



Behavioral Interviewing to Increase Long Term Hires

International Alert Users Association
Conference

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My Goal Today

- Share with you a new technique that will dramatically improve your success rate in hiring new people.

Agenda

- People make all the difference
- The time-tested hiring process
- Problem: traditional interviewing process often inadequate
- New and very different approach
- Simple and easy to execute

Hiring Good People Is Critical to All Organizations.



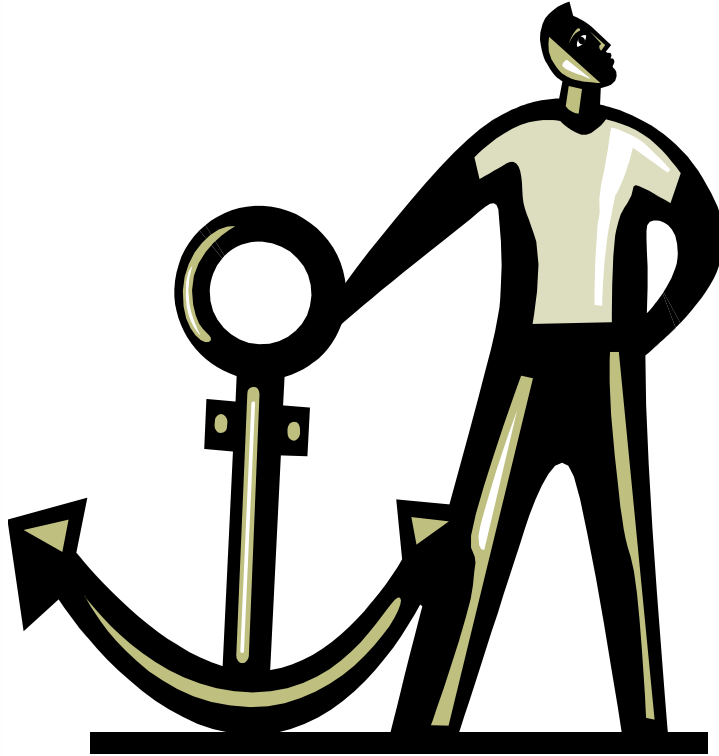
Winners



- Will work hard
- Help keep current customers
- Help win new customers
- Preserve our assets
- Help find better ways of doing things
- Net: Increase our profits

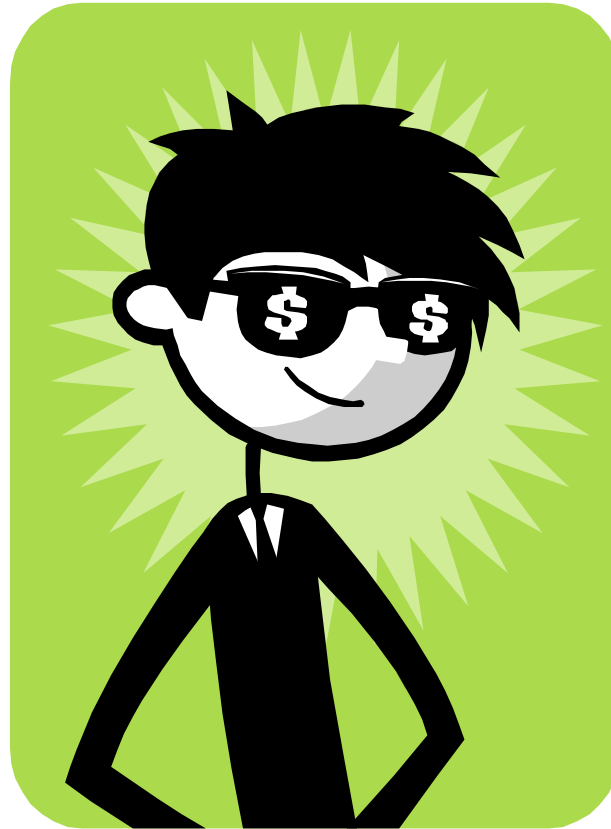


Losers



- Drag the whole team down
- Hurt customer relationships
- Create hard feelings in work place
- Require lots of management's time
 - Remedial efforts
 - Terminating
- Net: Depress our profits

Getting it right the first time is worth
the time and effort to do it right.



Traditional Hiring Process

- Write job/company descriptions
- Gather résumés
- Phone interviews
- In-person interviews
- Probe claimed experiences/skills
- Reference checks
- Hiring decision

Reference Checks

- At least one reference not supplied by the candidate
- Give the reference “permission” to tell the truth

Conclusion: Great Candidate



Then what happens all too often?



Crash Landing!





Why?

