

CBI Job Aid (Winning Capabilities)

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.

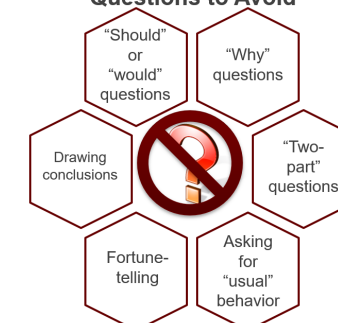
Starting the Critical Behavior Interview

- 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 Winning Capability 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 Winning Capabilities or those where evidence was provided

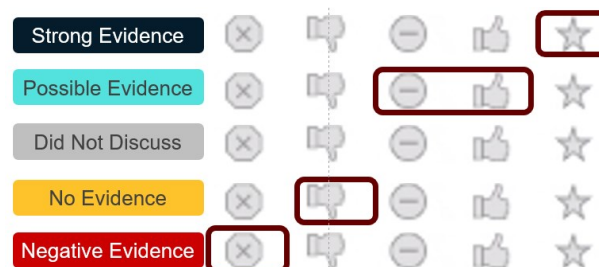
Strong Evidence = All CUPP criteria provided.

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
- Interactions or conversations
- Meetings
- Projects

Common Problems

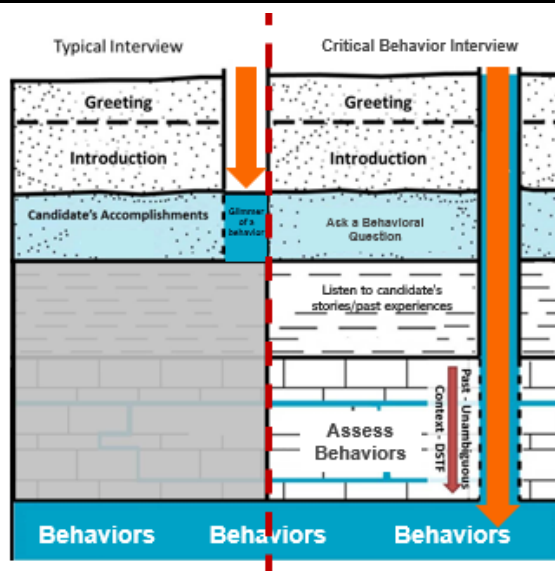
- We vs. I
- Usual behavior
- Theories
- Summaries
- Abstract descriptions

Probing Questions

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

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

Assessing Behaviors



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|---|--|--|---|
| <p>Accountability</p> <p>Being accountable and driving for results to meet commitments and goals</p> <p>Behaviors</p> <ul style="list-style-type: none"> A. Holds self (& team) accountable for achieving goals, targeted metrics and results B. Willingly assumes responsibility for own actions and decisions C. Demonstrates and fosters a “can-do” spirit and sense of optimism, ownership & commitment D. Monitors own (& team’s) progress against goals E. Ensures own (& team’s) commitments are met <p>Example Questions</p> <ol style="list-style-type: none"> 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. | <p>Co-Creating</p> <p>Intentionally partnering with others to create meaningful outcomes</p> <p>Behaviors</p> <ul style="list-style-type: none"> A. Builds good relationships with others B. Communicates openly and fearlessly, and encourages others to do the same C. Looks for ways to intentionally collaborate with others, and promotes a culture of collaboration D. Recognizes others for their contribution to team goals E. Ensures conversations and meetings result in meaningful outcomes <p>Example Questions</p> <ol style="list-style-type: none"> 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. | <p>Influencing</p> <p>Using compelling communication and courage to gain the support and commitment of others</p> <p>Behaviors</p> <ul style="list-style-type: none"> A. Willing to raise issues and concerns, and take a stand in the best interests of the company B. Respects and responds appropriately to the viewpoints of others and uses a range of different influence strategies to persuade others C. Gains support and buy-in from stakeholders for their ideas and decisions D. Negotiates, compromises and exercises diplomacy in different situations as needed E. Inspires action without relying on authority <p>Example Question</p> <ol style="list-style-type: none"> 1. Tell me about a time you had to win over a group you didn’t know very well. 2. Tell me about a time you had to confront someone you were working with. | <p>Innovating</p> <p>Embracing change to create new and better ways for the organization to be successful</p> <p>Behaviors</p> <ul style="list-style-type: none"> A. Stays up to date and ensures adoption of industry best practices and lessons learned B. Identifies opportunities to improve processes and optimize ways of working C. Takes new ideas quickly from concept to implementation D. Is open to taking risks and failing fast in order to push boundaries E. Challenges the status quo and learns from experience to achieve breakthrough ideas <p>Example Questions</p> <ol style="list-style-type: none"> 1. Tell me about a time you had to start something from scratch. 2. Tell me about a time when you recently identified a gap in your team’s efforts and what you did to fill it. |
| <p>Agility</p> <p>Actively learning through experimentation and feedback to gain insight to grow and develop</p> <p>Behaviors</p> <ul style="list-style-type: none"> A. Readily adapts to different ways of doing things or to different situational needs B. Seeks out and accepts feedback, modifying own behavior as appropriate C. Conveys a hunger for learning and a growth mindset D. Stays composed and works productively in the face of ambiguity and uncertainty, or when new challenges arise E. Maintains own energy levels and momentum during change; supports and encourages others <p>Example Questions</p> <ol style="list-style-type: none"> 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. | <p>Executing</p> <p>Intentionally partnering with others to create meaningful outcomes</p> <p>Behaviors</p> <ul style="list-style-type: none"> A. Sets SMART goals for self (and team) that align to organizational goals B. Builds realistic plans that enable quality results to be achieved quickly C. Aligns work to best leverage own (and others’) skills D. Motivates self (and others) to deliver above and beyond expectations E. Resolves issues quickly <p>Example Questions</p> <ol style="list-style-type: none"> 1. Tell me about a situation where you encountered a problem and went on to resolve it 2. Tell me about a time when you went outside of your planned work to achieve an important goal. Tell me what happened. | <p>Informed Decision-Making</p> <p>Applying knowledge of the business and market to deliver customer-centric solutions</p> <p>Behaviors</p> <ul style="list-style-type: none"> A. Seeks to understand the market to identify potential changes which will impact their business B. Quickly gathers and analyzes information to understand issues C. Makes prudent business decisions based on relevant data D. Stays informed in order to understand and anticipate changes in the industry E. Keeps up to date on competitor activities and revises approach as needed <p>Example Questions</p> <ol style="list-style-type: none"> 1. Tell me about a time when you were faced with a complex problem and had to get the essence of it quickly. 2. Tell me how a change in the industry you work in has resulted in you changing your approach at work. | <p>Pioneering</p> <p>Painting a compelling picture of the vision and strategy to inspire action</p> <p>Behaviors</p> <ul style="list-style-type: none"> A. Is excited by Hitachi’s Pioneering Spirit and looks for opportunities to propose new and challenging opportunities B. Shows excitement for and champions their organization’s bottom line C. Understands and effectively communicates organization’s strategy and operating model D. Aligns personal goals to team and organizational goals, including developmental goals E. Contributes to team identity and loyalty <p>Example Questions</p> <ol style="list-style-type: none"> 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 thought your team or organization was working well, but a change was imposed upon you. |