

# CBI Job Aid (Success Factors)

The goal of a Critical Behavior Interview is to determine whether or not the candidate has demonstrated the behaviors aligned with success at Hitachi Vantara.

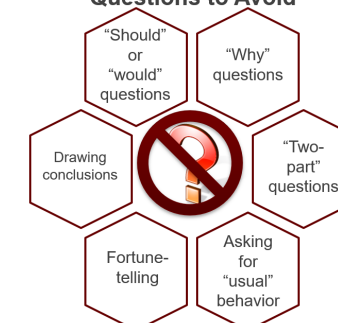
## Starting the Critical Behavior Interview

- Arrive on time. Establish rapport; Brief small talk.
- Explain your background and experience.
- Remember you represent the whole company.
- Inform candidate you will answer their questions later.
- Set up the **structure** of the interview e.g.
  - \* "I will ask you a series of questions which will give you an opportunity to discuss your background and your accomplishments".
  - \* "Please be clear about your **role** and what you did".
  - \* "I will be **taking notes**".

## Asking Questions

- Choose **behavioral questions** from the long list of CBI questions (a few examples overleaf).
- Use basic **probing questions**, keep them short, simple and in past tense to gather for more detail.
- You may find the probing questions elicit evidence for a different Success Factor and that's ok!

### Questions to Avoid



## Verifying Evidence

**Context.** Behaviors include **context** - the people involved in the situation and its history.

**Unambiguous.** The **role** of the candidate in the situation is **crystal clear**.

**Past.** Behaviors are descriptive of a specific situation that took place in the **past**.

**Picture.** A detailed picture is created through what the candidate **did, said, thought, and felt** as the situation unfolded.



## Evaluation Ratings

Rate only the targeted Success Factors or those where evidence was provided

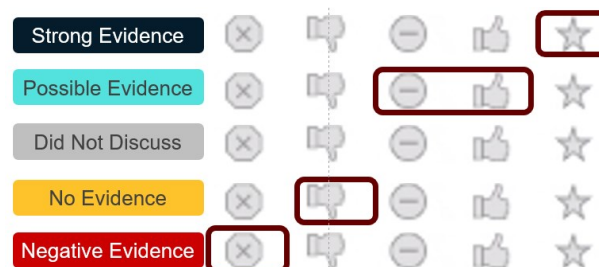
**Strong Evidence** = All CUPP criteria provided.

**Possible Evidence** = Some CUPP criteria provided.

**Did Not Discuss** = Not targeted or was not time to cover.

**No Evidence** = Targeted but no evidence given.

**Negative Evidence** = Opposite of desired behavior.



Employment laws vary from country to country. Always be certain you have current knowledge of your country's employment laws.

## Potential Situations and Common Problems

### Potential Situations

- Decisions = CT, I
- Interactions or conversations = A, BR, EC
- Meetings = BR, EC, TO
- Projects = A, CT, I, TO

### Common Problems

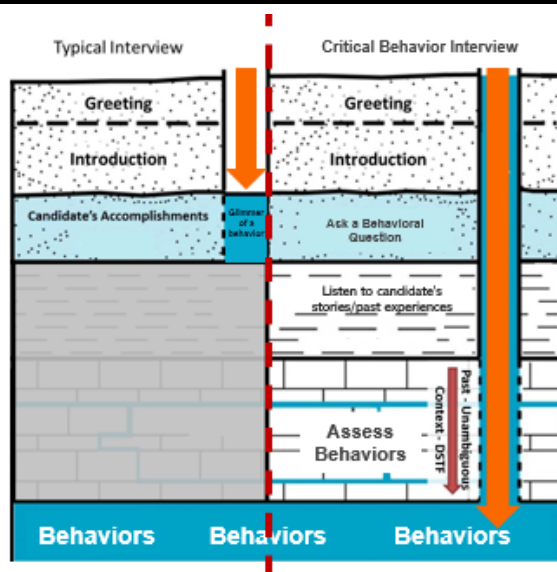
- We vs. I
- Usual behavior
- Theories
- Summaries
- Abstract descriptions

## Probing Questions

- What did you do?
- What did you say?
- What were you thinking? / What was going through your mind?
- What were you feeling?
- Can you give me an example?
- What was your role?
- Take me back to the beginning
- What was the outcome?
- Highlight key events along the way.
- Who was involved?
- What happened next?
- And then?
- How did you first get involved?
- Walk me through the situation sequentially.

