

The Theory Behind Behavior-Based Interviewing

Behavior-based interviewing is an approach that looks at past behavior as the best predictor of future performance.

The goal of the interview process is to predict future job performance based on examples of previous specific behaviors, which illustrate the desired competencies through tactful probing. The interviewers are looking for behaviors in situations similar to those that will be encountered in the new job. By relating a candidate's answers to specific past experiences, you'll develop much more reliable indicators of how the individual will most likely act in the future.

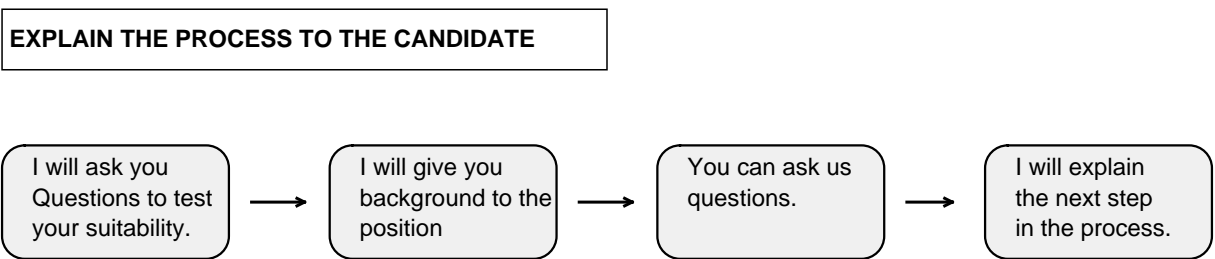
Behavioral questions ensure more genuine spontaneity than traditional questions since candidates can't practice as easily for them in advance.

A proper behavioral interviewing procedure ensures that the selection process is:

- Objective
- Consistent and transparent
- Based on the competencies and proficiency level of the job
- A good predictor of performance

Past behavior in past situations will more accurately indicate a candidate's attitudes and behaviors. A person can have the knowledge and the competencies to do the job, but they may not have the desire to do it.

The behavior-based interview incorporates structured questions on the candidate's past behavior in situations similar to those that will be encountered in the new position. It goes beyond determining whether a person can do the job. It better determines if a person will do a good job: how it will be done and to what extent.



Special Notes:

ASK QUESTIONS AND EVALUATE ANSWERS

1. Analytical Skills: The ability of the candidate to evaluate and analyze situations in a calm logical manner. They need to be able to isolate the main issues involved and suggest clear logical inventive solutions, taking all critical factors into account.

INTERVIEW QUESTION	TARGETED BEHAVIOUR
Tell me about a recent sales plan that you researched and developed. How did you go about it? Was it successful in achieving its objectives?	Is able to employ current research methodologies, knows relevant industry specific market research sources, and can deduce trends and forecasts from this data.

SITUATION	BEHAVIOURS SHOWN	THE OUTCOME
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

YOUR RATING:

1	2	3	4	5	6	7
Poor	Weak	Adequate	Good	Very Good	Strong	Outstanding

Comments:

2. Problem solving abilities: The ability of the candidate to find the essential components of a problem, gather the relevant data, determine possible causes and solutions and the ways to implement these possible solutions.

INTERVIEW QUESTION	TARGETED BEHAVIOUR
How do you keep up to date with recent developments in your field	Keeps up to date with the latest developments in their industry through seminars, industry newsletters, professional organizations, research papers and networking throughout the industry.

SITUATION	BEHAVIOURS SHOWN	THE OUTCOME

YOUR RATING:

1	2	3	4	5	6	7
Poor	Weak	Adequate	Good	Very Good	Strong	Outstanding

Comments:

3. Technology skills: Been comfortable with the latest technology, including modern mainstream computer technology and specific technology relative to the position you are seeking to fill. Applying this technology to improve effectiveness in the workplace?

INTERVIEW QUESTION	TARGETED BEHAVIOUR
What steps have you taken to become proficient in the use of modern office software? Which software programs are you familiar with?	Will have a proficient knowledge of software include word processing, presentation software, database and spreadsheet programs, as well as industry specific software?

