

Behavior Event Interviewing

Ralph E Lattanzio

BS MS ABD

Affiliate Professor – Employer in Residence – “Career Doctor”

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What criteria are significant during the interview process

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Behavior event interviewing
predicts who will perform
best

ITS ALL MATH

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IT IS an Algorithm

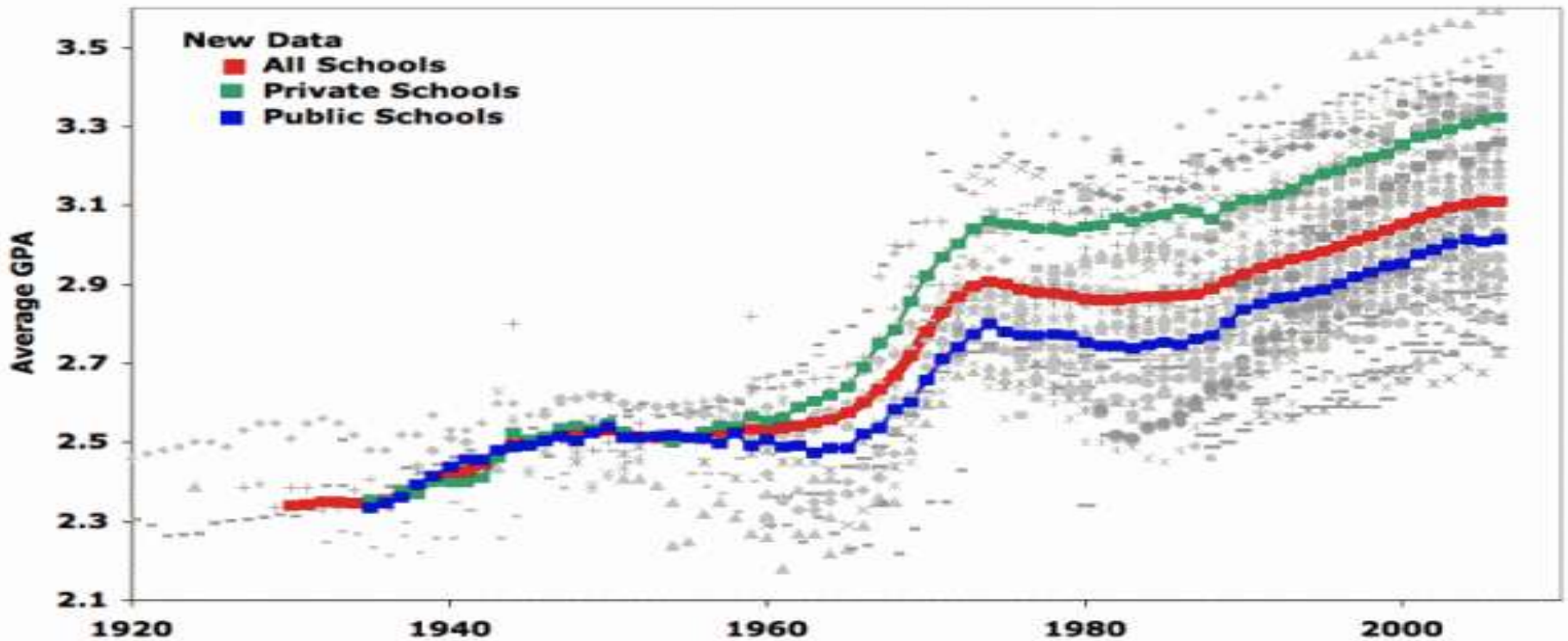
Performance = f (Ability x Motivation)

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GPA Predicts What?

Variability in Grading, US Colleges, 1920-2006



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Iceberg Model of Competencies



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Let's explore an example

The Professor

What Skills Are Required?

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Compare to:

**The Best Professor
You Have Ever Had**

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5 “Must Have” Competencies

Most companies require these competencies
to be demonstrated

WHY?

Difficult, Impractical, Costly to train



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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.

