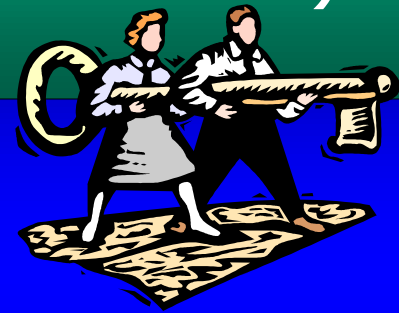


# The Behavioral Event Interview

Hiring for 'the right value add'  
to build your team  
(and to advance your own  
career too!)



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# Two sides of the interviewing "coin"



You as the  
INTERVIEWEE:

How to be the  
MOST competitive  
candidate for the  
position and get  
the offer!



You as the  
INTERVIEWER:

How to you hire  
the right person  
the first time

*You as the INTERVIEWEE:*

You will likely get asked

"Why do you want this position?"

*You are really being asked:*

"Why here?"

Why now?"

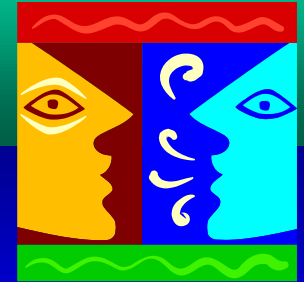
# Do's and Don'ts with this question

**"Why do you want this position?"**

<b>Inappropriate Answer</b>	<b>More Appropriate Answer</b>
<b>It's time for me to move up</b>	<b>I am passionate about X at this institution</b>
<b>It's the next logical step in my career</b>	<b>I feel aligned with the mission and goals at _____</b>
<b>I am not challenged where I am</b>	<b>My vision and your vision are well matched, good fit</b>
<b>There no place to "go" where I am now</b>	<b>I am ready to address more complex challenges and make a bigger contribution to _____</b>

# Five **common** interviewer ERRORS

The interviewer:



- **talks more than the candidate**
- **asks archaic & uninformative questions (e.g. what are your strengths and weaknesses?)**
- **gets a verbal resume from the candidate**
- **asks hypothetical interview questions (e.g. what would you do...?)**
- **hires for chemistry, rather than “the right value add”**



# Why do you care about chemistry vs. fit?

In 1986, NASA wanted a *yes man* culture of "chemistry", not a skill- or value add-based culture

**Chemistry is not "Fit".  
Chemistry = Group Think**

**FIT or "a value add" brings in Thought Diversity**





Great leadership is more focused on "value add" than chemistry

**Great Leadership did not rule the day on January 28, 1986: GroupThink did.**



# The Behavioral Event Interview

Is also called the CRITICAL INCIDENT method

Gathers data through a structured interview on how people respond and behave in specific situations because...



Past  
performance

*predicts*



Future  
performance



# Why use the Behavioral Event Interview method?

Hiring for bringing added value, rather than chemistry, helps you hire right the first time:

People have the skills to do the job

People know what the job entails

Bringing a “value add” to the job and understanding of the job reduces job turnover

Turnover is one of the biggest human resource costs organizations face

# The goal of Behavioral Event Interviewing is to:

- Evaluate the candidate's knowledge of specific situations or procedures
  - Gather data about interpersonal performance and on specific tasks

- *Assess theory in use* rather than *espoused theory*
  - Minimize personal impressions that might cloud hiring decisions (minimize bias!)  
Sometimes "fit" = bias.
  - Predict future task performance
    - Make appropriate hiring decisions for both skill and what the candidate "adds" to the team

# Differences between a traditional and a Behavioral Event Interview

Interview questions ask how one *did* behave in a particular situation, not how one *would* behave.

The interviewer will ask for details, and will not allow the candidate to theorize or generalize about several events.

The candidate may not get a chance to deliver any prepared stories.

# Differences between a traditional and a Behavioral Event Interview

Interviewers will question and probe (think of "peeling the layers from an onion"). And they take copious notes.

BEI follows a structured process and concentrates on areas that are important to the interviewer, rather than allowing the interviewee to concentrate on areas that s/he may feel are important.

Often interviews are graded on a point system to determine if the candidate passed or failed the interview

## Steps involved in creating a behavioral event interview:

- 1. List the critical performance areas for the job*
- 2. Create open ended questions that queries the candidate's experience at those tasks*
- 3. Gather data on the Situation, Tasks, Action and Results in the candidate's answer*
- 4. Evaluate answers for demonstrated job performance*
- 5. Compare their answers to other candidate's answers (this is sometimes done with a point-scoring system)*

Example follow-up questions to test for consistency and determine if the candidate exhibited the desired behavior in that situation

*"Can you give me an example?"*

*"What did you do?"*

*"What did you say?"*

*"What were you thinking?"*

*"How did you feel?"*

*"What was your role?"*

*"What was the result?"*



You will notice an absence of such questions as, "Tell me about your strengths and weaknesses."

**The BEI strategy can help you assess both hard skills as well as soft skills!**

## **HARD SKILLS**

“Please tell me about a time when you had to administer the COVID-19 vaccine to a patient.”

## **SOFT SKILLS**

“Please tell me about a time when you had to administer a vaccine when the child was crying and upset and the parent was anxious.”

**Situation**

**Task**

**Action**

**Results**



One of the best ways to learn this method before using it to hire is to experience it from the candidates side

*So...*

Candidate practice session!



# How to Prepare *for* a Behavioral Interview

Examine the job description and note the most important skills. These are the skills you should be asked about in the interview process.

Recall recent situations that show favorable behaviors or actions, especially involving work experience, leadership, teamwork, initiative, planning, and customer service.

Prepare short descriptions of each situation; be ready to give details if asked.

