

# Behavioral Interviewing

*“More Than a Gut Feeling”*



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## WORKBOOK

This section of your Participant Guide provides ample space for you to follow along, take notes, and fully participate in the class activities.

### Welcome

Welcome to the Behavioral Interviewing skills class.

We are all part of a vibrant company with a positive trajectory for growth in the near future – one that includes a lot of hiring as well! The skills you learn in this class will help you make better hiring decisions for your team in the months and even years to come. Take advantage of all you can learn.

As always, if there are ways we can better support you in your professional development, please let us know.

***The Learning & Development Team***

### Learning Objectives

After completing this course, you will be able to:

- Explain why the behavior-based approach to interviewing is so important in selection
- Use a job description to build a structured interview
- Use behavior-based interview strategies
- Use questions to guide and control the conversation
- Make hiring decisions based on job-related skills, not gut feelings
- Use a job-related approach to interviewing that will support legal defensibility

## Calculating the Cost of a Bad Hire

Employee turnover costs money, and the cost is typically a lot higher than most managers think. Follow along with the online calculator and fill in the costs for the various hiring activities to calculate the financial impact of one bad hire.

Salary of Hiring Manager	\$
Salary of New Employee	\$
Days to Fill Position	
Hours Reviewing Resumes	
Hours Conducting Interviews	
Cost of Lost Productivity	\$
Days of Training New Employee	
<b>TOTAL</b>	\$

## Impact to our organization

Using the **very conservative** assumptions of the U.S. Department of Labor which estimate the cost of turnover at 30% of an annual salary, what does turnover cost us each year? Remember, some experts calculate the cost of turnover at 100% of an annual salary, or higher!

Number of Employees	_____
Annual Turnover %	_____
U.S. Department of Labor turnover estimate	30%
Average Salary	_____
<b>TOTAL</b>	\$ _____ /per year

## Video Segment #1



### **Key Point: What is Behavior Based Interviewing?**

As you watch the video, write down key points that you hear on this topic.

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*Other Notes:*

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## Video Segment #2



### Key Point: Identifying Required Job Skills

As you watch the video, write down key points that you hear on this topic.

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*Other Notes:*

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## Six Steps for Conducting a Successful Interview

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|---|--|
| <b>1. Establish rapport</b>                   | <b>4. Allow the candidate to ask questions</b> |
| <b>2. Ask questions about job performance</b> | <b>5. Close the interview</b>                  |
| <b>3. Probe to clarify understanding</b>      | <b>6. Review notes and summarize findings</b>  |

### 1. Establish rapport

- Ask rapport building questions
  - Outline the sequence of the interview
  - Mention purpose of note-taking
  - Ask if they have any questions up-front
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### 2. Ask questions about past job performance

- Use open-ended questions
  - Ask questions related to job and performance based skills
  - Ask questions related to cultural fit with our core values model (Others First, Wisdom, Growth)
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### 3. Probe to clarify understanding

- Allow for Silence
  - Seek contrary evidence
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4. Allow the candidate to ask questions

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5. Close the interview

- Thank the candidate for his or her interest
- Make sure your closing comments cannot be construed as an indication that you plan to hire the specific candidate
- Summarize the next steps in the interview process (ie) when candidate will hear back, phone call, email, etc.
- Personally escort the candidate to the exit as a professional courtesy

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6. Review your notes and summarize your findings *right after the interview*

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## Conducting a Legally Defensible Interview

There are questions that can help you and questions that can hinder you in your search for solid information on which to base a good hiring decision. But there are also questions that can hurt you – that may put you and your organization at risk for basing your hiring decisions on what could be considered a discriminatory basis.

### Legal ABC's

#### ASK JOB –RELATED QUESTIONS ONLY

# A

Interview questions should be based on the technical and performance skills identified as important. Avoid asking questions or making inquiries that may cause the applicant to reveal his or her race, sex, religion, color, age, national origin or disabilities.

#### BE AWARE OF BASIC LAWS

# B

Civil Rights Acts of 1964 & 1991

Prohibits discrimination in employment based on race, color, religion, national origin, sex, pregnancy and related conditions, harassment.

The Americans with Disabilities Act

Provides equal access and opportunity for Americans with disabilities. Protects any individual with “physical or mental impairment that substantially limits one or more major life activities,” who is regarded as disabled, or who has a record of disability. Pre-employment inquiries should not be made regarding the nature or extent of an applicant’s disability.

The Age Discrimination in Employment Act

Prevents discrimination in the workplace based on an individual’s age. Protects individuals 40 years or older.

