ISAAC Network LLC

Question?

What criteria are significant during the interview process?



Answer

Behavior event interviewing predicts who will perform best

ITS ALL MATH

A large, light blue, stylized graphic of the letter 'M' is positioned on the right side of the slide, partially overlapping the text 'ITS ALL MATH'.

IT IS an Algorithm

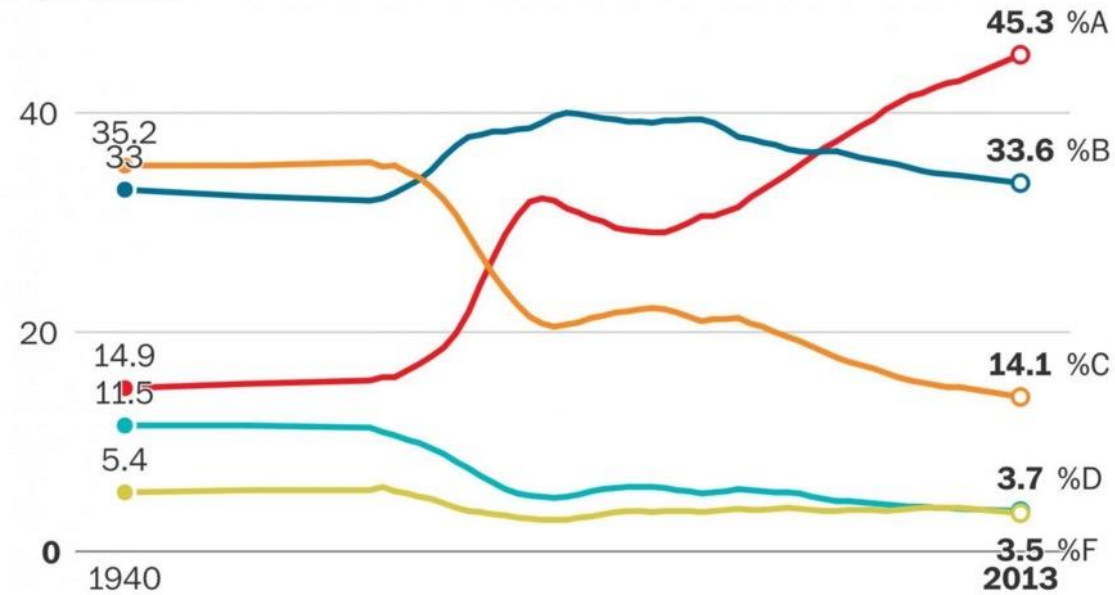
Performance = f (Ability x Motivation)



How does GPA factor into selection?

Grade distributions at U.S. four-year colleges and universities, 1940-2013

The share of A's awarded to college students has tripled over the last seven decades, with the sharpest increases during the Vietnam era and then the period beginning in the mid-1980s.



Annual datapoints are available for 1940, 1950 and then 1960-2013.

Who are you – are you motivated to work?



Skills Knowledge

Traits do not predict Performance

Energetic – Loyal – Determined – Helpful – Serious

Motivation

Drive

Effort

Example

The Professor

.

What Would you find on a resume?



Ideal

The Best Professor
You Have Ever Had



5 “Must Have” Soft Skills - Competencies

WHY MANDATORY SELECTION CRITERIA?

