

## **Behavior based selection interviewing skills**

### **Seminar outline**

➤ **Overview:**

Behavioral-based interviewing is your guide to an interviewing methodology that will insure consistency in the measurable areas of approach, research, design of questions, and ultimately a final hire and no-hire decision. The process allows interviewing by anyone, without the organization second-guessing what is stated in the interview. All you need to do is to follow the process.

If you find yourself at the other end of the hiring process-as the job candidate-be sure to read the companion book to this one. Preparing for the behavior -based interview. You may also want to use that book if you are in the position to mentor or coach those who are involved in a job search. Good luck and happy hiring!

➤ **Objectives**

By the end of this program, participants will acquire a good understanding of:

- Identify the characteristics of an effective behavior-based interview
- Ask appropriate behavior-based questions and listen skillfully to answers
- Structure the interview for optimum data collection in a minimum time
- Open and close interviews effectively
- Stay in charge of the interview and refocus difficult interviewees
- Deal appropriately with human rights issues
- Follow up on the interview

➤ **Who should attend:**

This course is designed for recruiters, managers, supervisors, and anyone involved in the candidate selection process. Beginners and those with interviewing experience benefit by developing skills to identify the candidate who best fits the needs of the job, the department, and the organization.

➤ **Structure:**

This two-day seminar includes presentation, supporting documents, and interaction with highly experienced and qualified people from the field.

➤ **Program outline:**

- **Part I: Introduction**
  - Participant roles and goals and expectations
  - Aims of the behavior-based interviewer
  - Professionalism in the interviewer's role

- **Part II: behavior-based Interviewing**
  - The key principle of behavior-based interviewing: Past behavior predicts future behavior
  - How to make our questions behavior-based
  - Sequencing, flow and funneling
  - How to put an interviewee at ease
  - Beyond gut-feel: Strategies for eliminating our biases and staying objective
- **Part III: Questioning Skills for the Behavior-based Interviewer**
  - The right tool for our purpose: Two categories of interview questions (open, closed)
  - Distinguishing between directive and non-directive questions
  - How to introduce a topic with a behavior-based question
  - How to avoid letting hypothetical questions creep in
  - How to avoid telegraphing our expected answer
  - An important question skill: following up on initial questions till we get an answer
  - Avoiding defensiveness: Suggestions for softening over-direct questions
  - How to take charge of a dominant interviewee with questioning
  - Sample behavior-based questions for various interview topics
  - Practicum
- **Part IV: Active Listening Skills for the Behavior-based Interviewer**
  - Distinguishing between paraphrasing and summarizing
  - Observing and interpreting the interviewee's non-verbal behavior
  - Attentive listening: signals that reduce defensiveness and encourage elaboration
  - Red-flagging questionable answers
  - How to interrupt without offending our interviewee
  - Using high-impact and low-impact approaches
  - Practicum
- **Part V: Structuring the Interview**
  - Planning and preparing for the interview
  - The screening interview
  - How the interview structure differs with more than one interviewer
  - Planning the questions
  - Using the interviewee's documentation as reference when preparing
  - What to cover in the opening
  - How to handle the body of the interview
  - How to handle the issue of note-taking
  - When to deal with compensation issues
  - Closing the interview
  - When to complete the paperwork
  - Practicum
- **Part VI: Human Rights Issues in the Behavior-based Interview**
  - What we may legally ask and not ask, and why
  - Legal but inappropriate questions
  - The importance of the resume
  - What to do when an interviewee claims violation of rights
- **Part VII: Following Up on the Interview**

- How to handle references (use them!) and referees
- What we may and may not ask a referee
- Organizing notes for multiple interviews
- Point comparisons of interview scores
- Documentation and notification
- **Personal Action Plan for the Behavior-based Interviewer**
- **Course Closure and Evaluation**

