

Kauffman Fellows Adopting Best Practices: Behavioral Interviewing

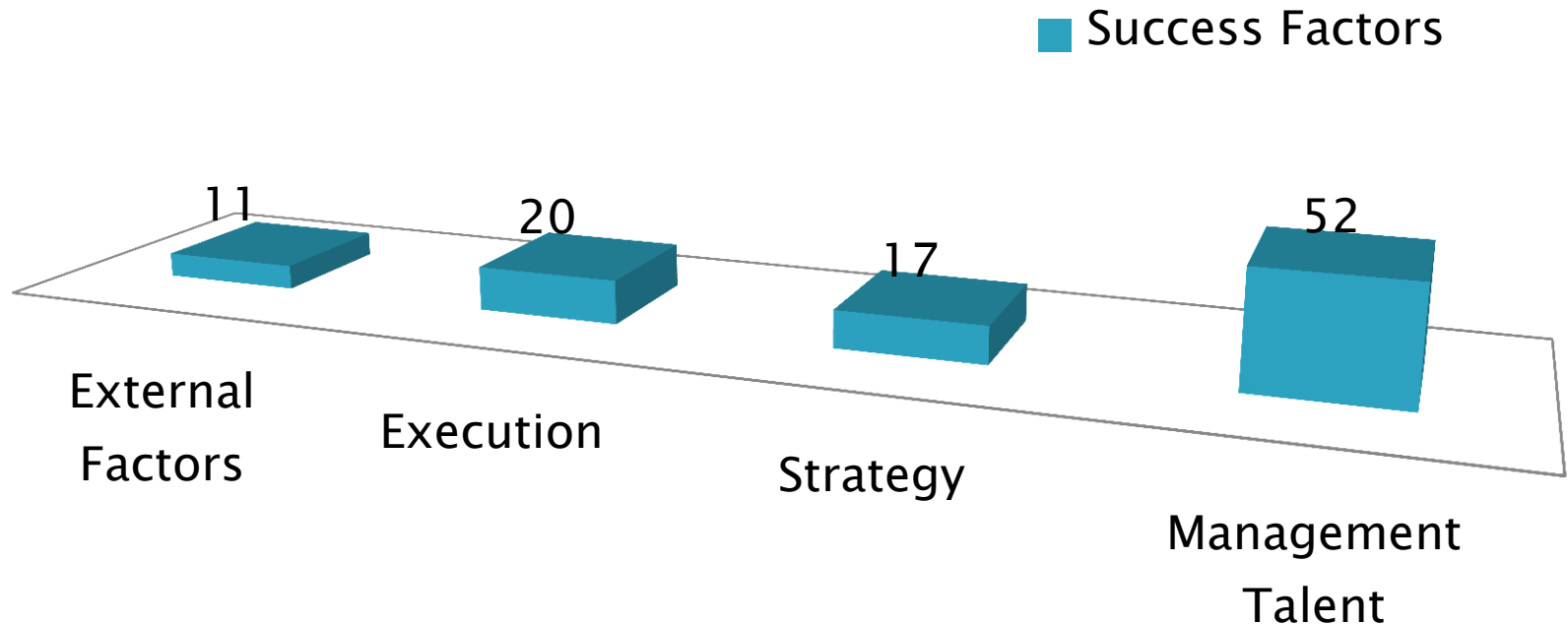
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Session Objectives

- ▶ Introduce principles and skills of behavioral interviewing to make better hires to grow successful companies
- ▶ Specifically:
 - Role of emotional intelligence
 - Inquiry and listening skills
 - Pattern recognition
 - Behavioral competencies
 - Strategy, planning and context

What makes a successful business?