Difficult, Impractical, Costly to train

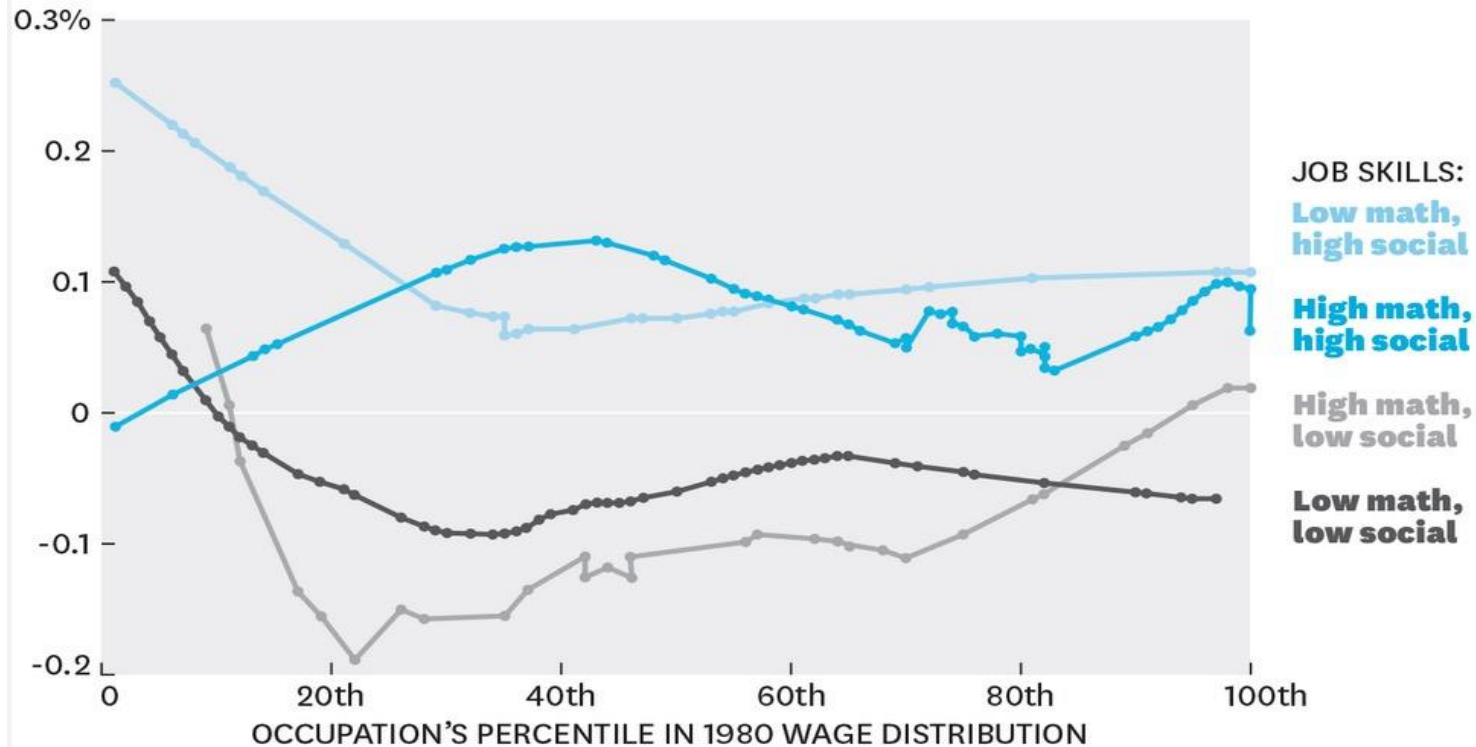


Soft Skills are most desired today

High-Social-Skill Jobs Have Become More Important Since 1980

While high-math-skill, low-social-skill jobs have mostly shrunk as a share of total U.S. employment.

CHANGE IN EMPLOYMENT SHARE (X 100)



SOURCE "THE GROWING IMPORTANCE OF SOCIAL SKILLS IN THE LABOR MARKET," BY DAVID J. DEMING, NBER WORKING PAPER 21473, 2015

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Achievement / 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 priorities to tasks and handles the most important ones first

Consistently achieves objectives on time and to high standards despite competing priorities.

Self Confidence

Definition

Demonstrating self-assurance in own ideas, positive yet realistic views of one's self.

Behavior

Assumes a leadership role in unstructured situations

Is candid with others about things they need to know but don't want to hear.

Discuss expectations that are realistic

Willing to risk the disapproval of others and be accountable if things go wrong

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

Willingly takes on new projects within one's stretch capabilities

Effective Communication

Definition

The ability and skill to make effective presentations to others, either formally or informally. Providing information verbally or written that is clear and understood by the audience