#### CONSISTENTLY ASK THE SAME QUESTIONS OF EACH CANDIDATE

# C

Asking the same questions of each candidate helps to increase legal defensibility because candidates are being treated the same. Asking the same questions of each candidate also helps to accurately compare candidates. Use a prepared list standard list of questions to help ensure you are being consistent in your interviews.



## SAMPLE JOB DESCRIPTION

**Job Title:** Account Representative

**Job Overview:** The Account Representative is responsible for increasing divisional growth by assisting Account Executives with business development through lead generation. Lead generation at this level entails qualifying prospective clients by means of a screening process to determine their ability to work with the company. In addition, Account Representatives support divisional objectives by participating in and completing miscellaneous assignments that lead to market research in key areas.

### **Essential Functions and Basic Duties:**

- Generates sales leads for Account Executives through outbound telephone calls to clients sourced from the company database
- Contacts clients to qualify them, sell our services and inquire about needs
- Updates and verifies information in the company database
- Collaboratively works with the assigned Account Executive to assist with business development of their territories
- Achieves/exceeds monthly goals and targets
- Manages daily schedule of calls, meetings, and follow ups
- Maintains and develops new and existing client relationships
- Resolves customer requests, complaints, problems
- Generates credible and timely management information required of the marketing process
- Respects all individuals without regards to their position
- Seeks first to understand before responding, doesn't rush to judgment
- Takes ownership of self and working team

### **Qualifications:**

- College degree preferred, not required
- Previous experience helpful, not required
- Knowledge of basic sales and/or customer service principles
- Good computer skills and accurate typing skills
- Ability to conduct research using database and internet search engines

### **Performance Measurements:**

- Records are accurate and current on all accounts
- Good customer relationships exist, customers are appropriately informed, and needs are met
- Customer requests, complaints, or problems are resolved promptly and courteously
- Forecasts are accurate, quotas are met
- Good communication and coordination exist with area staff and with management

# Preparing for the Interview

## Identifying Performance and Technical Skills Needed

Using the sample job description, list the key technical and performance skills required. Remember, technical skills are task related; performance skills are behavior related.

JOB TITLE: \_\_\_\_\_

TECHNICAL SKILLS	PERFORMANCE SKILLS
•	•
•	•
•	•
•	•
•	•



Take the time to review your understanding of the job for which you'll be interviewing.



## Preparing Your Questions

### Avoid Close-Ended Questions

Read through each of the following sentences and re-write them as an open-ended question.

**Closed:** Have you built PowerPoint presentations before?

**Open:**

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**Closed:** Which do you find the most interesting – working in the office or in the field?

**Open:**

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**Closed:** Has your manager ever thrown last minute changes at you?

**Open:**

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Avoid asking questions that can be answered by a single word, use open-ended questions that ask for specific examples of past behavior, and keep your questions focused.



## Four Types of Interview Questions to Use

1. Rapport Building

3. Probing Questions

2. Open-Ended Questions

4. Non-Question Questions

### *Rapport Building*

Rapport building sets the tone for the rest of the interview; don't underestimate the importance of this step. Write down a possible rapport-building question(s) you can use during an interview.

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### *Open-Ended Questions (Technical & Performance)*

Open-ended questions get the candidate to talk. Your job is to develop questions around problems, responsibilities, and tasks that are similar to those on the job for which you're hiring. Write out behavioral-based, open-ended questions that highlight the **technical and performance skills you have identified** in the sample job description.

#### TECHNICAL SKILLS

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**PERFORMANCE SKILLS**

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*Open-Ended Questions (Cultural Fit)*

We live by our core values and want to hire others who will do the same. For this reason, it makes sense to include behavioral-based questions around our core values. Choose one or more of our values and create a job related, behavioral-based question below.

**OTHERS FIRST:** \_\_\_\_\_

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**WISDOM:** \_\_\_\_\_

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**GROWTH:** \_\_\_\_\_

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### Exploring/Probing Questions

While you can't really prepare exploratory questions in advance, be prepared to "dig deeper" in response to a candidate's initial answer. When in doubt, you can simply say, "Can you tell me more ...."

*Ex: Could you go into more detail about that?*

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*Ex: Can you share another similar example??*

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### Non-Question Questions

Questions sometimes make people nervous, especially in the setting of a job interview. But you can often make candidates more comfortable responding with the information you need just by asking for it with a language that doesn't end in a question mark.

*Ex: It would help me if you could talk through a couple of your biggest accomplishments.*

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*Ex: You mentioned the XYZ situation; tell me what you did about it.*

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You can often make candidates more comfortable by asking for information in language that doesn't sound like a question.