SITUATION	BEHAVIOURS SHOWN	THE OUTCOME

YOUR RATING:

1	2	3	4	5	6	7
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Comments:

4. Negotiation Skills: The ability to engage positively and successfully in a range of bargaining or negotiating situations. Has mastery of the negotiation process whereby interested parties resolve disputes; agree upon courses of action, bargain for individual or collective a

INTERVIEW QUESTION	TARGETED BEHAVIOUR
Tell me about a successful negotiation that you lead. What were the main factors in your success?	Applies a structured approach to negotiations, and sees the different motivations, interests and objectives of all parties involved.

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YOUR RATING:

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Comments:

5. Communication skills: The ability to communicate clearly and effectively in both normal and conflict situations. The ability to communicate to all sections of the organization.

INTERVIEW QUESTION	TARGETED BEHAVIOUR
What steps do you normally take to develop relationships with key Opinion Leaders (KOL).Can you give me a recent example?	Is keen and dedicated in developing and cultivating relationships with KOL in his/her field, via seminars, industry events, publications and social events.

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_____	_____	_____
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Comments:

6. Sales ability: The ability to influence and persuade others both inside and outside the organization.

INTERVIEW QUESTION	TARGETED BEHAVIOUR
Give me an example of a time when you used your sales skills to sell a customer more than he originally asked for?	Constantly seeks and takes opportunities to maximize sales, although will never jeopardize long-term sales for short-term gains.
How have you dealt with rejection in the past? Can you give me some examples?	Recovers easily from rejection, does not avoid situations where rejection might occur, especially cold calling; sees each rejection as a step bringing them nearer to success.

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_____	_____	_____
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Comments:

7. Strategic Thinking: Strategic thinking is a process whereby you learn how to make your business vision a reality by developing your abilities in teamwork, problem solving, and critical thinking. It is also a tool to help you confront change, plan for and make transitions, a

INTERVIEW QUESTION	TARGETED BEHAVIOUR
Tell me about an opportunity you foresaw in the market for a new product or for an adaptation of an existing product. What steps did you take? Were you successful?	Always seeking new products and new markets; can formulate and implement plans to pursue these opportunities.
Tell me about some recent market research you carried out on a new product (service). Were your superiors happy with it?	Has the ability to apply sound market research analysis when evaluating options and plans.

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_____	_____	_____
_____	_____	_____
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_____	_____	_____
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YOUR RATING:

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Comments:

8. Customer service: Maintaining and improving relationships with clients. Successfully handling conflict with customers and constantly improving the service offered to them.

INTERVIEW QUESTION	TARGETED BEHAVIOUR
Tell me about the most difficult distributor or agent you have had to deal with? Why were they so difficult? How did you handle them?	Can handle all types of distributors and agents, is not intimidated by aggressive distributors, does not become emotional with them, divorces their attitude from the sales issues involved.

SITUATION	BEHAVIOURS SHOWN	THE OUTCOME
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_____	_____	_____
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Comments:

9. Emotional intelligence: The ability to empathize with people can read between the lines; can judge moods and body language.

INTERVIEW QUESTION	TARGETED BEHAVIOUR
Tell me about a time when you adapted your presentation after sensing the mood of your audience? Did you succeed in turning the situation around?	Possesses the emotional intelligence to gauge the mood of people in group situations quickly and accurately.

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_____	_____	_____
_____	_____	_____
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_____	_____	_____

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Comments:

10.General Questions: General Questions

INTERVIEW QUESTION	TARGETED BEHAVIOUR
Do you have a clean driving license?	Have any driving penalties (points) carefully explained.

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YOUR RATING:

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Comments:

EVALUATION REPORT ON CANDIDATE

Candidate's Name:			
Interviewer:			
Position interviewing for:	Business Development Executive		
Date of Interview:	July/2/2008		
Other Details:			
Candidate Type: (please check)	Internal <input type="checkbox"/>	External <input type="checkbox"/>	Other:

Competency	Score	Comments
1. Analytical Skills		
2. Problem solving abilities		
3. Technology skills		
4. Negotiation Skills		
5. Communication skills		
6. Sales ability		
7. Strategic Thinking		
8. Customer service		
9. Emotional intelligence		
10. General Questions		
Total		

Guidelines when choosing:

70	56	42	28	14
Great fit	Good	Acceptable	Possible	Unacceptable

Recommendation: Hire: Reject: Interview Again:

Overall comment on Candidate and what further action to be taken:

Interviewer's Signature

Interviewer's Title

Date