

# Behavioral Interviewing

SERVE **OHIO**

Ohio Commission on Service and Volunteerism



PRESENTED BY

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CONSULTING

# Learning objectives

- ▶ Compare & contrast various types of interview questions
- ▶ Describe behavioral interviewing & your role in the process
- ▶ Implement the STAR model for effective interviews
- ▶ Develop legally defensible probing interview questions
- ▶ Review the do's and don'ts of interviewing

# Types of Interview Questions

Type of Question	Sample Question
Experience Verification	What did you learn in your last position?
Credential Verification	How long did you work in your previous position?
Opinion question	What is your greatest weakness?
Competency question	Give a specific example of your leadership style.

# Types of Interview Questions

Type of Question	Sample Question
Behavioral question	Can you give me an example of...
Case/Situational question	How would you handle yourself in...
Brainteaser question	What is $1000 / 73$ ?
Nonsense question	What color best describes you?

# What is Behavioral Interviewing?

- ▶ Structured way of interviewing.
- ▶ Focuses on behavior, knowledge, skills & abilities.
- ▶ Shows how people *did* behave instead of how they *would* behave.
- ▶ Past performance = indication for future performance.



# The Process

- ▶ Conduct a job analysis.
- ▶ Develop the behavioral interview questions.
- ▶ Create/utilize a rating scale for evaluating the candidates.
- ▶ Train the interviewers.
- ▶ Prepare for and conduct the interviews.
- ▶ Review the information collected.
- ▶ Make the hiring decision.

# Developing the Interview Questions

- ▶ Lead Questions vs. Probing Questions
- ▶ Questions to help provide insight into the candidate's future based on his/her past



# Developing a Rating Scale

Rating	Definition
Far Exceeds Requirements	Perfect Answer. Demonstrates competency accurately. All good examples
Exceeds Requirements	Demonstrates competency in most situations. Many good examples.
Meets Requirements	Demonstrates competency, but may need supervisor guidance for new skills. Some good examples
Below Requirements	Inconsistent in demonstrating competency. Few examples.
Significant Gap	Fails to demonstrate competency. No good examples.

# Conducting the Interview

- ▶ Ask Leading and Probing questions
- ▶ Listen for Critical Incidents



# Critical Incidents

- ▶ What went well;
- ▶ What aspects were problematic or difficult;
- ▶ Incidents that involved conflict;
- ▶ Typically relate to communication, knowledge, culture or relationships.



# STAR Model

- ▶ Situation **Situation:** What was the situation the candidate was in?
- ▶ Task **Task:** What was the task the candidate needed to accomplish?
- ▶ Action **Action:** What were the actions the candidate took to accomplish this task?
- ▶ Result **Results:** What were the results of these actions?



# Probing Questions

- ▶ What happened?
- ▶ What lead up to the event?
- ▶ What did you do to influence the outcome?
- ▶ What did you learn from this experience/decision?
- ▶ What might you do differently in the future?



# LEAD vs. PROBING Questions



## Lead Questions

Open Ended

- Use introductory statements:
- Tell me about a time when...
  - Provide me a recent example of...
  - Walk me through...

## Probing Questions

Follow-up questions to be used if/when:

- Initial answers are vague
- Potentially being dishonest
- Difficulty in forming an answer

# ACTIVITY



# Individual Contributors

- ▶ What in their past performance (behavior) shows that they understand his/her role?
- ▶ Do they have the desired knowledge, skills & abilities?
- ▶ Will the candidate fit into the culture?



# Supervisors / Leadership roles

- ▶ What inspires his/her leadership?
- ▶ Does leadership style match the culture?
- ▶ Does behavior match the ethical expectations?



# Do NOT Discriminate

- ▶ Sex
- ▶ Race
- ▶ Religion
- ▶ National origin
- ▶ Creed
- ▶ Color
- ▶ Disability
- ▶ Veterans status
- ▶ Age
- ▶ Citizenship



# Additional Tips for Successful Interviewing

- ▶ Watch small talk.
- ▶ Authenticity is key.
- ▶ Emotional Intelligence comes in handy.
- ▶ Actively listen.



# Standardize the Process

- ▶ Ask the same questions of each candidate.
- ▶ Ask the questions in the same order
- ▶ Remember the STAR model



# Your Role



# Do's

- ▶ Be authentic
- ▶ Select questions for each position
- ▶ Use a rating scale for all interviews
- ▶ Ask questions to include the STAR model
- ▶ Practice Active Listening



# Don'ts

- ▶ Ask questions that could reveal protected information
- ▶ Discriminate
- ▶ Ask canned questions
- ▶ Guide the candidate to a (desired) answer
- ▶ Ignore “Red Flags” in the candidate’s stories



# Document Review

- ▶ Additional Resources available include:

<https://admin.ks.gov/offices/personnel-services/recruitment/behavioral-interview-generator>

# Questions/Final Thoughts?

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