

MSBA Strat-Ex & Career Success

BEHAVIORAL INTERVIEWING

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Terry College of Business
UNIVERSITY OF GEORGIA

Interviewing 2.0

OPENING QUESTION – WHAT ARE THEY REALLY ASKING?

- 1) Walk me through your resume.
- 2) What brings you here today?
- 3) Tell me about yourself.

RESUME SPECIFIC QUESTIONS

- Know *all* the details – the what, the why, and the how
- Keep focus on **relevant skills & accomplishments**
- Explain the **transitions** you made & **the reasons** behind them

Goals matter: Incorporate them in your overall story

Employers use behavioral interviewing because past behavior often predicts future performance

BEHAVIORAL-BASED INTERVIEWING 101

“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. FRAMEWORK

- **Context / Challenge**– Set the scene and give the necessary details of your example. 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?

BRIEFLY OUTLINE THE CONTEXT/CHALLENGE

- 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?

RESULTS 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

LEARNING – YOUR PROFESSIONAL DEVELOPMENT

- What did you learn from the process?
- How has it changed how you do things now?

BEHAVIORAL PRACTICE

- Break into 2 person teams
- Person A is the Interviewer
- Person B is the Candidate

Tell me about a project that had to change drastically while it was in progress? Why? How did you do it?

BEHAVIORAL PRACTICE

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Describe a “chaotic” situation that you organized, resolved, or executed.

C.A.R.L. METHOD

THE FRAMEWORK

- **Context / Challenge**– Set the scene and give the necessary details of your example. What did you need to address or make happen in that situation
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ANALYZING A JOB DESCRIPTION FOR LIKELY QUESTIONS

- You have a comfort with ambiguity and a willingness to explore a variety of challenges and pivot as needed.

What questions can you expect that will assess these things?

PRACTICE QUESTIONS

- Comfort with ambiguity: (dealing with paradox)
 - *Describe a “chaotic” situation that you organized, resolved, or executed.*
- Willingness to explore a variety of challenges: (foresight)
 - *Tell me about a time you recognized a **potential** problem as an opportunity. What did you do? What was the result?*
- Pivot: (adaptable and nimble)
 - *Have you ever had a project that had to change drastically while it was in progress? Why? How did you do it?*
- Analytical skills: (often tested in case style)
 - *Describe a recent project that required you to analyze a large amount of information and develop conclusions.*



BEHAVIORAL PRACTICE

Change Partners & Choose a Question

- 1. Describe a “chaotic” situation that you organized, resolved, or executed.*
- 2. Tell me about a time you recognized a **potential** problem as an opportunity. What did you do? What was the result?*
- 3. Have you ever had a project that had to change drastically while it was in progress? Why? How did you do it?*

PRACTICE QUESTIONS – PROFESSIONAL DEVELOPMENT

“Tell me about your greatest failure.”

“Tell me about an experience you went through that changed your way of thinking.”

“Tell me about a time when you had your beliefs challenged and how you responded.”

“Tell me about a time when your grasp of underlying facts or dynamics of a situation helped you make a good (or unexpected) decision.”

“Tell me about a time when you had to make a difficult short-term decision to make long term gains.”



MORE PRACTICE QUESTIONS

- What is your proudest accomplishment? (Greatest achievement)
- What are your most positive and negative management experiences?
- What critical feedback do you receive most often?
- Where do you see yourself in 2, 5, or 10 years?
- What regrets do you have so far in your professional career?
- How do you handle stress? or What do you do in your spare time?
- What questions do you have for me?

NBMBA link on Notion: <https://mango-ski-c15.notion.site/Major-Career-Fairs-e89b17367cfc4a929f77ddf46f64370f>

THE “TEAM” QUESTION – FACILITATOR

- (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

“TEAM” QUESTION – 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