

Behavioral Interviews = Better Hiring

Before interviewing, the two most important things you can do to prepare yourself for a successful hiring decision are:

1. Review the job requirements and identify what capabilities the candidate needs to possess
2. Develop questions for every skill the job requires

Then, when the interview begins, follow these four steps to assure that the information you receive from the applicant is truly the information that you need:

1. Begin the interview by establishing rapport
2. Once comfort is established, begin asking competency questions about previous situations and how they were handled
3. Find out how they applied their skills, attitudes, values and behaviors to various situations. Ask probing questions to find out more. What were they trying to accomplish? What were they feeling? Ask them what they did and what they actually said in those circumstances. End by asking how the situations were resolved—negatively or positively.
4. Always use open-ended questions instead of yes or no questions to get the information you need.

Some of the specific questions you could prepare ahead of time include:

- Tell me about a time when you had to deal with a very upset employee.
- How do you go about making a decision?
- What is your typical way of dealing with conflict? Give me an example.

In a nutshell, to be successful at behavioral interviewing, you must first define the “must-have” capabilities and then evaluate the strength of the related information the applicant gives you in the interview.