

NLE Quick Tip: Behavioral Based Interviewing

Before the interview, you'll want to coach your candidates on crafting examples with positive outcomes. He/she must go into the interview armed with success stories. Additionally, the interviewee should be prepared to relate a potentially negative experience and he turned things around. The key is to demonstrate unique qualities and behaviors to the hiring manager. Your candidate must be able to articulate specific examples. With some careful thought and preparation by both the recruiter and candidate, acing a behavioral-based interview is absolutely in the cards!

Meeting: "Behavioral Based Interviewing"

(Facilitator): Let's take the following interview preparation worksheet and have an open discussion around how to best craft something that could be sent to our candidates prior to a telephone or face-to-face interview. Christine provides some initial questions that could be asked; what additional questions do you think are likely to be asked in your industry and with your clients?

Example Questions:

- Give an example of how you've worked on a team
- Tell me about a time when a group project you were working on failed
- Give an example of a goal you reached and tell me how you achieved it
- Tell me about a time when you took the lead on a difficult project
- When you worked on multiple projects, how did you prioritize?
- Describe an instance where you made a significant mistake
- What do you do when your schedule is interrupted? Give an example of how you handle it.
- Have you had to convince a team to work on a project they weren't thrilled about? How did you do it?
- Tell me about a time you had to switch from one project to another without warning
- How have you handled a difficult situation with a client or vendor?
- What do you do if you disagree with your boss?
- Describe a stressful situation at work and how you handled it
- Tell me about a situation where you had to solve a difficult problem
- How did you handle meeting a tight deadline?
- Tell me about how you have worked effectively under pressure
- Give me an example of when you showed initiative and took the lead on...
- Did you ever not meet your goals? Why?
- Have you ever dealt with a company policy you weren't in agreement with? How?
- Tell me about your proudest professional accomplishment
- Share an example of how you were able to motivate employees or co-workers
- Tell me about a specific time when you remained calm during a stressful situation
- Tell me about your proudest professional accomplishment



- Provide a specific example of a time you had to juggle multiple projects simultaneously
- Tell me about a time you successfully worked with a difficult coworker to complete a task
- Tell me about a time where you had to delegate tasks during a project
- Describe a situation where you disagreed with your leadership
- Tell me about a time when you missed an obvious solution to a problem
- Have you gone above and beyond the call of duty? If so, how?

Next, encourage the candidate to take some time to list out professional accomplishments and achievements, as well as the strategy behind those results. Start with their most recent company and any other organizations in recent history.

Remember to describe the Specific Situation (the relevant experience that will provide context), the Task (what needed to be done or the outcome expected), the Action (specific action the candidate took in response to the challenge or task), and the Result (specifically what the candidate accomplished, learned, how the team responded, or how the organization recognized the results). Most important? Quantify!!

- **What are your most noteworthy achievements since holding your role or being with the company?**

Specific Situation: _____

Task: _____

Action: _____

Result: _____

If tough for a candidate to think through their achievements, encourage them to consider the following:

- Did you help to increase sales, productivity, or efficiency? What was the percentage or dollar contribution? How did you do this? Did you have a unique approach or different results than others?
- Did you institute any new systems or changes? What was the situation that led to the change? Who approved that system? Why was this system selected over others? What happened as a result?

- Were you ever promoted? Why were you promoted? How long between promotions? Did you do something outstanding? How much more responsibility? Did you get to manage people? How many? Were you promoted by more than one party? Were you given significant salary increases or raises?
- Did you train anyone? Did you develop training technique? Compare your results to others. Is your technique being used by others? Why is that?
- Did you help to establish any new goals or objectives for your company? Did you convince management that they should adopt these goals or objectives? Why were they adopted?
- Did you change the nature or scope of your job? Why or how did you redefine your position? Have others with similar positions had their positions redefined because of you? Were there responsibility changes because of this? What were they?
- Did you ever undertake a project that was not part of your responsibility because you liked the problem?