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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

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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

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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

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Dominant Thinking Process

Definition

Ability to describe how you analyze and act on problems

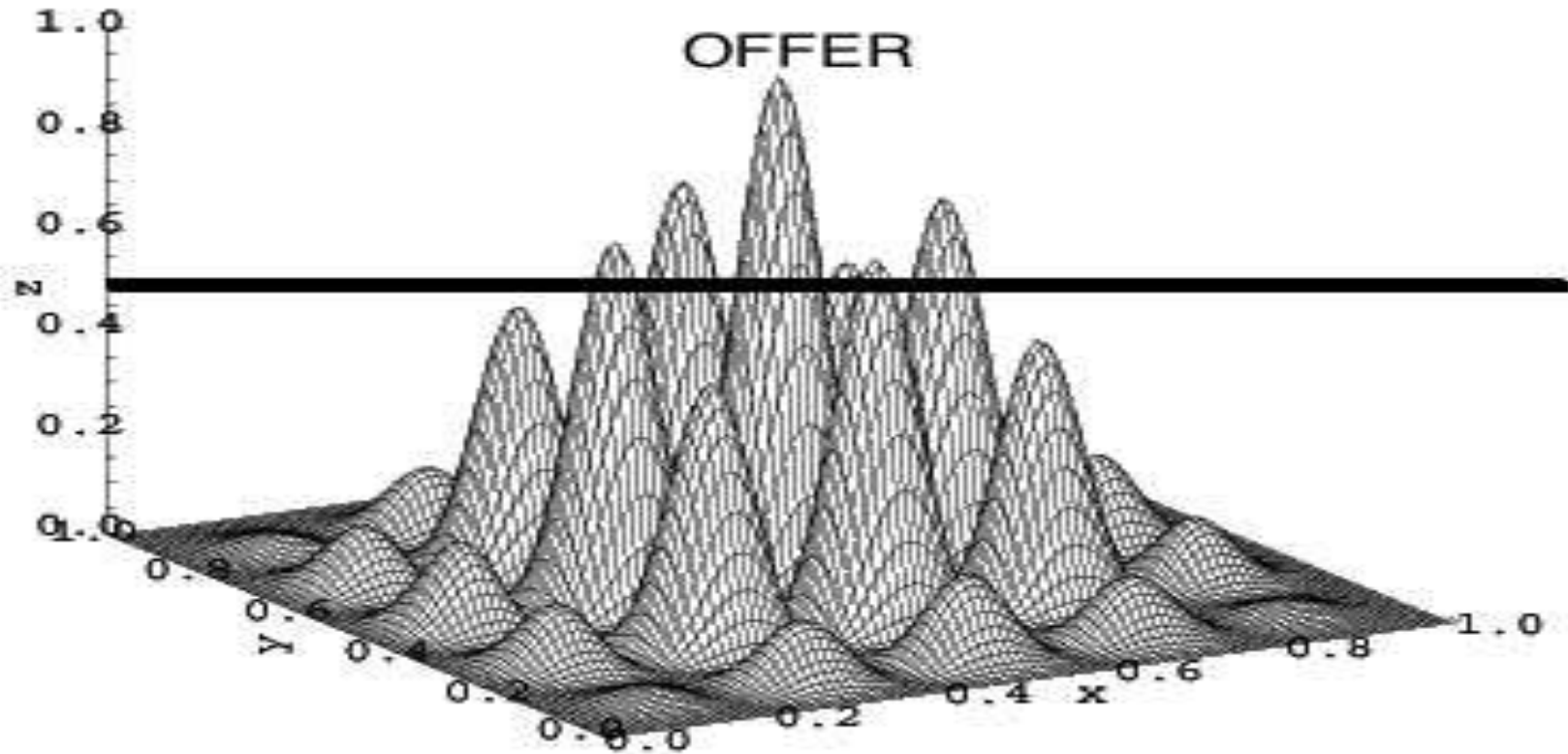
Behaviors of Thinking

- 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

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How Recruiter See You



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The Process to provide Codable Evidence