(Generally not skills and prior experience!)

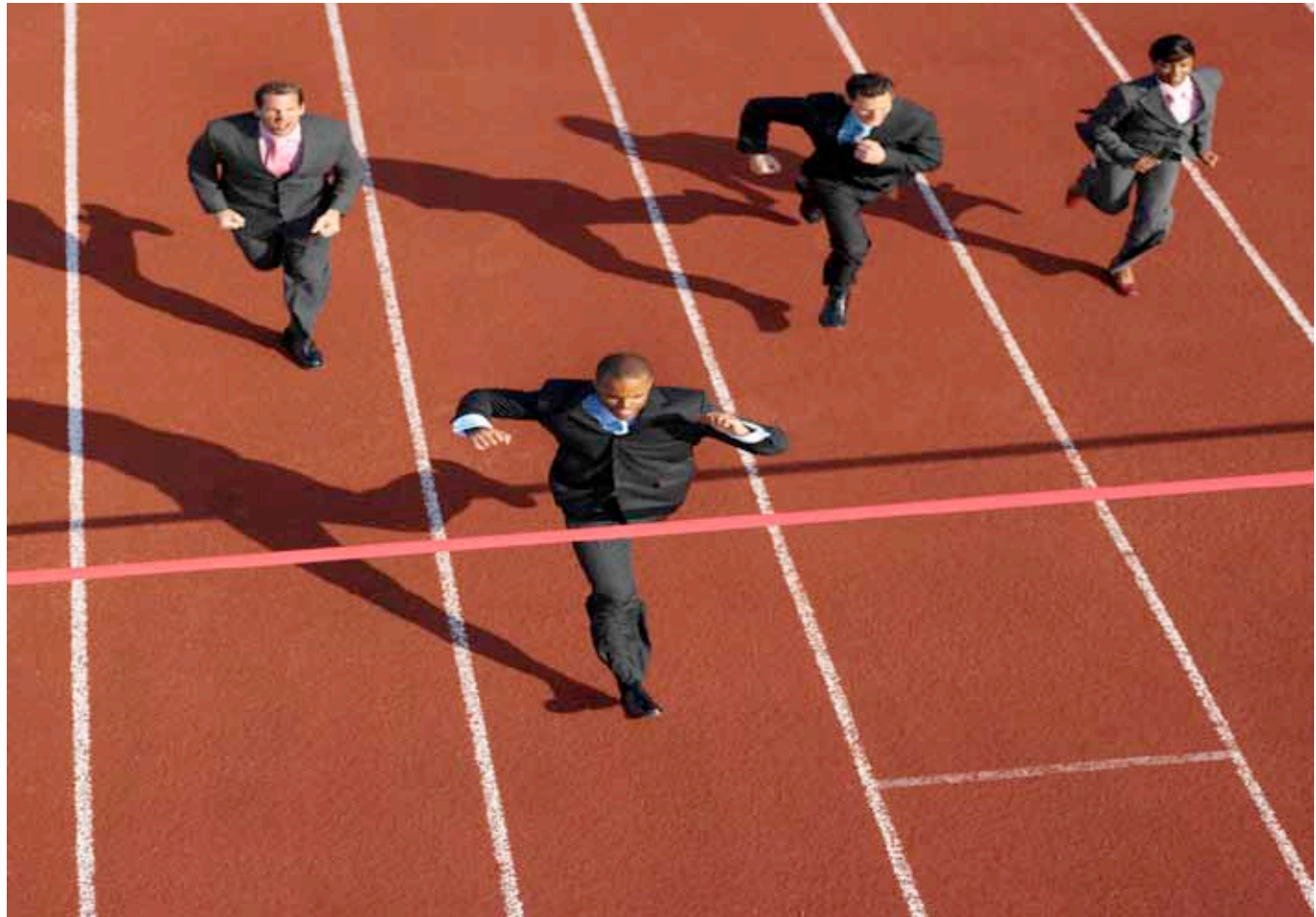
Behavioral Problems!

- Work ethic
- Careless
- Can't earn trust and confidence of customers
- Teamwork issues
- Slow learner
- Can't work independently
- Integrity
- Etc., etc.

Advertising Example: Keebler Cookies & Crackers

- Cookies Account Executive
 - Just promoted into job
- New Products Account Executive
 - Doing a great job
- Crackers Account Executive
 - Senior executive
 - Just about to be promoted into another position; needed to find his replacement

Example: Cracker AE Finalists



My New Hire





Why?

I had not determined his
behavioral characteristics.

Direct Questions Don't Work

- Are you a hard worker?
- Are you a careful worker?
- Are you customer oriented?
- Are you a good team player?
- Are you a quick learner?
- Can you work on your own?
- Are you honest?
- Etc.