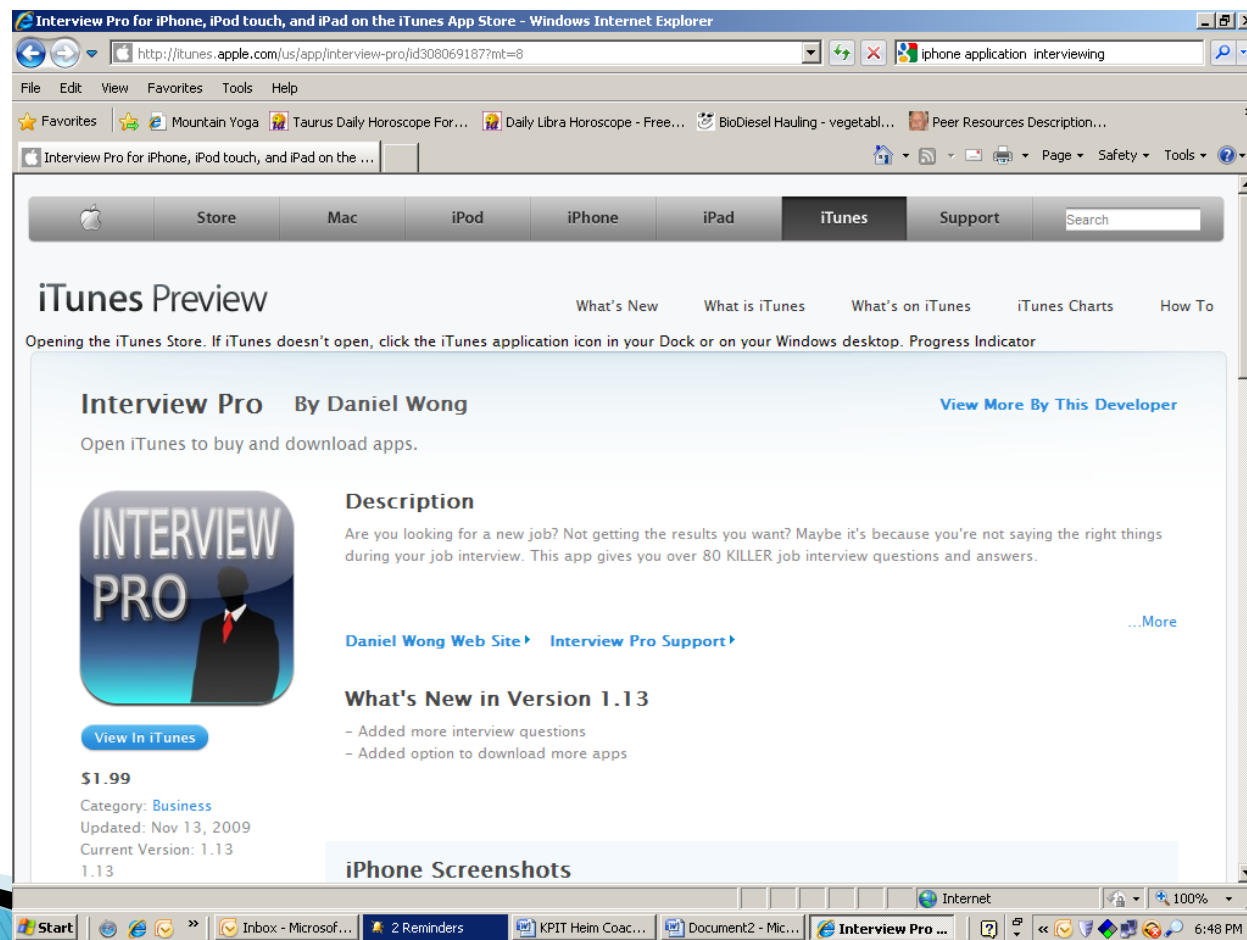
Source: *Who*. Smart, G., Street, R., 2008.

