



MAY 2008

Calendar of Events

July 15, 2008:

The Leadership Forum at Georgia Tech welcomes Karl Albrecht, a leading business thinker and author of the book, *Social Intelligence: The New Science of Success*.



The Leadership
Forum
at Georgia Tech

Learn why social intelligence matters, and how increasing yours can mean more success both personally and professionally. Through illustrative examples and stories, Karl will present strategies and techniques to help you develop your interpersonal skills and bolster your social intelligence.

For information, please call (404) 894.8700 or visit [The Leadership Forum website](#).



Best Practices in Behavioral Interviewing

By Rick Brandt, Ph.D.

In a world where virtually any business strategy can be duplicated overnight, achieving and maintaining a competitive advantage has become increasingly difficult. More and more organizations are recognizing 'people quality' or effective talent identification, selection, and retention as one of few ways to truly differentiate themselves.



Matching the right people with the right positions simply using standard interview processes is difficult, at best. Personality and problem-solving profiling, or behavioral interviewing, has been identified as one of the best predictors of job success. The technique compels candidates to demonstrate their knowledge, skills, and abilities - collectively known as competencies - by giving specific examples from past experiences, which are considered a predictor of future performance in a similar situation.

Nowadays, most organizations use behavioral interviewing to some degree, whether or not they realize it. The problem is most fail to capitalize on its benefits due to a lack of planning and/or processes as well as inconsistent application. Below are five steps, as well as sample questions, TalentQuest has identified as critical to successful behavioral interviewing.

Write a job description that outlines the position's responsibilities and requirements.

Determine and prioritize the knowledge, skills and abilities required for success in the job and in your organization. These may include decision making, problem solving, leadership, motivation, communication, interpersonal, planning, organization, critical thinking and team building skills.

Prepare open-ended questions designed to assess the candidate's skill level in the areas identified as critical. For example, if problem solving is identified as a required competency, you might ask the candidate about a time they were "in over their head" and how they handled the

situation. Everyone has been in this position at one time or another, so a question like this might also provide insight into the candidate's confidence and integrity, even when it may seem like candor is not in their best interest.

Know what you are looking for in a response. Responses should clearly state the problem, demonstrate the steps taken to resolve it, and discuss the results, all of which should directly address the core competency in question.

Be consistent in your application of question use and response analysis!

Sample Behavioral Interview Questions

Decision Making: Tell me about a time when you had to make a decision quickly, though you may not have had all the information you felt you needed.

Motivation: Tell me about experiences you've had on a job that were satisfying. Dissatisfying?

Communication: Tell me about a communication "success" you've had.

Planning & Organization: How do you prioritize when you are working on multiple projects for multiple people?

Teamwork: Tell me about a time when you had to work with someone with whom you found it difficult to get along.

Adaptability: Tell me about a time when you had to adjust quickly to changes over which you had no control.

Dr. Brandt can be reached at rbrandt@talentquest.com or at (404) 266-9368