Behavior

Selects a method of communication to be most effectively

Using data effectively to support recommendations

Uses language understandable to the intended audience

Prepares clear and concise written communication

Dominant Thinking Process

Definition

Ability to describe how you analyze and act on problems

Behaviors of Thinking

Finds simpler, less costly way to get results - Efficiency

Asks incisive questions to get at the root of the problem – Skillful Diagnosis

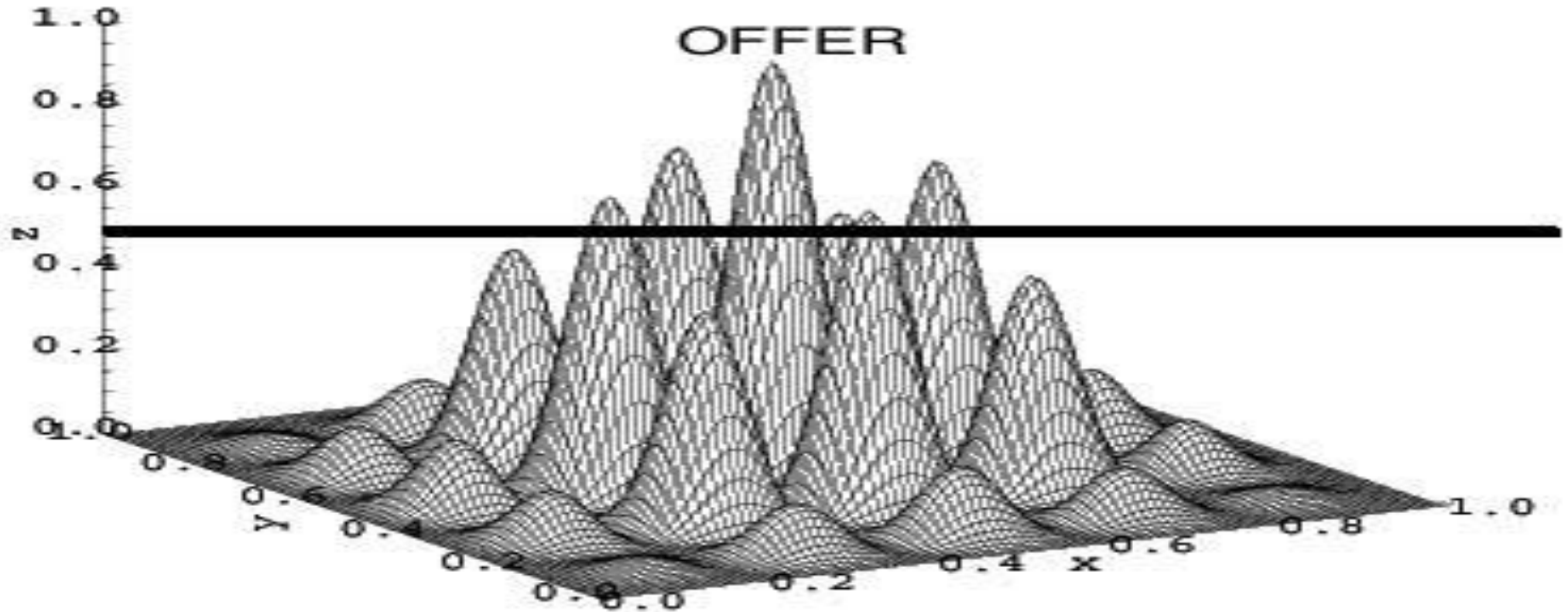
Considers the advantages and disadvantages of alternatives - Analytical

Uses concepts or principles to describe or solve a problem - Conceptual

Identifies long term implications of his/her decisions – Forward

Develops solutions that meet many needs at once - Resourceful

The Selection Math is illustrated



The Process To Increase Your Score

It is all about telling stories about your past

The "Story" must show how you demonstrated behaviors for the required competencies in the past

IMPORTANT YOU REMEMBER AND PRACTICE

**YOU MUST MASTER
THREE PROCESSES**



1. The Trigger Word

YOU MUST LEARN TO SAY

“|”

I did, thought, felt, understood, was thinking ...

2. “STAR” & “F”

