What is Behavioral Interviewing?

- An Interviewing method that encourages candidates to talk about how they dealt with past experiences
- Allows for conversation, not an interrogation
- Looks for lessons learned from past experiences
- Effectively probes beyond the facts to reveal abilities
Past behavior is the best predictor of future performance

- Thought processes are revealed
- Patterns and tendencies become apparent
- Professional attributes are revealed
- Reduces the usefulness of “canned” answers
- It is based on competencies and behaviors critical for success in a particular position
Instead of Traditional...
☞ Why are you interested in this position?
☞ How much of a team player are you?
☞ Are you flexible?
☞ Does your manager like your work?

Ask Behavioral...
☞ Describe a project you worked on that has best prepared you to come work for us in this position.
☞ Tell me about a time you worked on a team. What was your role when conflict arose?
☞ Tell me about a time you had to be flexible in planning your workflow.
☞ Tell me about a time when your manager praised your work. Explain a time when your manager criticized your work.
## Identify the Competencies Necessary

<table>
<thead>
<tr>
<th>Competency</th>
<th>Behavioral Based Question</th>
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<tbody>
<tr>
<td>Tolerance</td>
<td>“Tell me about a time a customer was rude or obnoxious on the telephone.”</td>
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<tr>
<td>Tactful</td>
<td>“Describe a situation where you found it necessary to refuse an unreasonable customer request.”</td>
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<tr>
<td>Caring</td>
<td>“Describe a situation where you went out of your way to accommodate a demanding customer.”</td>
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<tr>
<td>Friendly</td>
<td>“Tell me about a time when you were able to become a friend to a customer who needed to feel that you cared about their problem.”</td>
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Please break into groups to match the competency to the interview question (10 minutes)
Developing Behavioral Interview Questions

- Use questions directly relevant to the significant job competencies
- Use questions which assess the applicant qualifications in terms of job duties
- Use descriptive adjectives (best, worst, toughest): “Tell me about the toughest customer you ever had to deal with.”
Situation/Task, Action, Result

Competency Question: Tell me about a time when you initiated change within an organization.

Situation/Task: What led up to this situation?/ When did it occur?/ What individuals were involved?

Action: What were your responsibilities in the situation?/ Explain to me the process you used in this situation.

Result: What was the outcome?/ What lessons did you take away from this experience?
Group discussion
UNT HR list of Behavioral Interviewing questions
Acceptable vs. Unacceptable Questions
Most of this power point is based on UNT HR “Behavioral Interviewing PG” Training Course 2009
