

Behavioural Interviewing

CACEE Conference 2012

Facilitated by:
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Our Group Today



Agenda

1. INTRO: WHY, WHAT, HOW...
2. UNIVERSAL CHARACTERISTICS
3. SCORING & JUSTIFICATION
4. LOOKING @ “NO. 1”

Framing Things

Selection

- Identify competence
- Selecting who is best
- Are there acceptable weaknesses?

Coaching

- How to lead them
- Future development
- Hand-off of coaching information

Purpose of the Interview

[WHY]

1. To select the appropriate candidate
2. To predict performance
3. To understand coaching implications



Preferences

1. Attainment
2. Leadership
3. Tenacity
4. Precision
5. Introspection

Abilities

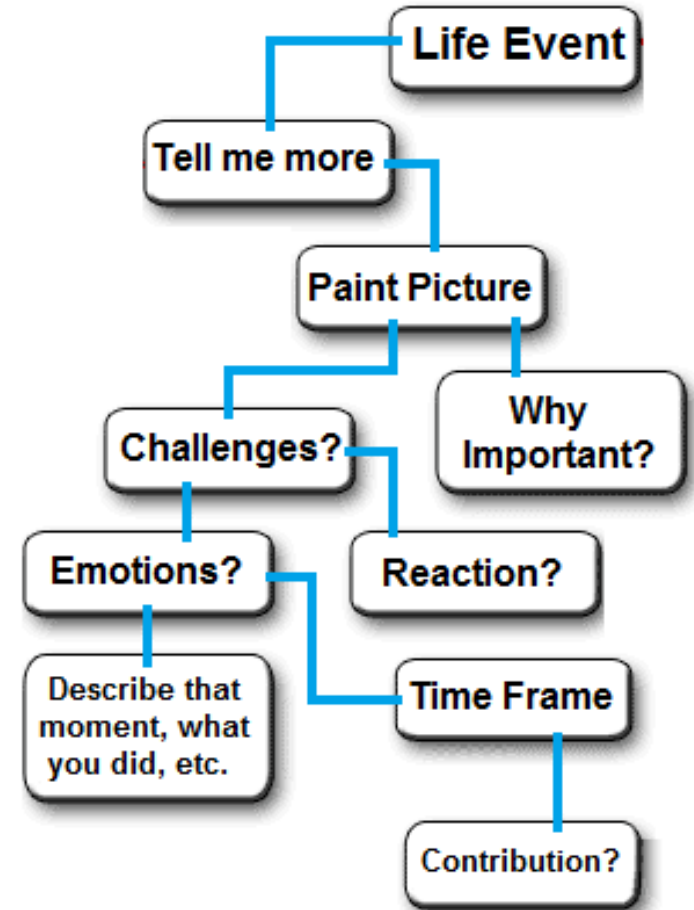
1. Fundamental
2. Instrumental
3. Values

Probing

[HOW]

- Get into *the moment*
- Paint the picture
- Goal: to find core factors in past behaviours
- Examples surfaced are used to justify scoring*

**will visit shortly*

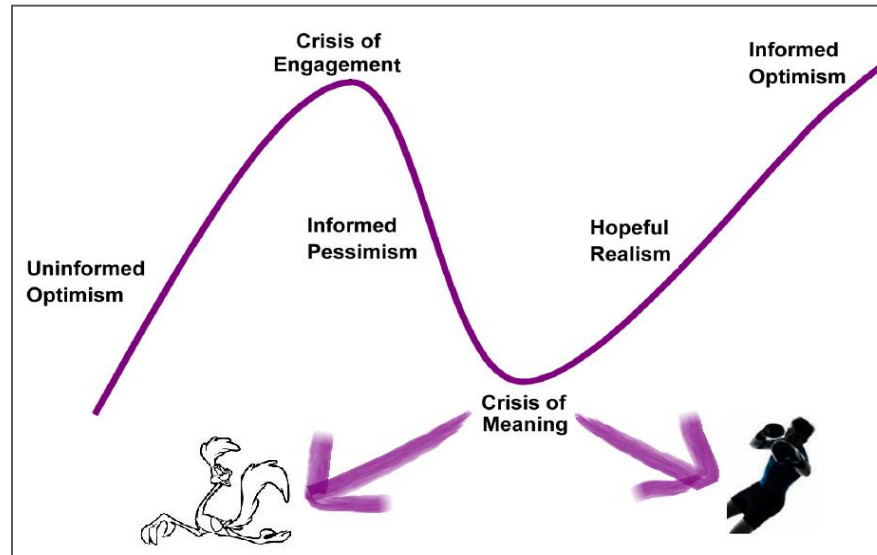


Ability: FUNDAMENTAL

The ability to manage mood in pursuit of a goal

LOOK
FOR

- ✓ Will they endure short-term pain?
- ⊕ Will they flip-out and quit?
- ✓ How do they react under stress?
- ✓ What is their rebound time?

