Behavioral Interviewing Workshop

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  - Lead Recruiter for CBEs/MEs
• Having little to **no knowledge** of the company is the most common mistake made during interviews

• Failure to make **eye contact** is a common nonverbal mistake

• When **meeting new people**, 55% of the impact comes from the way the person dresses, acts and walks through the door
• 65% of bosses indicate that clothes could be a deciding factor between two almost-identical candidates
• The number one question most likely to be asked is: “Tell me about yourself”
• The number one most common mistake at a job interview is: failing to ask for the job
Before the Interview...

• Research the company
  - Online – websites, news clips, financial reports
  - LinkedIn profiles
  - Friends/Peers/Alumni/Faculty

• Find out about interview practices
  - Friends/Peers/Alumni
Take to the Interview...

• Extra copies of resume
• Pencil and notepad
• Prepared questions for employer
• Use folder or portfolio
• Bottle of water
Behavioral Based Interviewing Skills
What is Behavior Based Interviewing?

Identifying past behaviors that predict future performance
Why Behavioral Interviewing?

• Improved hiring decisions
• Eliminates “just-like-me” hiring
• Provides legal documentation
When Is It Used?

- Phone Screens
- On-campus Interviews
  - HR screening
  - Engineering recruiters
- Site Interviews
  - Engineering managers
  - Team members
Employer’s Role

• Define critical job skills
• Must be specific to job
• Prepare questions for each skill area
• Evaluation process based on responses
Targeted Questioning

• Prescribed, consistent technique
• Recruiter prepares using your resume
• Recruiter collects and scores behavioral examples
• Examples need to be in STAR format
STARs

The **Situation** or **Task** faced.
The **Actions** taken.
The **Result(s)** or outcome of actions.
Example STAR Answer

S= Situation
Talk about a \textit{situation} in which you demonstrated your leadership (e.g., “a charity fundraiser”)
Example STAR Answer

T = Task

What was the **task** you took on

(e.g., “raising $1000 in donations”)
Example STAR Answer

A = Action

Talk about the leadership actions you took in order to accomplish the task (e.g., “organized volunteers into subcommittees and delegated to each group”)
Example STAR Answer

R = Result

What were the **results** of your efforts
(e.g., “exceeded the $1000 goal and had active participation from entire group” )
Question Prompts

• Tell me about a time …
• Describe for me …
• Give me an example of …
Insider Tip ----

STARs are Scored!

Typical scoring is 0 to 5.
Scores are summed for ranking.
Evaluating the STAR

SCORE 0 to 2

- No observation to score
  - Can’t provide an example
  - Hypothetical situation
- Reference team actions only
- Can’t complete a STAR
Evaluating the STAR

SCORE 3

- ACCEPTABLE
  - Meets criteria
  - Predicts successful performance
- Complete the STAR using relevant examples
Evaluating the STAR

SCORE 4

- More than ACCEPTABLE
  - Exceeds criteria
  - Predicts successful performance
- Complete the STAR indicating transferable skills
Evaluating the STAR

SCORE 5

- Much more than ACCEPTABLE
  - Greatly exceeds criteria
  - Predicts successful performance
- Complete the STAR indicating preferred skills
Interview Prep

• Review sample targeted selection questions
• Develop example STARs based on resume
• Use “I” statements, avoid “we”
• Match skills to the employer’s interest
• Share leadership or teamwork skills
• Provide metrics when available
Interview Prep

• Practice, practice, practice
• Identify 6 situations to promote
• Practice morphing those situations to fit multiple questions
Insider Tip ----

Questions tend to be negative.

Focus on the positive outcome.
Insider Tip ----

Never leave a question unanswered.

Practice “bait and switch”. Give the recruiter the STAR they need.
General Questions

• Tell me about yourself.
  ➢ Focus on relevant info, not personal details

• Strengths?
  ➢ Prepare at least 3 with concrete examples

• Weaknesses?
  ➢ Prepare at least 3 with improvement plan
  ➢ Must be sincere, convincing
  ➢ Very controversial --- review online
Closing the Interview

• Prepare appropriate questions
• Never run out of questions
• Ask about the next steps
After the Interview

• Establish contact right away – 12 to 24 hrs
• Follow up in 7 to 10 days
• Add value in follow-up conversations

• Don’t stop looking for opportunities