Why?

- The questions reveal the answers desired.
- The candidate will give us the answers we seek.



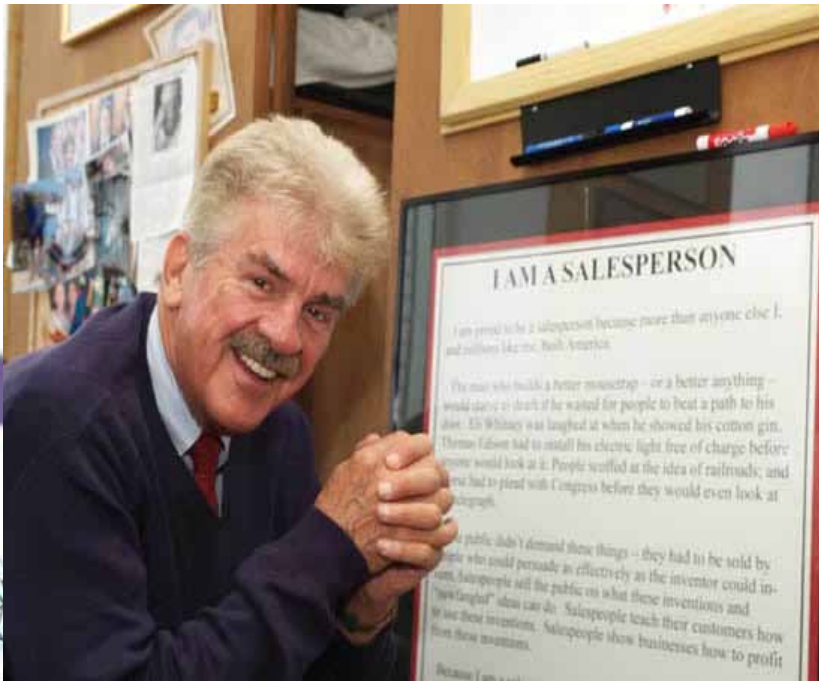
Need to Understand Behavior Before We Hire, But How?



The Answer: Behavioral Interviewing



The Answer: Behavioral Interviewing



Robal Johnson

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Robal's Advice

- Be clear about your desired behaviors before starting the search
- Put less emphasis on experience and skills specific to our business
- Put more emphasis on behavior
- Put more emphasis on basic intelligence/talents/attitudes

Example: Counter Person, Skills & Experience Desired

- Familiarity with rental business
- Equipment knowledge
- Computer literate
- Local knowledge
- Able to lift 65 (?) lbs.

Example: Counter Person, Needed Behavior

- Build customer relationships
- Build peer relationships
- Inspire Manager's confidence
- Get the work done quickly & efficiently
- Suggest better ways of doing things



If these are the behaviors we want,
what are the characteristics we should
be looking for?

Desired Behavioral Characteristics

- Strong work ethic
- Ability to earn trust and confidence of customers
- Strong team player
- Able to work independently
- Knows when to ask for help
- Quick learner, responsive to supervision
- Strong Initiative
- Safety conscious
- Protective of company assets
- Integrity

