

Slide 7 of 170

HITACHI VANTARA'S GLOBAL RECRUITMENT PROCESS

Phase 1: Requisition Request

Phase 2: Sourcing

Phase 3: Screening Interview

Phase 4: Role Specific Interview(s)

Phase 5: Critical Behavior Interview

Phase 6: Final Interview

Phase 7: Consideration

Phase 8: Pre-Offer / Compensation Discussion

Phase 9: Job Offer

Critical Behavior Interviews

Slide Title

- Welcome
- Introduction
- Overview
- Objectives
- Module 1 Start
- Recruitment Process
- Where CBI Fits
- What is a CBI?
- Why do we use a CBI?
- Before your first CBI
- Which behaviors?
- Behavior Frameworks
- Knowledge Check Intro

Slide 8 of 170

What is a CBI?

- A specific type of interview
- Focused on behaviors
- Focused on the past
- A conversation:
 - Interviewer asks open ended CBI question
 - Candidate starts to tell a story
 - The interviewer probes for more information

Should only be conducted by someone trained in CBI interviewing techniques

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Slide 9 of 170

Why do we use a CBI?

- Need more than technical skills, knowledge and experience
- Critical behaviors linked with success
- Results in better hiring decisions
- Reduces bias



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Slide 10 of 170

Before you can conduct a CBI, you need to:

Know
Know the behaviors you are assessing and the rating scale

Plan Questions
Identify questions to elicit evidence of past behavior

Plan Probes
Identify standard probing questions to help you dig deeper

Listen & Evaluate
Know how to listen and evaluate themes

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Slide 12 of 170

Winning Capabilities and Success Factors

Winning Capabilities

1. Accountability
2. Agility
3. Co-Creating
4. Executing
5. Influencing
6. Informed Decision-Making
7. Innovating
8. Pioneering

Success Factors

1. Adaptability
2. Builds Relationship
3. Critical Thinking
4. Effective Communication
5. Initiative
6. Taking Ownership

CBI Job Aids list the associated behaviors

Critical Behavior Interviews

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Knowledge Check Intro

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Slide 21 of 170

Types of Questions

Closed questions

Asks for short answer. Stops flow of information. Secures specific answer.

Open ended questions

Starts flow of information. "Turns on the tap."

Critical Behavior Interviews

Slide Title

Module 2 Start

Identifying Behaviors

Open & Closed Questions

Behavioral Based Questions

Behavioral Based Questions

Behavioral Question Examples

Behavioral Question Examples

Behavioral Question Examples

Behavioral Question Examples

Behavioral Question Examples

What are You Listening For?

Questions to Avoid 1

Questions to Avoid 2

Questions to Avoid 3

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Slide 22 of 170

Types of Questions

Closed questions

Asks for short answer. Stops flow of information. Secures specific answer.

Open ended questions

Starts flow of information. "Turns on the tap."

Behavioral based questions

Specific form of open ended question.
Elicits evidence candidate demonstrated a behavior in the past.

Critical Behavior Interviews

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Slide 23 of 170

Behavioral Based Questions

Open ended
Start the flow of information

Start with "Tell me about ..." or "Describe a time..."

During response:

- Limit your own talking
- Listen carefully
- Probe when needed

Leads candidate to tell a story

Slide Title
Module 2 Start
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Slide 25 of 170

Behavioral questions to elicit evidence

Tell me about a time you had to win over a group you didn't know very well.

Winning Capabilities	Success Factors
1. Accountability	1. Adaptability
2. Agility	2. Builds Relationship
3. Co-Creating	3. Critical Thinking
4. Executing	4. Effective Communication
5. Influencing	5. Initiative
6. Informed Decision-Making	6. Taking Ownership
7. Innovating	
8. Pioneering	

Slide Title
Module 2 Start
Identifying Behaviors
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Slide 26 of 170

Behavioral questions to elicit evidence

Tell me about a time when you joined a project already underway and identified problems with a process.

Critical Behavior Interviews

- Slide Title
- Module 2 Start
- Identifying Behaviors
- Open & Closed Questions
- Behavioral Based Questions
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- What are You Listening For?
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Slide 27 of 170

Behavioral questions to elicit evidence

Tell me about one of your most challenging assignments or accomplishments, something of which you feel proud.

Winning Capabilities

1. Accountability
2. Agility
3. Co-Creating
4. Executing
5. Influencing
6. Informed Decision-Making
7. Innovating
8. Pioneering

Success Factors

1. Adaptability
2. Builds Relationship
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Slide 28 of 170

What are you are listening for?

Evidence

Has candidate demonstrated the behavior?

Confirmation

What did the candidate do themselves?
("I" versus "We")

Response to Probes

Further information about the situation and what happened.

Critical Behavior Interviews

Slide Title

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Slide 30 of 170

Questions to Avoid

"Should" or "would" questions

"Why" questions

e.g. Why did you do that?

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Slide 34 of 170

Questions to Avoid

e.g. It seems that you demonstrated leadership qualities in that meeting...

Diagram illustrating types of questions to avoid:

- "Should" or "would" questions
- "Why" questions
- "Two-part" questions
- Asking for "usual" behavior
- Fortune-telling
- Drawing conclusions

Navigation controls: Play, Previous, Next, Stop.

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Critical Behavior Interviews

Slide Title

- Module 2 Start
- Identifying Behaviors
- Open & Closed Questions
- Behavioral Based Questions
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- Behavioral Question Examples
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Slide 37 of 170

Recognizing Behaviors – Candidate: David

Target Success Factor / Winning Capability: Effective Communication

Question: Tell me about a time when you had to communicate with someone who approached things differently to you or who wanted the work done differently.

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Critical Behavior Interviews

Slide Title

- Questions to Avoid 3
- Questions to Avoid 6
- Recognizing Behaviors 1
- Recognizing Behaviors 2
- David Intro
- David Video 1
- David Video 2
- David Video 3
- David Video 4
- Jane Intro
- Jane Video 1
- Jane Video 2
- Jane Video 3
- Jane Video 4

Slide 47 of 170

Target Success Factor / Winning Capability: Innovating



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| David Video 3 | <input checked="" type="checkbox"/> |
| David Video 4 | <input checked="" type="checkbox"/> |
| Jane Intro | <input checked="" type="checkbox"/> |
| Jane Video 1 | <input checked="" type="checkbox"/> |
| Jane Video 2 | <input checked="" type="checkbox"/> |
| Jane Video 3 | <input checked="" type="checkbox"/> |
| Jane Video 4 | <input checked="" type="checkbox"/> |

