

MSBA Strat-Ex & Career Success

BEHAVIORAL INTERVIEWING

September 3, 2024



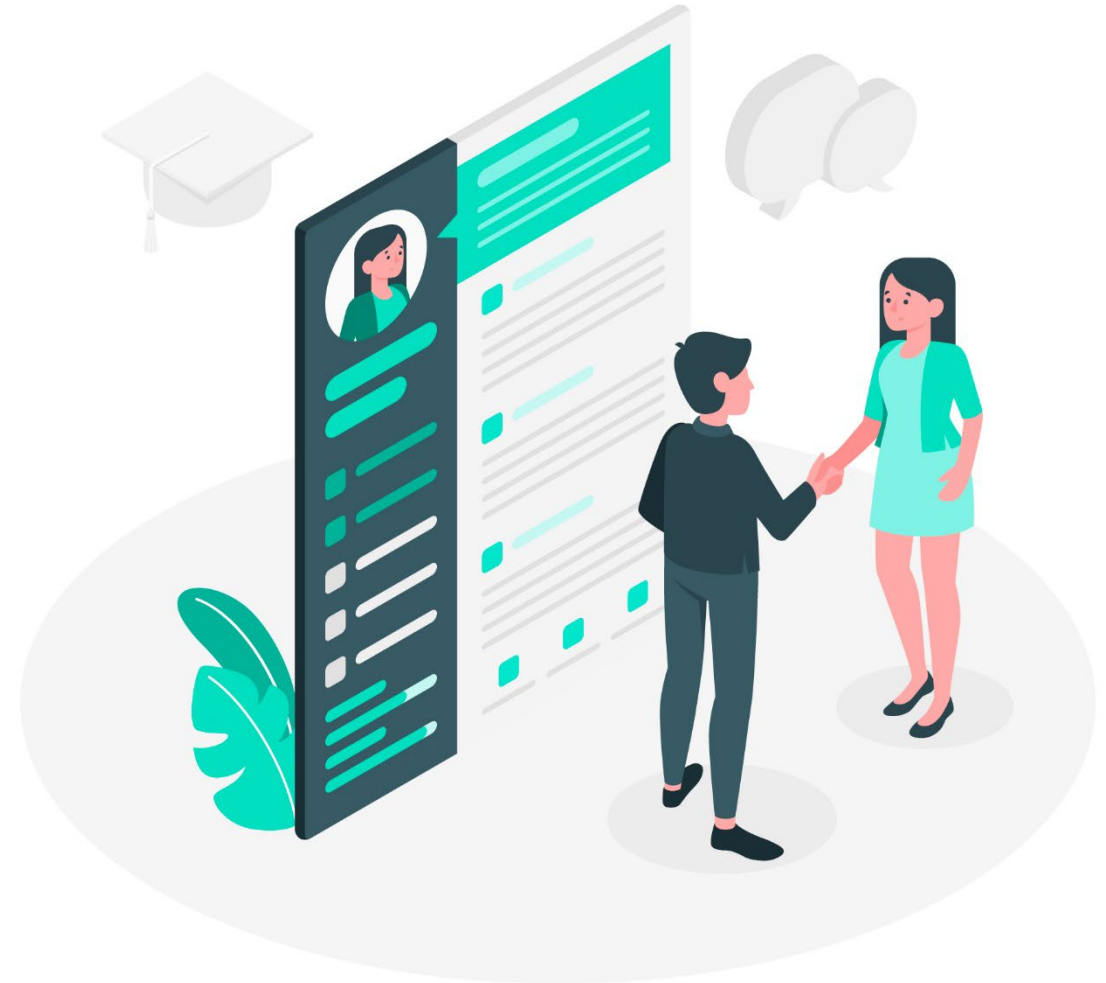
Terry College of Business
UNIVERSITY OF GEORGIA

