



Interviewing Workshop

Neil J. Glaser
SPHR, SHRM-SCP





Agenda

Introduction to behavioral interviewing

Anticipating behavioral questions

Crafting personal success stories

Practice

Next steps

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- Behavioral Interviewing

Based on the premise that **past behavior is predictive** of future behavior in similar situations

The questions asked are **based on the job** not the candidate

Interviewer wants **specific** examples from your past experience

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JOB ANALYSIS



COMPETENCIES

Which competencies are critical
for success on the job?

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THE RIGHT COMPETENCIES
=
SUCCESS ON THE JOB

Behaviors are visible evidence of competency

**What are the
job behaviors
behind the
competencies?**

Adaptability

Analysis

Attention to Detail

Communication-Oral

Communication-Written

Decisiveness

Delegation

Development of
subordinates

Entrepreneurial

Flexibility

Independence

Initiative

Innovation

Integrity

Judgment

Leadership/Vision

Listening

Motivation

Negotiation

Organizing

Participation

Planning

Practical Learning

Presentation Skills

Rapport Building

Research

Resilience

Safety Awareness

Sales Ability/

Persuasiveness

Sensitivity

Strategic Perspective

Teamwork

Tenacity

Training Others

. . . to name just a few

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- Behavioral Interviewing
- Anticipate what behavioral questions may be asked

Look to the job description or job posting for clues. Consider each job duty or responsibility listed as a potential line of questioning.

Example:

Job description: Technical Program Manager, Human Understanding Organization

- Work cross-functionally to develop best practices and product development processes in a quickly-changing and dynamic environment

Possible behavioral questions:

“What has been your experience with identifying and implementing best practices?”

“Tell me about your most successful project that involved a cross-functional team.”

“Tell me about a time when you had to deal with a major unexpected change.”

Exercise:

Job description: **Director of Accounting**

- Proactively engage with other Company managers to improve understanding of the financial implications of business decisions, and to teach Company policies/procedures where necessary

Job description: **Region Rental Sales Manager**

- Provide coaching and guidance to Rental Specialists through field ride-alongs, territory management, regular sales meetings, annual performance reviews, and drive accountability for all Rental Specialists' established targets

Not all behavioral questions will come from listed job requirements. Some may come from general competencies relevant to the workplace.

- Tell me about the most difficult customer you had to deal with.
- Tell me about a time when you had to take shortcuts to meet a deadline.
- Tell me about the biggest mistake you made at work.
- Tell me about a time when your boss didn't give you enough information to get a task done.

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- Behavioral Interviewing
- Anticipate what behavioral questions may be asked
- Craft your personal success stories

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- Behavioral Interviewing
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- Craft your personal success stories
 - Look at your resume for accomplishments
 - Look at past performance reviews
 - Recall past work that made you proud

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Use a story structure such as STAR:

Situation: The company and your role

Task: The work issue or problem

Actions: Your behaviors, “I” statements

Result: The value you brought

Exercise:

The hard work—putting pen to paper

- 1. Identify one accomplishment*
- 2. Detail the story behind the accomplishment. Emphasize the Actions you took. Don't skip over the small stuff. Use bullet points, phrases, keywords. It's not prose, it's a chronological data dump.*
- 3. Don't dwell on the Situation or Task. Keep it simple and short. The context for the story is not as important as your Actions and the Result.*

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Capture specific details

How did you plan your work?

Who did you talk with?

What did you create, modify or improve?

What tools did you use?

How long did it take?

What challenges did you meet along the way?

What changed from your initial plan?

*Take the mental picture of your actions from
your mind and get them down on paper*

Calling meetings • Creating spreadsheets • Analyzing data
• Scheduling activities • Prioritizing tasks • Hiring people •
Researching answers • Coaching people • Writing
instructions • Calling customers • Resolving conflicts •
Documenting process • Cold calling • Working extra hours
• Approving resources • Delivering presentations • Ordering
supplies • Bending policy • Asking questions • Visiting
locations • Reorganizing reporting structures • Cutting
checks • Crafting prototypes • Running reports • Taking
notes • Leading virtual meetings • Delivering feedback •
Updating procedures • Learning new technologies •
Training new employees • Experimenting with new ideas •
Testing systems • Entering data • Troubleshooting
performance • Closing sales • Writing code • Pushing back

Exercise:

- 1. Write.*
- 2. Practice.*
- 3. Repeat.*

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- Why Behavioral Interviews?
- How to anticipate what behavioral questions may be asked
- Craft your personal success stories
- Next steps



Thank You

Neil J. Glaser

314-604-0876

njglaser@att.net