Gently interrupt to get details and help the candidate focus on specifics.

## Assessing Behaviors



Print: double sided, flip on short edge and fold into thirds

## Adaptability

Is resilient and confident in the face of change

### Behaviors

- A. Responds to change with a positive attitude
- B. Can cope with periods of change and ambiguity with confidence
- C. Remains productive and effective through periods of transition and rapidly changing assignments or priorities
- D. Adjusts behavior to suit new procedures and systems
- E. Adapts actions to accomplish team's objectives

### Example Questions

1. Tell me about a time when you were asked to **do something unexpected** (i.e., new or short notice).
2. Tell me about a time when you were in a **situation that changed suddenly**. Describe what you did
3. Tell me about a time when you thought your team or organization was working well, but a **change was imposed** upon you.

## Critical Thinking

Thinks logically, creatively and systemically

### Behaviors

- A. Quickly sorts relevant from irrelevant information and grasps essentials of complex issues
- B. Understands how own task relates to the wider framework / goal
- C. Identifies cause and effect relationships, makes connection between facts and events that are not readily obvious
- D. Combines qualitative and quantitative information in order to diagnose and solve a problem
- E. Develops and uses clear criteria for guiding decisions
- F. Sees the big picture, considers whether short-term goals will meet long-term objectives

### Example Questions

1. Tell me about the most **complex assignment or project** on which you have worked. **Describe the process** you went through **to complete the work**.
2. Tell me about a time when you had to work on an **assignment or project** where the work was **not well-defined** or was in an area in which you **had little experience / knowledge**. **Describe the process** you followed to complete the work.
3. Tell me about a time when you were faced with a **complex problem** and had to get the essence of it in a short time period.

## Initiative

Proactively identifies opportunities and issues, and then perseveres to achieve results

### Behaviors

- A. Enjoys working hard and is driven to perform effectively and to learn more
- B. Proactively suggests improvements to the way things are done
- C. Seizes opportunities and takes action; takes action without being told
- D. Stretches beyond agreed targets assigned to him/her
- E. Perseveres when confronted by obstacles in order to achieve desired outcomes

### Example Questions

1. Tell me about something you're glad you got a chance to do while in your current role. Something of which **you feel proud**.
2. Describe a time when you **seized opportunities**, grabbed something and ran with it yourself.
3. Tell me about a time you had to **start something from scratch**.

## Builds Relationships

Recognizes the importance of understanding others and builds relationships accordingly

### Behaviors

- A. Works effectively with others and is positive and respectful in all interactions
- B. Develops lasting and high-quality business relationships
- C. Leverages relationships for the benefit of the business and personal growth
- D. Participates in and looks for opportunities to take leadership roles within professional and community organizations

### Example Questions

1. Tell me about a time when you had to work with people who **approached things differently** than you or **wanted the work done differently**.
2. Tell me about a time when you have had to **deal with a difficult person or people**.
3. Tell me about a time you had to **win over a group** you didn't know very well.

## Effective Communication

Has clear strategies for communicating with others

### Behaviors

- A. Expresses self in clear, professional and confident manner with superiors, peers, subordinates and clients
- B. Organizes and presents ideas / opinions in logical order using facts, numbers, logic or evidence
- C. Adapts the content and style of communication for the audience
- D. Seeks further clarification to ensure they understand before responding
- E. Has the patience to hear people out; does not interrupt or cut people off
- F. Is direct and upfront about thoughts and opinions; confronts problems, disagreements or personal discomfort head-on while remaining professional

### Example Question

1. Tell me about a time when you **had to get others** or another person to do **something they were reluctant** to do.
2. Tell me about a time when you had to **work with someone** or several people who **wanted things done differently** than you..
3. Tell me about a time you had to **deliver bad news**.

## Taking Ownership

Accepts personal responsibility for the success of a project

### Behaviors

- A. Can be counted on to get things done; takes personal responsibility for tasks and projects within span of control and accepts responsibility for failures
- B. Knows when to ask for assistance and when to exercise own judgment
- C. Takes ownership of problems that are usually expected of someone else in the group to resolve and seeks way to resolve them
- D. Seeks appropriate input on problem resolution to validate proposed resolution

### Example Questions

1. Tell me about an experience in which you had to **work with others** to get something done.
2. Tell me about a situation when you had to work **in a group** or with a team that **wasn't functioning well**.
3. Tell me about a time you had to **take over** some else's project.