Robal Johnson's Approach: Behavioral Interviewing

- Get the candidate to reveal normal behavior during the interview



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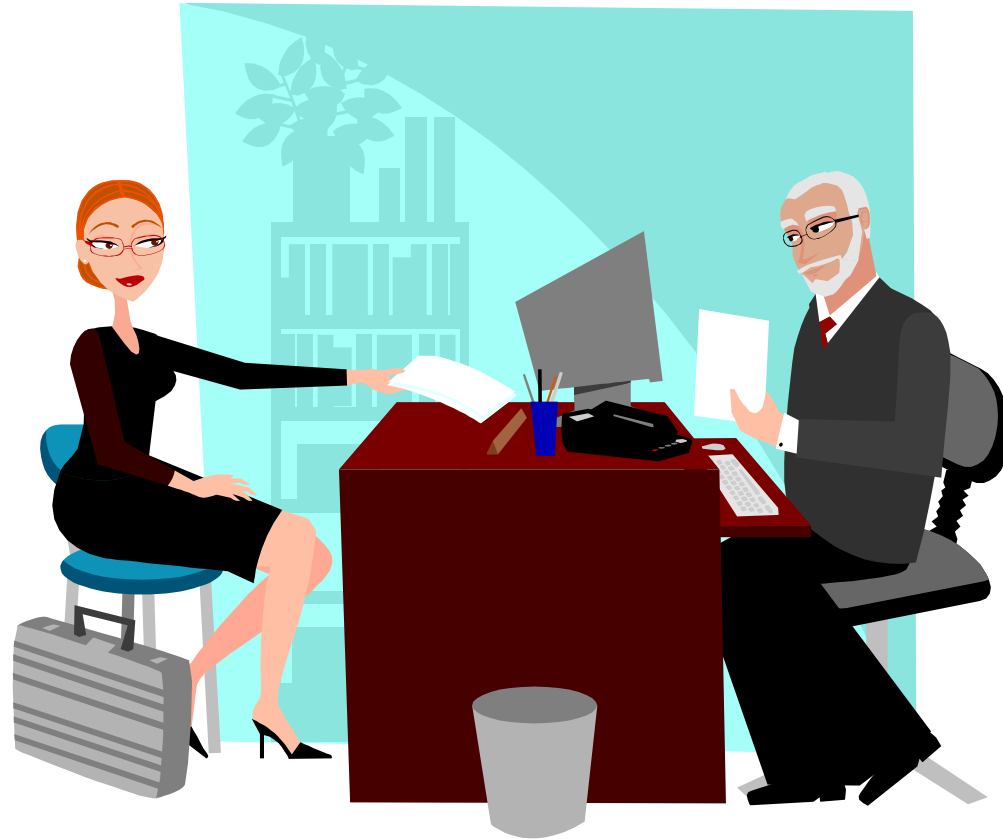
How?

Seven simple and easy steps!

Step 1: Make the Candidate Completely Comfortable



What's Wrong With This Picture?



Step 2: Set Résumé Aside



- “You appear to be fully qualified for this job.”
- “I just want to get to know you better.”

Step 3: Critical Starting Question:



“Please tell me a little about yourself.”



Step 4: After a Minute or Two, Interrupt!

- Serves to further relax candidate
 - As candidates relax they will start to exhibit their normal behavior
- Get candidates to tell their life story, starting early in life



Step 5: Thereafter, ask only quick, short, indirect questions

- Interesting, then what?
- Why?
- How did you decide that?
- How did you cope with that?
- What did that feel like?
- Etc.

Step 6: Look for Behavioral Clues in Interviewing Process

- Speech patterns - Direct?
Detailed? Energetic? Other?
- Self image
- What a person likes to talk about
- Specific contributions
- How treats others

Source: RAJASSOC.COM



Final Step: Great “Indirect” Questions

- Last job. Likes, dislikes
- Contributions
- Attractions of this job
- Admired people
- Proudest achievements
- Career goal. How to achieve.
- “Ruling passion”
- Reading habits
- Life goals
- Work area
- How decisions reached
- Reactions to setbacks/criticism
- Dealings with unreasonable clients

Source: RAJASSOC.COM



Interview Reenactment: Kara Lawrence

- Prior
 - 69 resumes reviewed
 - 20 phone interviews
 - 50-75% of in-person interview already conducted with Kara
 - All with probes, no direct questions
- Now
 - Time for some important specific indirect questions



Reenactment

Summary

1. Make the Candidate comfortable
2. Set résumé aside (verify later)
3. “Please tell me a little about yourself...”
4. Interrupt! “Great, but go back to your early life...”
5. Indirect probes. “then what?” “How come?” “How did you arrive at that decision?”
6. Look for behavioral clues in life story
7. “Indirect” questions: Ruling passion, reactions to setbacks, etc.

How Can We be Sure that We are Doing a Good Job of Interviewing?



Make Certain that the Candidate Does 90% of the Broadcasting



Same Approach for All Contacts

- Phone Screening
- In-person Interview



Closing Thoughts

- Fire fast; hire slowly
- Beware of immediate impressions
- Have more than one interview
- Have more than one interviewer
- Put more emphasis on behavior
- Put less emphasis on experience and current skills
- Hire for basic intelligence/talents/attitudes
- Be willing to invest in training



Truism

“Never time to do it right, but there is always time to do it over.”

Questions? Comments?
Discussion?

Thank You.



Possible Additional Step: Personality Testing

- Management Resource Group
 - (800) 249-2443, www.mrgpeople.com
- Career Partners International
 - (800) 686-5999, www.cplworld.com
- Buros Center for Testing
 - (402) 472-6203, www.uni.edu/buros
- American Psychological Association
 - (800) 374-2721, www.apa.org

Rental Management Magazine, June 2008



Personality Testing

- Determine ideal characteristics
- Don't shop on price
- Pre-test with successful employees
- Professional Interpretation
- Validation

Suggested Additional Step: Drug Testing

- Inform up front
- Test at end of process
- Test everyone
- \$30 to \$40 per test