Behavioral Interviewing

Past behavior often predicts future behavior

BEHAVIORAL-BASED INTERVIEW

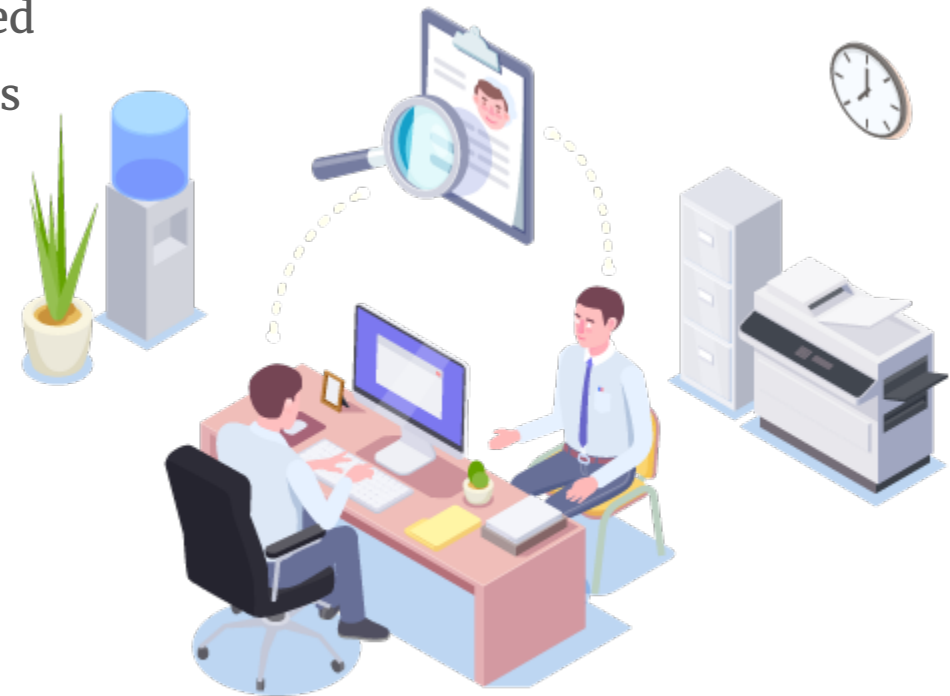
- “Tell me about a time when you...”
- ..exhibited leadership
- ..resolved a team conflict
- ..applied analytical/problem solving skills
- ..applied quantitative/financial skills
- ..showed initiative/motivated others



C.A.R.L. METHOD

THE FRAMEWORK to use when answering behavioral interview questions.

- Context/Challenge – Set the scene for the story including your responsibility in it
- Action(s) – Explain exactly what steps you took to work through the challenge
- Result(s) – Share what outcomes your actions achieved
- Learning – What did you learn or do you differently as a result of this learning.



CONTEXT: BRIEFLY OUTLINE THE CHALLENGE/SITUATION

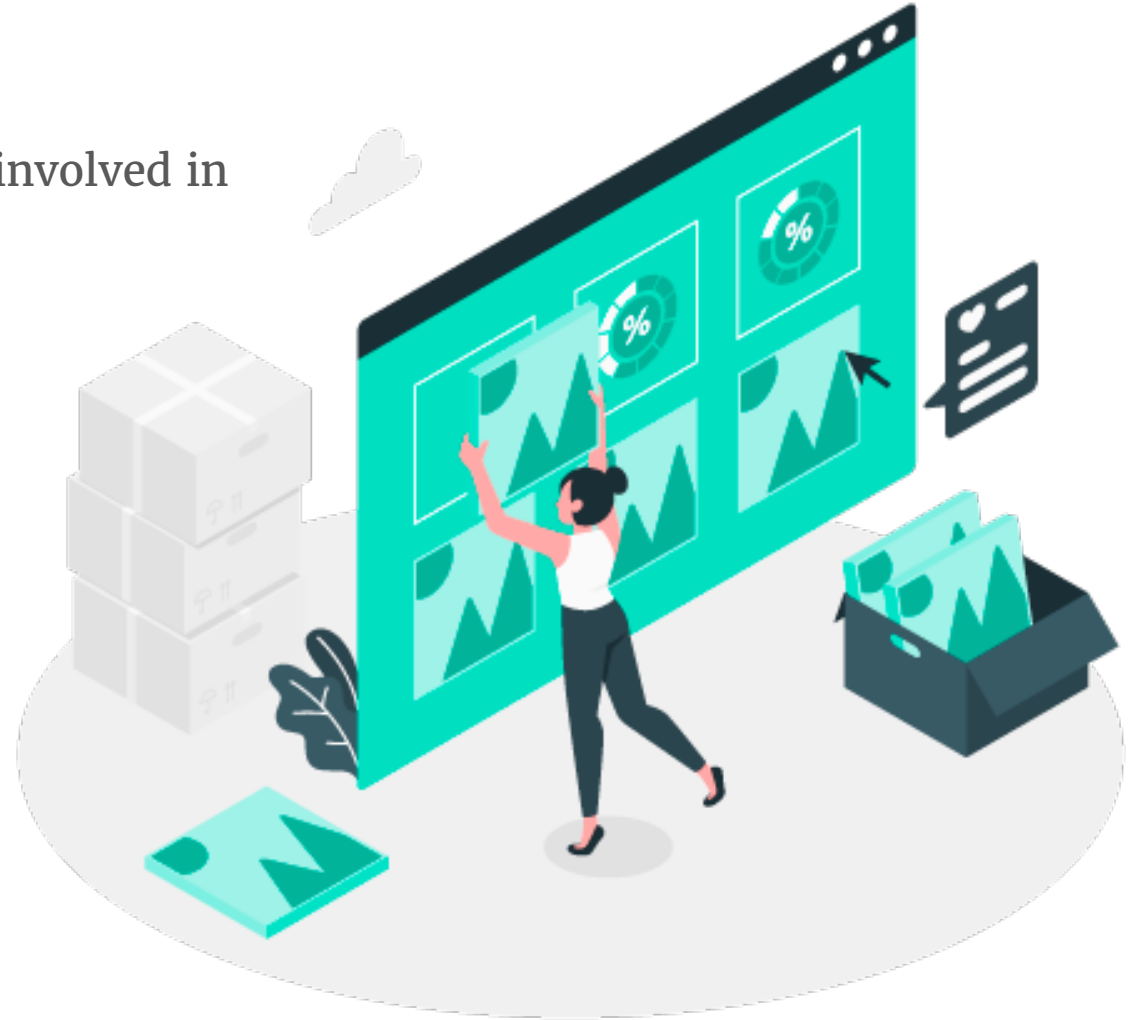
- Choose impactful situations with some challenge & **strong** results
- Highlight **relevant** skills (relevant to the typed of job you are interviewing for)
- Stories from your **previous accomplishments** are best
- Be **concise** (10-20% of response time)