10%

Situation

60%

Task & Thinking

20%

Action

5%

Results

5%

Feel – Enthusiasm for work

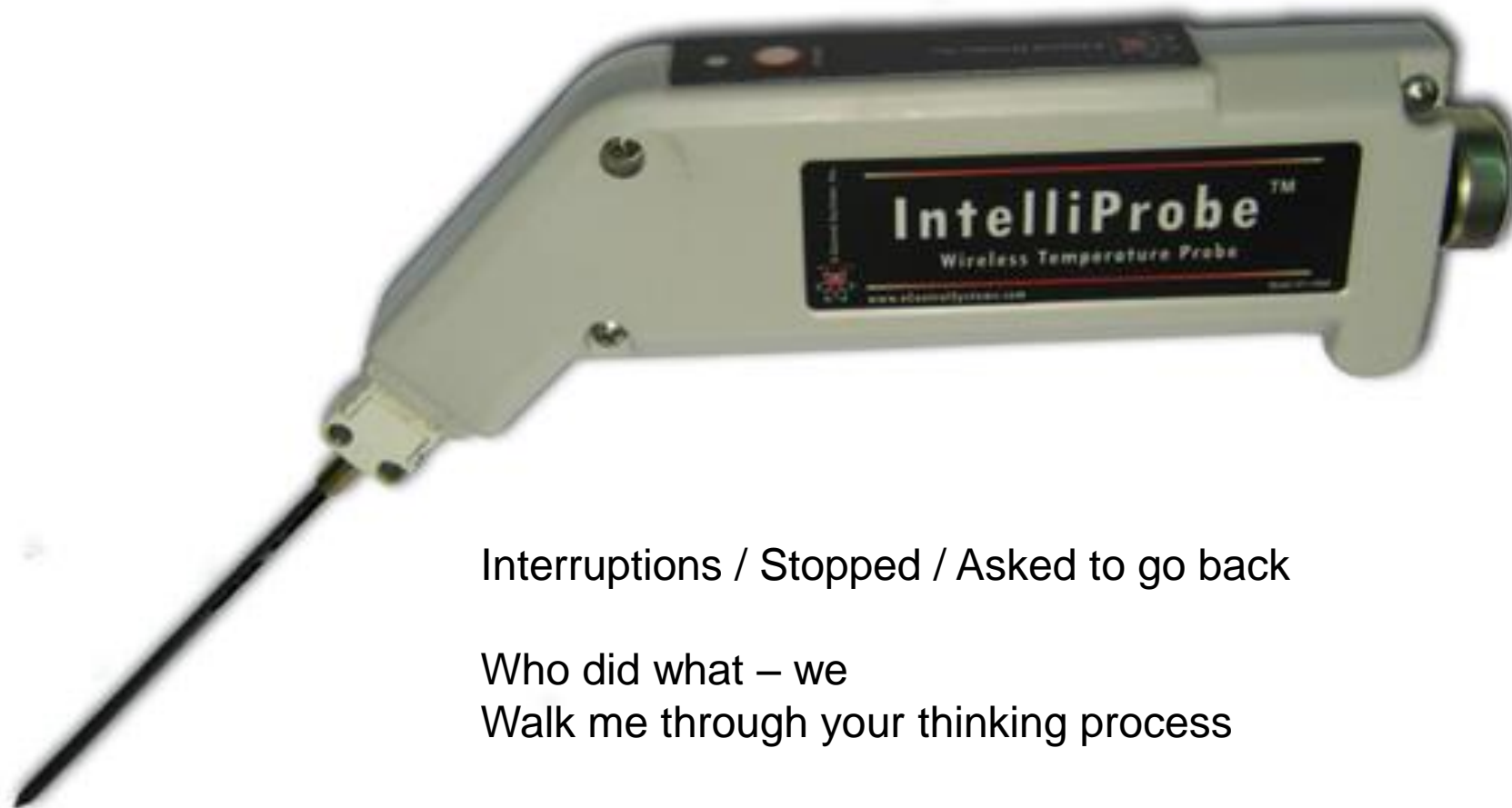


3. Two Minutes

Tell your story in **Two (2) minutes**

Not 1 minute – Not 5 minutes

Probed – if less than 2 minutes



Interruptions / Stopped / Asked to go back

Who did what – we

Walk me through your thinking process

Practice Session Next

Take a break if needed

Rules for Practice

Pick a partner

You will play two roles

When you are the interviewer - count I's

The process “Stops” on my command

Change roles and repeat the question

Role Play - Thinking

Question

Tell me about a time when you had a problem to solve. Tell me the story in a way that demonstrates to me your thinking process. I need to understand how you solve problems. What was the problem. What factors did you include. What was the result. What did you learn. How did it feel.

Suspend Practice Debrief Process

Concern for Results

Question

Tell me about a time when you accomplished something completely on your own that made you feel proud or good. What did you want to accomplish. What made you decide to accomplish the task. What did you do. How did you do it. What was the result. How did it feel.

Suspend Practice Debrief Process

Initiative

Question

Tell me about a time when you took action to make something better and no one asked you to do it. What was it. What drove you to do it. What was the result. How did you feel.

Suspend Practice Debrief Process

Addendum

Questions to Expect

We often have to push ourselves harder to reach a target. Give us a specific example of when you had to give yourself that extra push.

Describe a time when you went over and above that was expected of you. What motivated you to put forth this extra effort? How did you feel when the job was finished? Did others realize you had put forth the extra effort? What feedback did you get for your effort.

Questions continued

Tell me about a time when someone misunderstood something you said or wrote. How did you make yourself clear? What was the outcome?

Describe a situation you were involved in that required a multi-dimensional communication strategy. Were you effective in handling that situation?

Questions continued

A part of this job is documenting your work. On a scale of 0 to 10 with 10 being excellent writing skills, how would you rate your writing ability?

Give a specific example of the types of documents you write routinely. What feedback do you get on your writing skills?

Questions continued

Tell me about a specific time when those with whom you were working could not agree upon the course of action. How did you approach the situation and what was the outcome?