*“Entrepreneurs live or die
based on who they hire.”*

Verne Harnish, founder
Young Entrepreneurs Organization

Behavioral Interviewing

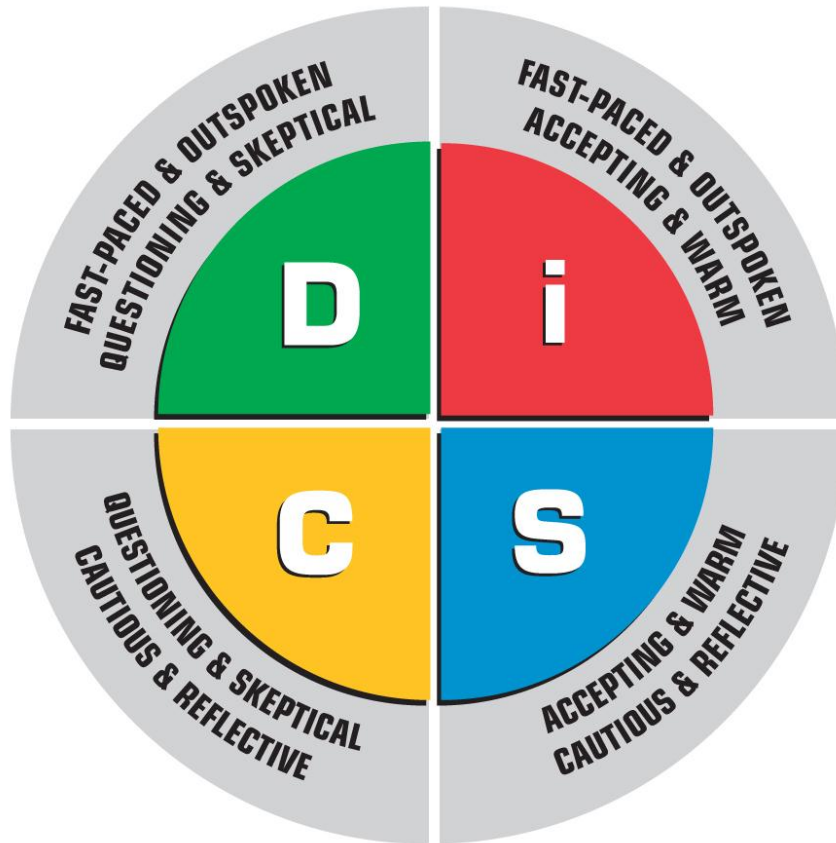
- ▶ They're ready for you! Are you ready for them?



EQ and Hiring

- ▶ “Know thyself” Plato
 - Self aware + self correcting = targeted results
- ▶ Take the neutral stance of a cultural anthropologist
- ▶ Impact of first impressions
- ▶ Intuition and gut feelings
- ▶ Assumptions, biases and beliefs
 - Halos & horns
- ▶ Discussion: DISC style and interview bias

DISC: People-Reading Method



At your table: How might your DISC Style bias your Interviewing and hiring?

One interview methodology...



Behavioral Interviewing

- ▶ Definition
- ▶ Purpose
- ▶ Patterns of behavior
- ▶ Predictive value
- ▶ Two BI approaches
 1. Emergent
 2. Focused



Foundation for Success

- ▶ Stance of genuine curiosity
- ▶ Four key skills:
 - Open ended vs. closed ended questions
 - When? Why? How? Vs. Did you? Could you? Would you?
 - Active listening
 - Pattern recognition
 - Behavioral observation



Inquiry & Listening Skills



→ **Hear**

- Open ended questions; Follow-up probes

→ **Empathize**

- Paraphrase; Reflective statements

→ **Analyze**

- Synthesize; Summarize

→ **Respond**

- Test for and confirm shared understanding

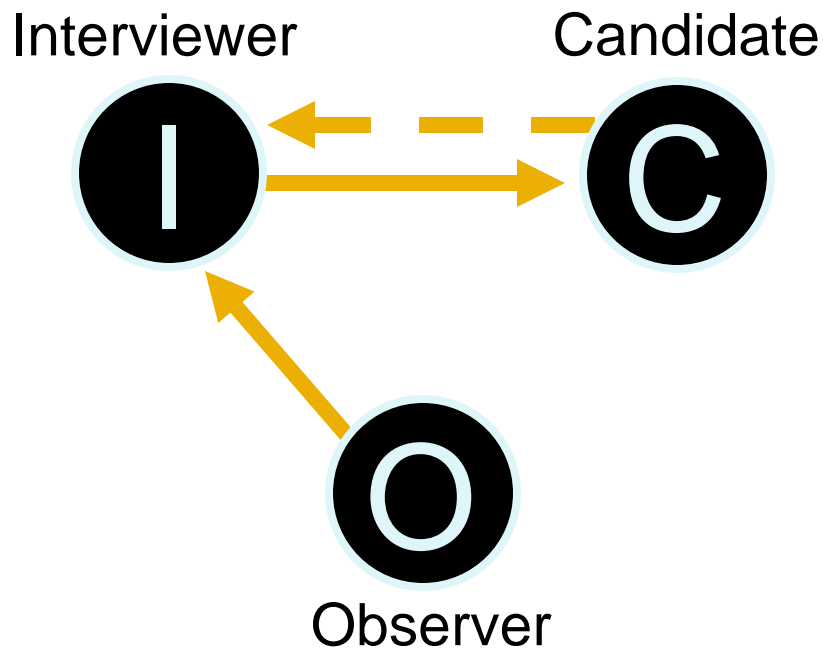
The BI Backbone

- ▶ Open-ended questions
 - What, how, why, when, where, who
- ▶ **STAR*** Model
 1. Situation or Context
 2. Task(s)
 3. Actions taken
 4. Results
- ▶ Note taking
- ▶ Set expectations



