

How to Conduct Behavior-based Interviews

OVERVIEW

Behavior-based interviewing can help you pick the person who's the best fit for the job. Instead of relying on your gut instinct, use this structured, job-specific, organization-specific approach to gather the information you really need and pinpoint the most appropriate candidate.

With a little preparation, you'll be armed to spot red flags, determine applicants' skill and willingness to do the job, use the telephone to cut your time investment, avoid potentially damaging questions, get candidates to open up and reveal who they really are and use data to make a good job placement decision.

LEARNING OBJECTIVES

- Evaluate the presence or absence of critical job-related skills, attitudes or organizational values
- Determine how a person is likely to act on the job based upon his or her motivation
- Avoid costly hiring mistakes
- Conduct legally compliant interviews
- Hire the best possible candidate for a job

COURSE HIGHLIGHTS

The basics of behavior-based interviewing

- Identify what behavior-based interviewing is and its benefits
- Discuss the difference between an interview and a conversation
- Understand human behavior: The Iceberg Model
- Discover people's motivation to work—and to work in the job you have available
- Learn about the 4 kinds of applicants and which one to hire
- Prepare for a great interview
- Identify exactly what you're looking for in a candidate
- Consider organizational culture and build it into job descriptions

Screening candidates

- Use the applicant's past to estimate future performance
- Determine if a lack of skill can be made up for with will
- Identify red flags on résumés and applications
- The right way to use telephone screening to save time

Conducting the interview

- Set up a structured interview: Know what to cover and how much time to spend in each area
- Create the ideal interview setting

- Avoid these questions in every interview or you could end up in court
- Question and probe to unearth what you need to know
- The 3 common types of interview questions and how to use each
- Construct behavior-based questions that let you know what a candidate is really like
- Use behavioral examples to determine skill level, identify strengths and pinpoint shortcomings
- Maximize interview time by testing behavior-based questions early on

Digging deeper

- Ask questions that determine if a candidate is a team player, a quick learner and a methodical worker
- Learn multiple ways to say, "Please elaborate on that ..." to minimize ambiguous responses
- Communication essentials: Learn to read body language
- Keep information flowing so you don't accidentally cut off a candidate too soon
- Take notes that will make sense later and help you in the hiring decision
- Involving other interviewers: Invite key stakeholders, and how to involve them in the process
- Move from data to good decisions regarding hiring

COURSE OVERVIEW

TRAINING DELIVERY

- Pre-training: Tailoring and customization of content
- Delivery of training using presentation, small group exercises, case studies, role-plays, games, etc.
- Post-training: Follow-up within 30 days to review information, provide coaching, set goals, etc. (optional)