Tell me about a time when you had to deal with two very different co-workers who could not be treated the same way. How did you deal with each? How did you decide what you were going to do? How well did your intervention with each employee work?

Questions continued

Describe a situation where you were successful in getting people to work together effectively.

Give me an example of a time when working with others produced something more successful than if you had completed it on your own. What were the advantages of working with others in a team? What are some disadvantages of working in a team that you have encountered in the past?

Questions continued

Tell me about a new procedure you had to learn in your job. Tell me what specifically was the hardest aspect of learning the new procedure. Tell me specifically what you liked best about learning the new procedure. How well is the new procedure working now?

Tell me about a time when you identified a new, unusual, or different approach for addressing a problem or task.

Questions continued

Tell me about a time when you had to identify the underlying cause of a problem. How did that analysis help you to solve the problem more effectively?

Tell me about a time when you anticipated a potential problem and developed successful preventative measures.

Questions continued

Tell me about a recent situation in which you had to deal with a very upset customer or client.

Tell me about a time when you went to a class, meeting or some other event when you did not know most or all of the people attending. What did you do? How did you feel?

Questions continued

Tell me about a time when you had a debate over some issue when you were the single or minority voice. What did you do? What did you say? What was the outcome?

Tell me about a time when you had to accomplish a task that you never previously attempted and appeared overwhelming. What did you think, say and do? What was the outcome?

Questions continued

Give me an example of when you set a goal that you were able to meet or exceed.

Tell me about a time you had too many things to do and had to re-prioritize your tasks.

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

Questions continued

Tell me about a time you did something that required great accuracy?

Tell me about a recent situation in which you had to deal with a very upset coworker, customer or friend.

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

Questions to Expect

Tell me about a time you decided on your own to make something better.

Give me an example of a time you used your fact-finding skills to solve a problem.

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

Questions to Expect

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

Describe a time when you anticipated potential problems and developed preventative measures

Tell me about a time when you had to solve a problem that had many pieces to the solution

Questions continued

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

Describe a time when you thought it made sense to check in with someone before completing a task because your decision would impact other people in the group.

Questions continued

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

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.

Questions continued

Describe your three greatest accomplishments to date.

Describe the most significant written document, report, or presentation that you've completed.

Tell us about the riskiest decision you have made in your career.

Questions continued

How have you motivated yourself to complete an assignment or task that you did not want to do?

Give an example of when your persistence had the biggest payoff.

Give an example of a time when you used facts and reason to persuade another person to take action.

Questions continued

Give three specific examples from your work experience when you made something better or improved a service / product.

Describe when you or a group that you were a part of was in danger of missing a deadline. What did you do?

How do you describe / define your work ethic? Please give specific examples.

Questions continued

Pick three adjectives that best describe yourself

What do you believe sets you apart from all other candidates?

What do you believe sets you apart from all other candidates?



Other Soft Skills – Competencies

Commitment/Follow-Through:

Demonstrating personal ownership of tasks and doing what it takes to get the required results.

Makes repeated efforts to overcome resistance or remove obstacles to achieving goals

Maintains commitment and enthusiasm despite project setbacks

Steps up to take charge in situations in which no clear accountability or leadership role has been assigned

Spends the time and effort required to get the job done

Consistently meets deadlines and requirements

Commits to improvements required of him/her by others

Other Soft Skills – Competencies

Thoroughness/Accuracy:

Making sure that work is done correctly, completely, and to the highest standards.

Goes beyond normal procedures to check the accuracy of the information and assumptions which are unclear or questionable

Goes to meetings well prepared with facts, figures, and other relevant information

Follows-up aggressively with others for accuracy and completeness

Reviews the work of others to make sure they live up to their commitments

Follows established procedures or reliable methods carefully, rather than taking shortcuts

Other Soft Skills – Competencies

Interpersonal Astuteness:

Understanding people, their reactions, and their perception of you.

Accurately assesses the feelings and levels of commitment of people based on their verbal and non-verbal reactions

Accurately assesses how people feel about the things that affect them

Understands how he/she is viewed and the impact of his/her behavior

Takes the mood and receptivity of others into account and responds appropriately

Responds to others with consideration for their feelings (e.g., is not condescending)

Other Soft Skills – Competencies

Flexibility:

Changing appropriately to meet business needs, and remaining open to new ideas and perspectives.

Handles multiple complex projects simultaneously

Responds quickly and positively to additional requests or requirements

Works well with team members who have strong opinions and different perspectives

Recognizes and respects the different perspectives of others

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