ACTIONS YOU TOOK TO ADDRESS THE SITUATION

- What specifically was **your** role? (I / Me / My)
- What other people needed to be considered or involved in the solution?
- How did you arrive at the solution?
- What skills did you demonstrate?

Should you name the skills you demonstrate in the story?



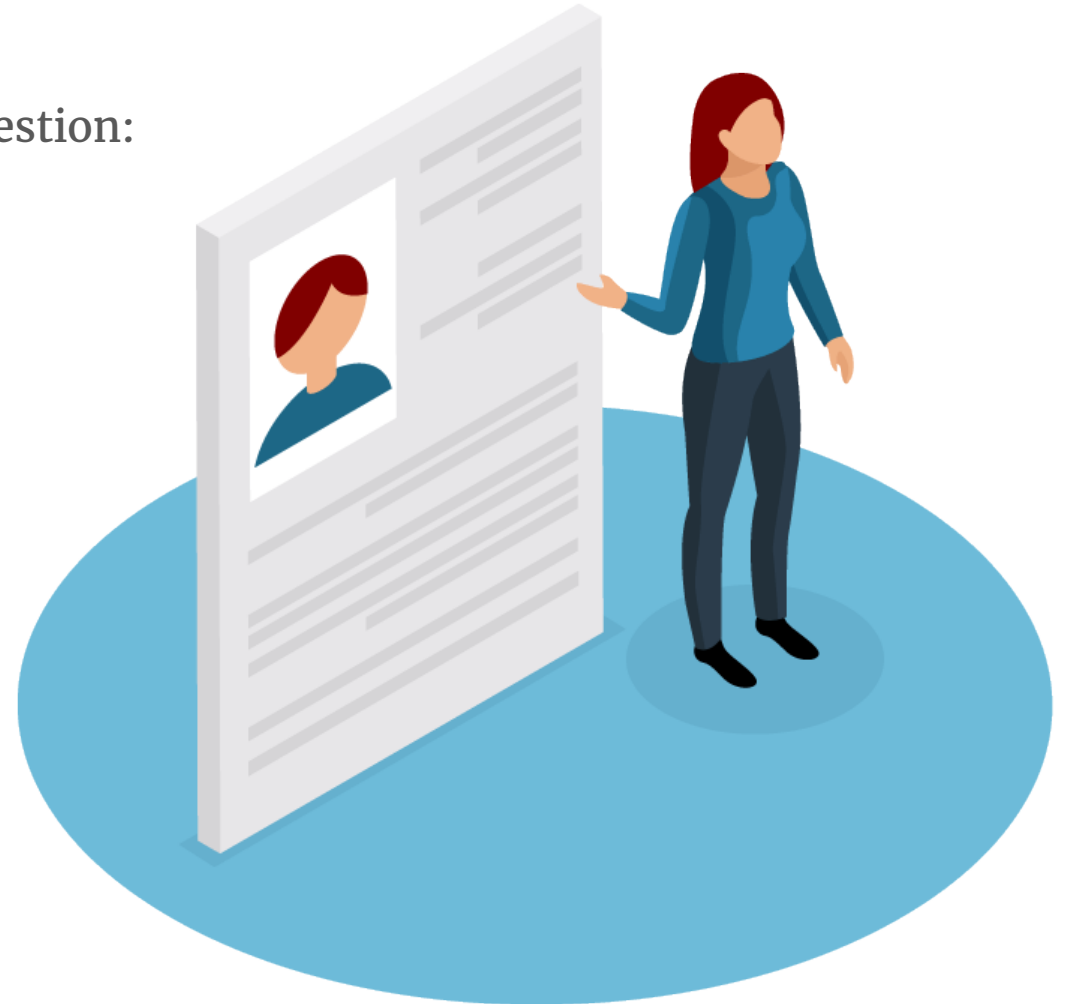
RESULTS, THE OUTCOME OF YOUR ACTION – NUMBERS MATTER

- **Quantify** if possible (make sure numbers match with resume)
- Was **your idea accepted** by your peers / your team / top management?
- **Implemented** by other groups / divisions



ADDITIONAL TIPS

- Focus on relevant skills & accomplishments
- Prepare for a positive or a negative spin for each question:
 - A frustrating team or a difficult co-worker
 - A time when you dealt with conflict?



C.A.R.L. METHOD

THE FRAMEWORK to use when answering behavioral interview questions.

- Context – Set the scene and give the necessary details of your example
- Challenge – What did you need to address or make happen in that situation
- Action(s) – Explain what steps you took to address it (think about the sequence)
- Result(s) – Share what outcomes your actions achieved
- Learning – What did you learn, or how did it change you?



BEHAVIORAL PRACTICE

- Break into 2 person teams
- Person A is the Interviewer
- Person B is the Candidate
- “Tell me about a time when you were part of a team, and the actions you took to help this team reach its goals”



BEHAVIORAL PRACTICE



Change Partners

- *“Tell me about a very busy time in your life and how you managed your time in order to complete all of your responsibilities”*

REFLECTION TIME

- What went well?
- What could have gone better?
- What did you learn from being the interviewer?



COMMON BEHAVIORAL MISTAKES

- Failure to follow the **C.A.R.L.** framework
- Lack of preparation/practice before interviewing
- Too much time setting the **Context** stage
- Not taking credit for all **Actions**, (step by step)
- Forget to **close with Results** and **Learning**
- May have answered a **different** question



THE “TEAM” QUESTION – FACILITATOR ROLE

- (C): I was assigned to a diverse 5-person MSBA team, and we were overloaded with work. The team was not very organized, time was passing and work was not being completed, we were in danger of missing deadlines
- (A): I volunteered to coordinate communication, setting up GroupMe chat, and regular group meetings on Tu. & Th. at 5:30 pm.