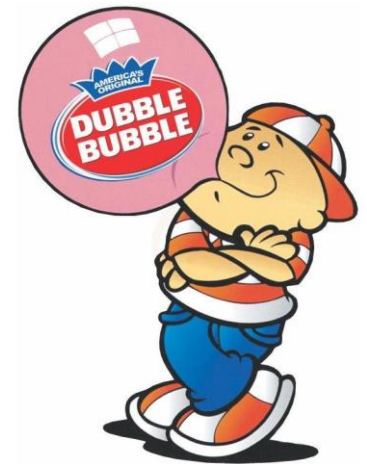


Ability: INSTRUMENTAL

Basic life & technical skills.



- ✓ Reading, Writing, Manners & Math
- ✓ Technical skills required for the job (not trained)
- ✓ Would you “buy” from them?
- ⊕ Anything that embarrasses you?



Ability: VALUES

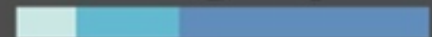
Do you trust them?

Do they deliver on promises?

Do they respect others?

Do they take pride in what they do?

- ✓ Do they fit organizational values & mission?

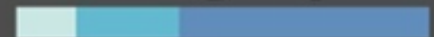


Preference: ATTAINMENT

Sets and hits immediate goals



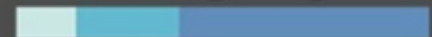
- ✓ Works hard to achieve success
- ✓ Practices
- ✓ Objective oriented
- ✓ Feels disappointment when goal missed



Preference: LEADERSHIP

Functions as a leader and is seen as a leader

- ✓ Directs group activities
- ✓ Comfortable in dominant role
- ✓ Will take charge & accept responsibility



Preference: PRECISION

Orderliness, systematic planning, efficient and predictable in work routines.



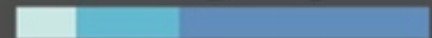
- ✓ Attention to detail
- ✓ Clear on numbers and timelines
- ✓ Is on time and prepared
- ✓ Generally uses systems/tools to plan

Preference: TENACITY

Completes tasks.

Persistent until all loose ends are wrapped up.

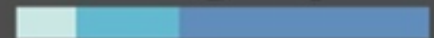
- ✓ Grit
- ✓ Consistent hard worker
- ✓ No track record of quitting
- ✓ Starts and finishes



Preference: INTROSPECTION

Pays attention to self & others in analytical fashion.

- ✓ Do they take ownership?
- ✓ Do they reflect on their role & learn?
- ✓ Are they conscious of opportunities for growth?
- ✓ Do they have a fair perspective on self & others?



SCORING

| | | |
|----------|---------------|--|
| 5 | In top 10% | Can they role model for others? They just ooze this..... |
| 4 | In top 30% | Are they better than competent? They are solid, a few good examples of P & A. |
| 3 | In middle | They are competent. A couple good examples of P & A. |
| 2 | In bottom 30% | Not quite competent. Needs work, no good / real examples of P & A. |
| 1 | In bottom 10% | Unacceptable. No viable examples, won't be able to hack it. |

P & A *w.r.t.* Performance

1. Which preferences/abilities are most significant in your world?

① _____

② _____

③ _____

2. Which preferences/abilities are lacking in your lower performers?



Abilities

Fundamental
Instrumental
Values

Preferences

Attainment
Leadership
Precision
Tenacity
Introspection

Let's Try Some Ratings...



Behavioural Interviewing

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| ABILITY | Defined | You | Report |
|--------------|---|-----|--------|
| Fundamental | <i>Ability to manage mood in pursuit of a meaningful goal.</i> | | |
| Instrumental | <i>Life & Technical skills. Reading, writing, math & manners.</i> | | |
| Values | <i>Trustworthy, delivers on what is promised, respectful</i> | | |

| PREFERENCE | Defined | You | Report |
|---------------|--|-----|--------|
| Attainment | <i>Preference to set and hit immediate goals. Works hard to get there.</i> | | |
| Leadership | <i>Chooses to be in dominant roles and is seen by others as a leader.</i> | | |
| Tenacity | <i>Completes tasks, does not give up. Persistent until job is done.</i> | | |
| Precision | <i>Attention to detail, systematic planning, predictable routines.</i> | | |
| Introspection | <i>Fair and analytical view of self and others.</i> | | |

Where does this come out in your/their work?

