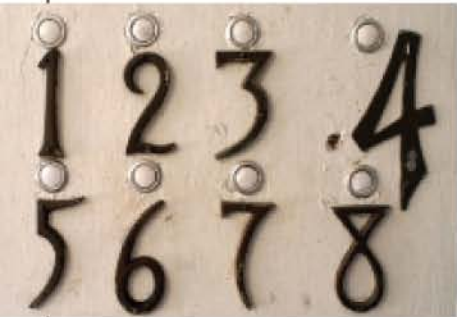


# Leila Bulling Towne

*Before you run, you walk. Before you lead, you manage—well.*



Coaching for leaders, managers & teams

## Tell Me About . . . The Behavioral Interviewing Techniques Employers Use

July 16, 2009

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# What



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**The best indicator of future performance is past performance.**

# What



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- An interviewing method that centers on questions that allow people to speak about past and similar job experiences.
- If a person succeeded in certain experiences in the past, it is likely he/she will succeed in the future in similar circumstances.

# Why

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## Hiring costs a lot

- At least 30% of the his/her salary
- Sr. manager/executive 2-3 times the yearly salary

# Why

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## Structure leads to better results

- No structure: little as 20%
- Much more structure: as much as 80%

# How



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**Describe the most recent example  
of using [INSERT COMPETENCY]  
in your current role.**

# Questions/Statements



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## Building Effective Teams

- Give me an example of how you've been able to develop and maintain productive relationships with others even when there were differing points of view.

## Initiative

- Tell me about a situation that you had significant impact on because of your follow-through.

## Leadership

- Tell me about a time when you accomplished something significant that wouldn't have happened if you had not been there to make it happen.

# Tell Me About It



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Situation

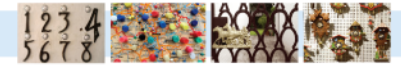
Action

Result

# Probes



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EXPLORE THE SITUATION	ASK WHAT ACTIONS THE PERSON TOOK	ASK WHAT THE RESULTS WERE
<ul style="list-style-type: none"><li>• Tell me more.</li><li>• Who else was involved?</li><li>• How long did this take?</li></ul>	<ul style="list-style-type: none"><li>• What did you say?</li><li>• How did you do that?</li><li>• What did your team do?</li></ul>	<ul style="list-style-type: none"><li>• What were the final results?</li><li>• How did you measure what happened?</li><li>• How has the situation evolved since then?</li></ul>

# Your Part



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Answers that speak to

Situation

Action

Result

# Practice: Leadership

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Tell me about a time when you accomplished something significant that wouldn't have happened if you had not been there to make it happen.

Prepare details for:

1. Situation
2. Action
3. Results

# Thank You

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- Handout available with Linda's follow up or from me
- Call me at 415.577.8782 or email [coach@thebullingtownegroup.com](mailto:coach@thebullingtownegroup.com) when you have questions

## **Sample Behavioral Interviewing Questions**

### **Building Effective Teams**

1. Give me an example of how you've been able to develop and maintain productive relationships with others even when there were differing points of view.
2. Tell me about a time when you were able to motivate others to get the desired results.
3. Tell me about a difficult situation with a co-worker and how you handled it.

### **Creativity**

1. Tell me about a situation in which you were able to find a new and better way of doing something significant.
2. How do you brainstorm? Discuss a recent situation that used your brainstorming skills.
3. Tell me about a time when you were creative in solving a problem.

### **Dealing with Ambiguity**

1. What do you think about the continuous changes in your company's operating policies and procedures?
2. What was the highest pressure situation you have been in this past year? How did you cope with it?
3. Describe how you cope with deadlines and stressful situations.

### **Effective Communicator**

1. Tell me about a time when you had to present a proposal to a person in authority.
2. Tell me about a situation where you had to be persuasive and sell your idea to someone else.
3. Tell me about an instance when you were tolerant of an opinion that was different from yours.

### **Initiative**

1. Give me an example of a situation where you had to overcome major obstacles to achieve your objectives.
2. Tell me about a goal that you set that took a long time to achieve or that you are still working towards.
3. Tell me about a situation that you had significant impact on because of your follow-through.

### **Leadership**

1. Tell me about a time when you accomplished something significant that wouldn't have happened if you had not been there to make it happen.

2. Tell me about a time when you were able to step into a situation, take charge, muster support and achieve good results.
3. Describe for me a time when you may have been disappointed in your behavior.

### **Strategic Agility**

1. Describe a situation in which you created a vision for yourself and your department.
2. How do you plan ahead? Where do you get information? With whom do you consult?
3. Tell me about a recent strategic plan you developed. How did it affect the company?

### **Hire Right . . . Right Now, Behavioral Interviewing Training for Managers & Teams**

*Most people make hiring decisions based on gut reactions. Instead of listening to your gut, listen for facts and details: learn how to **Hire Right . . . Right Now.***

“I like her” and “I think he’ll fit in” are two common statements managers use when evaluating candidates. Decisions based on feeling or intuition lead to expensive hiring mistakes while decisions based on proven interviewing techniques lead to smart hiring success.

The key to behavioral interviewing lies in the phrase most people have heard before: the best indicator of future performance is past performance. When interviewing a candidate, it is crucial you evaluate how he/she performed in the past. That information provides the most concrete and reliable data necessary to predict if a candidate can perform in the future—in your company. The hypothetical (“What would you do if . . .”) has no role in behavioral interviewing. **Hire Right** provides hiring managers the knowledge and tools to make long-term hiring choices.

The session is interactive and practical. It is based on research and years of experience we have had in training and coaching managers and leaders.

Workshop activities include:

1. Writing effective job descriptions,
2. Avoiding risky or inappropriate interview questions,
3. Establishing rapport,
4. Behavioral interviewing: what, why, and how,
5. Creating questions based on the skills and competencies of the open position,
6. Identifying common words to describe your company’s culture—and interviewing around them,
7. Getting detailed answers, using Situation Action Result, and practice!

Contact us at 1.800.789.8449 for more information or visit

<http://www.thebullingtowngroup.com>.