- (A): I also volunteered to set up google docs, and laid out a schedule for deliverables for the entire semester.
- (A): Finally, I facilitated discussion – to have my peers volunteer to lead our various projects
- (R): Our team went from falling behind to being very organized, (R): we met all our deadlines, and, (R): all my teammates were very satisfied with our workflow and results

THE “TEAM” QUESTION – MEDIATOR / INFLUENCER ROLE

- (C): I was assigned to a diverse 5-person MSBA team, we were overloaded with work, and quite stressed. On one project 2 of my teammates both wanted to lead, each had very strong opinions and neither were willing to compromise. We spent hours debating one project, falling behind in our other work
- (A): I invited one teammate to have coffee, to listen to his point of view, and understand why he was so adamant about his approach to the work
- (A): I invited my other teammate to have lunch, (or a beer) to listen to her point of view, and understand why she was so adamant about his approach to the work
- (A): I suggested we have a group meeting, and I had both teammates list their project ideas on a white board. I generated some discussion, to try and reach a consensus on the project
- (A): Problem, both teammates would not compromise. (A): So I suggested we divide & conquer the project, creating 2 sub-groups, letting each person take on the part they were most adamant about. (A): I also volunteered to communicate between the 2 groups, and (A): took the lead in finalizing the final paper
- (R): We got back on schedule, (R): completed the deliverable, (R): submitted it on-time, and (R): earned an “A” grade

Closing the Interview

CLOSING THE INTERVIEW

- Ask questions (have them prepared – and – **you can NEVER run out of questions!**)
- Ask what experience or qualification they feel is most critical to success in the role
- Summarize your skills, reaffirm why you like to think you have what they need
- **Harder close** – Express your genuine interest in the role, the company, or the team and ask if they have any concerns or questions about your qualifications and ask for the next interview or for a shot at the job!
- **Softer close** – Show your enthusiasm and interest in the role, company, team – Ask about the timeline for a decision

Always request business card or email address

E-mail or mail a targeted or customized thank you right away (within 24 hours).