

Behavioral Interviewing

Tutorial



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What is Behavioral Interviewing?

Employers use the behavioral interviewing technique to evaluate a candidate's experiences and behaviors in order to determine the applicant's potential for success.



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Traditional Interviews

10% predictive of on-the-job behavior.

You can get away with telling the interviewer what s/he wants to hear, even if you are fudging the truth.

Questions are general such as “Tell me about yourself?”

Behavioral Interviews

55% predictive of future on-the-job behavior.

Questions are more probing and it's hard to give responses that are untrue to your character.



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Behavioral Interviews

Provides more objective set of facts to make employment decisions.

When you tell your story, the interviewer will pick it apart to try to get at specific behaviors and probe for more depth or detail.

Questions asked include:

“What were you thinking at that point?”

“Tell me more about your meeting with that person.”

“Lead me through your decision-making process.”



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How Questions are Developed

- Prior to the interview, the interviewer identifies job-related experiences, behaviors, knowledge, skills, and abilities that the company has decided are desirable in a particular position (e.g. critical thinking, self-confidence, teamwork, etc.).
- The employer then structures questions to elicit detailed responses aimed at determining if the candidate possesses the desired characteristics.



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How to Answer Behavioral Questions



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How to Answer Behavioral Questions

- As a candidate, you should be equipped to answer the questions thoroughly, using stories and examples. Your responses should be specific and detailed.
- Telling the interviewer about particular situations that relate to each question is far more effective and successful than those who respond in general terms.



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STAR Approach

Use the S-T-A-R approach when answering behavioral interview questions.

S/T-Situation, Task or Problem

A-Action

R-Result/Outcome



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S/T



Describe the situation, task or problem. Be as specific as possible and provide details.



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A

Describe the specific action(s) you took that had an effect on the situation.

Focus specifically on what you did or how you contributed to the solution.



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R

Describe the positive result(s) or outcome(s).

Be ready to articulate what you learned as a result of the situation.

If possible, quantify your results and make sure to connect accomplishments to the position for which you are interviewing.



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S-T-A-R Example

Question:

Tell me about a time when you were able to change someone's way of thinking.



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S-T-A-R Example

Answer:

I had a very good friend who wanted nothing to do with joining a sorority because she had heard only bad things about them. First, I listened to her concerns. Then, I explained how not all organizations are the same.

Additionally I noted how some of the situations she described do occur, but they are rare and not the norm. During our conversation I thoroughly answered her questions and addressed her concerns.

As a result, later that year she joined a sorority.



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How to Prepare for Behavioral Interviews? Skills

You can best prepare for behavioral interviews by knowing which skills the employer has predetermined as necessary for success on the job.

Researching the company and talking to people who work there will enable you to zero in on the kinds of behaviors the company wants.



How to Prepare for Behavioral Interviews?

Behaviors

Typical behaviors employers might be trying to get at in a behavior based interview include:

Communication-Oral/Written
Development of Subordinates
Equipment Operation
Financial Analytical
Initiative
Leadership/Influence
Negotiation
Rapport Building
Sensitivity
Work Standards
Risk Taking
Sales Ability/Persuasiveness

Control
Delegation
Insight
Flexibility
Innovation
Listening
Organizational
Resilience
Planning and Organizing
Presentation Skills
Safety Awareness
Technical/Professional Knowledge

Attention to Detail
Decisiveness
Energy
Independence
Integrity
Motivation
Participative
Teamwork



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How to Prepare for Behavioral Interviews? Questions

Knowing what kinds of questions might be asked will help you prepare an effective selection of examples.

For a list of behavioral-based questions, visit:

http://www.quintcareers.com/sample_behavioral.html



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How to Prepare for Behavioral Interviews?

Examples

Another way is to arm yourself with 6-8 example stories, from past experiences, that can be adapted for use with many behavioral questions.

Vary your examples. Don't take them all from one area of your life.

Use recent examples. If you're a college student, examples from high school may be too long ago. Try to stay within the last year.



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How to Prepare for Behavioral Interviews?

Examples

Vary stories by using recent examples from internships, classes, school projects, leisure activities, team participation, community service, and work experiences.

It's also good to use personal and/or professional accomplishments, like scoring the winning touchdown; being elected president of your Greek organization; winning a prize for your art work; or raising money for a charity.

And whenever possible, quantify your results...numbers always impress employers.



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How to Prepare for Behavioral Interviews?

Examples

Half your examples should be positive.

The other half should be situations that started out negatively but either ended positively or situations where you made the best of the outcome.

Try to describe examples in story form using the STAR method.



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How to Prepare for Behavioral Interviews?

Examples

Your stories should illustrate how you possess the required skills sought by the employer and/or how you demonstrated the desired behavior.

Once you've taken the job, keep a record of achievements and accomplishments, so you'll be ready with more great examples the next time you find yourself in a behavioral interview.



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Need More Help?

For additional information on behavioral and traditional interviews, visit the Career Development Center in room 126 of the Wiseman Centre.

To schedule a Mock Interview, complete and submit this [form](#).

Information included in this tutorial was adapted from

http://www.quintcareers.com/printable/bahvioral_interviewing.html



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