Tell a story from the past when
you demonstrated behaviors for
the required competencies



Three Processes your must master

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1. The Trigger Word

YOU MUST LEARN TO SAY

“I”

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



2. “S T A R” & “F”

| | |
|-----|----------------------------|
| 10% | Situation |
| 60% | Task & Thinking |
| 20% | Action |
| 5% | Results |
| 5% | Feel – Enthusiasm for work |

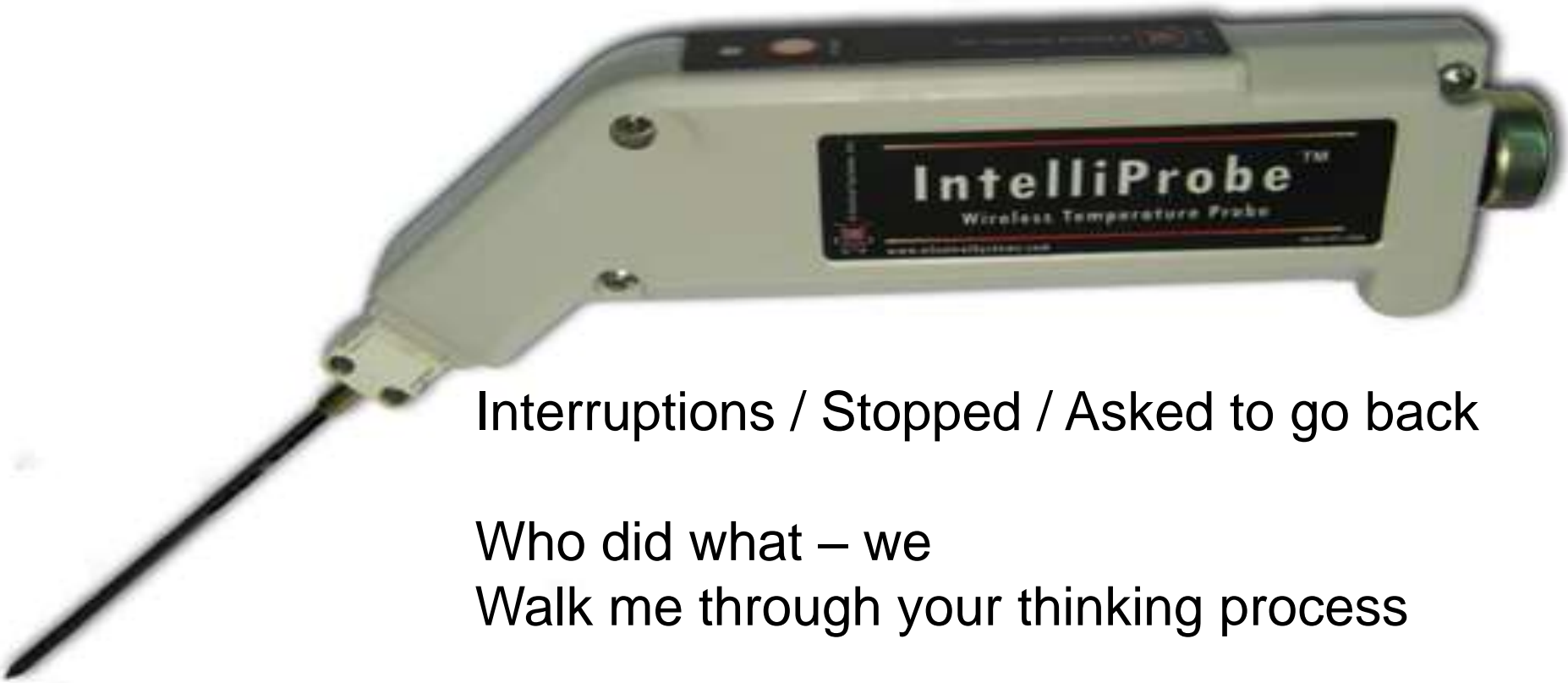


3. two minutes

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



Probed – if less than 2 minutes



Interruptions / Stopped / Asked to go back

Who did what – we

Walk me through your thinking process



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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.