* Developed by Development Dimensions Internal (DDI)

Emergent Interviews: Real Play



Steps:

1. Form trio
2. 2 min. review CV
3. 8 min. interview
 - Use interview template
4. 4 min feedback
 - Use observer template
5. Switch roles
6. 3 14 minute rounds

Focused BI: Position Profile

1. Company Overview
 - Include organizational culture
2. Position Overview
 - Strategic purpose and required outcomes
3. Position Requirements
 - Technical/functional skills, experience and knowledge
4. Personal Characteristics
 - Characteristics and competencies
5. Education

Behavioral Competencies (sample)

- ▶ *Results orientation*
- ▶ *Manages process*
- ▶ *Intellectual capacity*
- ▶ *Problem solver*
- ▶ *Political savvy*
- ▶ *Self-confident*
- ▶ *Ambiguity*
- ▶ *Learner*
- ▶ *Develops people*
- ▶ *Solves conflict*
- ▶ *Initiative*
- ▶ *Information sharing*
- ▶ *Collaborative*
- ▶ *Emotional intelligence*

Sample Interview Score Card

Assessment Grid - CEO - ACME.COM

Category	Factors	Justin Credible	Avery Niceman	Willie Gofarr	Penny Pinsher	BASELINE	Weights
Strategic (15)	Strategic Positioning	9	9	9	8	9	15%
Execution (32)	Consumer Product Launch	8	8	9	8	8	10%
	Raise Financing	9	8	8	8	9	5%
	Deal capabilities	8	9	8	8	8	10%
	Web-media rolodex/ relationships	9	9	7	8	8	5%
Analytic/ Technical (5)	Technology Foundation	9	8	8	8	9	10%
Results (15)	Revenue Ramp 0-20 million; successful exit	9	8	8	8	9	15%
Leadership (15)	Track-record of building, scaling; people, thought	9	8	8	8	8	15%
Corporate Culture Fit (12)	Hunger Factor, disciplined approach, driven, EU friendly	8	8	7	8	8	10%
Domain/ Human Capital (6)	VC-backed Start-up/ Consumer- Internet; top Education	9	8	8	8	9	5%
SCORE:		8.7	8.3	8.1	8.0	8.5	100%

Best Practice Interview Process

1. Identify and contract with interview team
2. Develop Position Profile
3. Distribute Profile with assigned roles and/or topics to team members
4. Do an initial phone pre-screen
5. Interview candidate
6. ALL interviewers complete Scorecard feedback
7. Team meets to evaluate candidates; make hiring recommendation
8. Check references using BI principles
9. Utilize data to make best hiring decision

Summary and Action Plan

- ▶ Four key skills:
 1. Open-ended, iterative inquiry (STAR)
 2. Active listening (Follow up probes)
 3. Pattern recognition
 4. Behavioral observation
- ▶ Two approaches to BI
 1. Emergent – Any time, any where
 2. Focused – Position Profile and Interview Scorecard
- ▶ Action plan
- ▶ Questions?

Additional Resources

- ▶ Goleman, D. (1996) *Emotional Intelligence: Why It Can Matter More Than IQ*. New York: Bantam
- ▶ Hoevermayer, V. (2006) *High-Impact Interview Questions*. New York: AMACOM
- ▶ Kessler, R. (2006) *Competency-Based Interviews*. Franklin Lakes: The Career Press
- ▶ Smart, G., Street, R. (2008) *Who*. New York: Random House
- ▶ Management Team Consultants www.interviewedge.com. Behavioral interview training
- ▶ April King King@Vantagepartners.net
- ▶ Bonnie Wentworth Bonnie@WentworthConsulting.com