Be sure each story has a beginning, a middle, and an end, i.e., be ready to describe the situation, your action and the outcome or result.

# How to Prepare for a Behavioral Interview

Be sure the outcome or result reflects positively on you (even if the result itself was not favorable).

Be honest. Don't embellish or omit any part of the story. The interviewer will find out if your story is built on a weak foundation.

Be specific. Don't generalize about several events; give a detailed accounting of one event.

# Preparing for the Behavioral Event Interview

Use the STAR method



Describe the **Situation**

What was the **Task** you needed to accomplish?

What **Action(s)** did you take?

What **Result(s)** did you achieve?

Some example BEI questions you could face in an interview situation



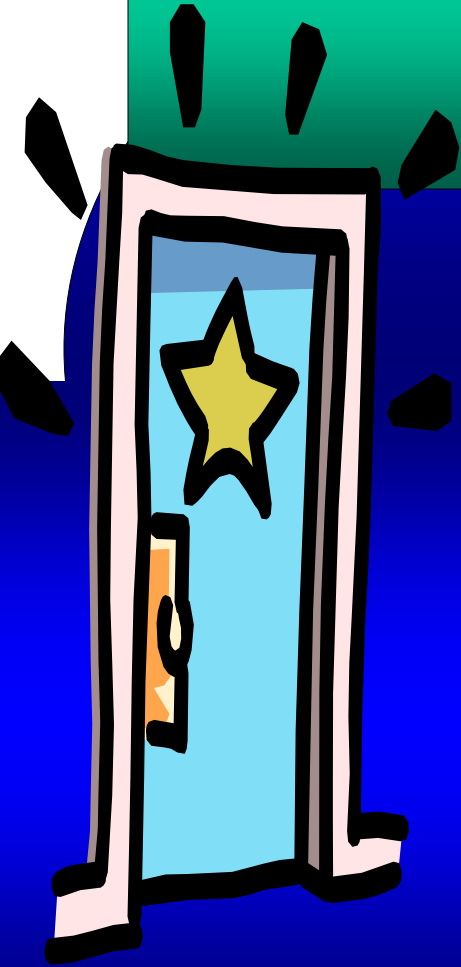
Let's practice:  
Please volunteer  
to answer a  
question

## Practice question #1

"Please give me an example of a time when you had to take steps to change or influence the culture of your organization."

Remember the formula for success...

# The STAR method



Describe the **Situation**

What was the **Task** you needed to accomplish?

What **Action(s)** did you take?

What **Result(s)** did you achieve?

Now let's resume...  
Practice question #1

"Please give me an example of a time when you had to take steps change or influence the culture of your organization."

**Situation**

**Task**

**Action**

**Results**

## Practice question #2

"Describe a time when you had to create partnerships with another organization or group despite contentious relationships between the parties."



## Practice question #3

"Tell me about a time when you implemented a successful development aspect to a program, department, or college."

# Other Good Practice Questions

4. Tell me about a time when managed a difficult interpersonal situation among your staff.
5. Tell me about how you have brought innovation to your organization. What steps did you take? What happened?
6. Tell me about a time when you had to create a collaborative partnership in an unexpected place. Who was involved? How did the situation work out?
7. Tell me about a time when you had to deal with the media on behalf of your organization. How did you handle embarrassing or difficult situations for your organization that were thrust into the public eye?

# And some questions won't be "BEI" style

What would excite you and what would keep you up at night when considering this position?

Tell me something about you or a skill that I can't find on your resume? Give me an example.

# You should have good questions ready to ask

- Review the position description.
- For each Key Area page, list the following:
  - ➔ key personnel at the institution involved with that area
  - ➔ A few important facts about that area
  - ➔ At least 2 questions you could ask about that area

How would you create a behavioral event interview for HIRING a new employee ?



- Review the job description
  - Examine skill deficits on your team
- Create a list of tasks and note the steps critical to successful task completion
  - Create your list of questions
- Create your probes and a data collection form

Let's try an example

# To create a BEI for a University Leadership position



list 3 or 4 critical job skills:

- Lead and manage a diverse staff of professionals
  - Excellent communication skills to connect people, resources and organizations
- Develop, advocate for, and control budgets
- Negotiate on behalf of your organization
- Other (ie: What else would YOU add to this list?)

What question makes sense?

# Scoring BEI answers

- Tell me about a time when you...:



Competency	A	B	C	D	E
Situation					
Task					
Action					
Results					
Total					

# In the final analysis: Behavioral Event Interviewing



BEI is a popular interviewing technique

Can help take bias out of the interviewing process

Can help hire for the appropriate "value add" and skill competency

Evidence that it reduces job turnover because the organization hires the right person with the right skills the first time

*Additional final thoughts beyond the BEI for interviewing success on the following slides:*



In general, what is the best way to prepare for any interview?

- Research the department, business unit, school, university, company, etc.
  - Understand what they do and what they are about.
  - Understand the job description so you are familiar with the tasks required.

# Preparing for the interview

## Research YOURSELF as well

- Why do you want the job?
- What are your skills, experiences, accomplishments, work style, personal and professional strengths?
- What specific situations exemplify these?
- Be ready to talk about the unique marketable skills that you have to offer

# Preparing for the interview

## Some final, practical thoughts (part 1)

- Prepare 4 or 5 questions about the department or position
- *Get a good night's rest*
- Know where you need to be when for the interview
- *Give yourself plenty of time and arrive early*

# Preparing for the interview

## Some final, practical thoughts...

- Look your best, but be conservative in dress, fragrance, etc.
- Listen carefully to the questions and formulate your response: **THINK** before you **SPEAK**.
- Make eye contact and remember to attune to non-verbal cues too!