What coaching is needed?

| You | Report |
|-----|--------|
| | |

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Complimentary

| | A & P | Description. | If Low Need | Why |
|----------|---------------|-------------------------------|--------------|---|
| F | Fundamental | Manage mood/stress | T - A | Gets stressed, keeps working |
| I | Instrumental | Technical Skill, Presentation | L - V | People will follow |
| V | Values | Trustworthy, Respectful | A | Figures out how to hit goal Life will teach them lessons |
| A | Attainment | Sets & Hits Goals | F - L | Fights through when off course |
| L | Leadership | Takes Charge, Directs | I - V | People will still “buy” it |
| P | Precision | Detail & Process oriented | A - T | Will keep working hard |
| T | Tenacity | Pushes through brick walls | N | Reflects on decisions they make |
| N | Introspection | Fair view of self & others | V | Will respect coaching/feedback |



Candidates won't always be strong across the board – look to understand if their strengths will work to compensate.

Tools

1. Candidate info. pack
 - ✓ Examples to probe into
 - ✓ Often something more than resume
2. Interview form
3. Scoring & Justification sheet

1st Interview Form

Candidate: _____

Date of Interview: _____

Summary of Call:
Program/Yr: _____
Rapport: _____

1. Validate and address needs and objections
2. Score & justify F.I.V.
3. "Deal" is presented
4. Trial close to next step.

→ Process Set-Up
→ Meeting Agenda laid out

Agenda

| Agenda | Notes |
|--|-------|
| WELCOME | |
| INTRODUCTION | |
| PURPOSE & OUTCOME | |
| VALIDATE & EXPLORE NEEDS | |
| OBJECTIONS | |
| 15-30 min | |
| FUNDAMENTAL probe, score & justify: 1 2 3 4 5 | |
| Areas: Challenges Transitions School Athletics Jobs | |
| High: _____ Med: _____ Low: _____ | |
| INSTRUMENTAL probe, score & justify: 1 2 3 4 5 | |
| First impression Each meeting School grades personality | |
| Low: _____ Med: _____ High: _____ | |

Objections: _____

New Questions/Concerns: _____

How they manage emotions through challenge in pursuit of a meaningful goal

- Tell me about a transition
- Tell me about a challenging/busy time
 - Describe what that important you've worked toward
 - What was going on at that time in your life?
 - Paint the picture of that day/week/time
 - Where was you challenged?
 - How did you react?
 - How long did it last?

Ability to present with confidence, competence & professionalism. Can they sell the job to others?

- Did they dress appropriately?
- Do you they use appropriate language to speak with you?
- Are they engaging? Do you want to have a conversation?
- Would people want to work for them?
- Can they handle the job intellectually? (math)

Questions

Welcome & Intro:
How is school going?
How did "specific" event go (personal to them)?
From previous contact?
Describe purpose, agenda, timeframe.
Share recruiting perspective: where they are in process, what they are in competition for.

Needs/Objections:
What are candidate's outcomes of meeting?
What have you learned since last contact?
What important to know to learn about?
What have talked to help make decision?
What else will you want to speak with to help you process the decision?
Where are you going in your career 5-10 years from now and what do you need to prepare yourself?

Fundamental:
What is an example of a challenge you have faced?
What is an example of the most difficult time in your life?
When have you faced a transition in your life?
Tell me about an important goal you have achieved? Mission?
Tell me about an exciting success or painful disappointment you have experienced in your life?
What obstacles have you overcome?
Tell me about a time when you were really, full and feeling most stressed?

— meaning
— goal
— challenge
— reaction
— time frame

Instrumental:
Explore marks in school and effort required to achieve them, (especially math)
Are they looking at you when they speak?
Interview manners? Confidence? Appearance?

F I V A L P T I



Sins

⊕ Hypothetical Questions

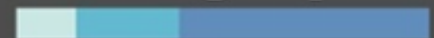
- *“If you were in that situation again, what would you do?”*

⊕ Leading Questions

- *“After that loss you must have been upset?”*

⊕ Halo Effect

- *Because a candidate is highly relatable does not mean will perform like you, stay objective.*



Wrap & Questions

- ✓ What are your top box Preferences & Abilities?
- ✓ Anything new to add to your tool belt?

⊕ Questions

- Would you have interest in “Behavioural Interviewing II” at the National Conference or via webinar?

My Info

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Questions / Comments / Follow-up