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Now you try it

Pick a partner
play two roles
interviewer counts I's
Stop on my command
change roles

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Role Play - Thinking

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How did it feel ?

How do you think you did?

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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.

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How did it feel ?

How do you think you did?

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Effective Communication

Question

Tell me about a time you had to take complex information and communicate it to a group of people that had little understanding of the topic. What was the topic. What were you thinking about when deciding what to say. What did you say. How was it received. How did you feel.



How did it feel ?

How do you think you did?

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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.

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How did it feel ?

How do you think you did?

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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.



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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)



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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.



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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.



51 Questions continued

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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.

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Five common but less predictive competencies

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Flexibility

Definition:

The willingness to shift strategies and accept other viewpoints.

Behaviors:

Be able to articulate several perspectives on a problem.

Be able to switch to alternate strategies when necessary.



Concern for Impact

Definition:

A continual awareness of the impression one is making on others.

Behaviors:

Try to have a specific impact on others

Use or suggest strategies for influencing others such as the possibility of reward, convincing me through a logical argument.



Enthusiasm for Work

Definition:

Zeal about the job and a consequent willingness to work hard and energetically.

Behaviors:

Try to have a specific impact on others

Use or suggest strategies for influencing others such as the possibility of reward, convincing me through a logical argument.



Commitment/Follow-Through

Definition:

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

Behaviors:

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

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Interpersonal Astuteness / Skills

Definition

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

Behavior

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

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)

Takes the possible reactions of others into consideration when offering opinions and advice

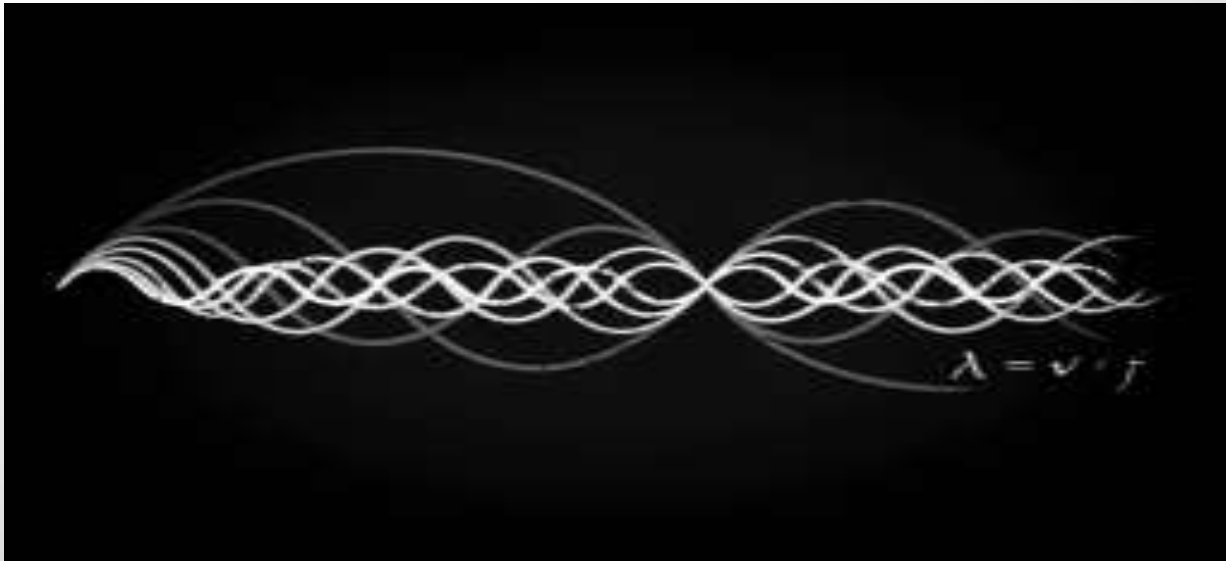
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RLattan1@Gmu.edu



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Contact

RLattan1 @GMU.Edu

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