



BEHAVIORAL INTERVIEWING

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BEHAVIORAL INTERVIEWING

OBJECTIVES

- Understand the Behavioral Interviewing and its process
- Use Behavioral Interview questions help to define competencies
- Apply STAR interview technique and collecting sufficient data for the right candidate



BEHAVIORAL INTERVIEWING

INTERVIEW GAME



Objective is to get to know each other

These questions are worth 3 points each:
5, 10, 15, 21, 22, 25, 28, 31, 44, 51, 52, 56, 60, 64

Other questions are worth 1 point each



BEHAVIORAL INTERVIEWING

DEFINITION

- A behavioral based interview is one which is based on discovering **how** the candidate acted in specific employment-related situations.
- The logic is that how you behaved in the past will predict how you will behave in the future.
- Interviewer defines what skills, knowledge and behavior are needed in the person they hire and will ask questions to find out if the candidate has these.





BEHAVIORAL INTERVIEWING

IN SEARCH OF BEHAVIOR

Types of candidate
Information

Work
Education/
Certifications/
Skills

Specific
Experiences

Interests/
Desires

Behavior

Target Competencies

Job fit

Technical
skills

Knowledge

Decision
Making

Planning &
Organizing

Initiating
Action



BEHAVIORAL INTERVIEWING

ADVANTAGES OF BEHAVIORAL INTERVIEW

- Defines the competencies required that support the job role
- Eliminates misunderstandings about candidate's past experiences
- Prevents talking about the theories only
- Reduces candidate faking
- Easier to compare candidates
- Provides a more un-bias employment decision

advantage



BEHAVIORAL INTERVIEWING

BEHAVIORAL INTERVIEW PROCESS

Identify

- Competencies for each job

Gather

- Standardized behavioral questions asked to collect past behavioral examples

Evaluate

- Rate and discuss behavioral data from each dimension
- Summarize and decide



IDENTIFY COMPETENCIES

❑ Behavior

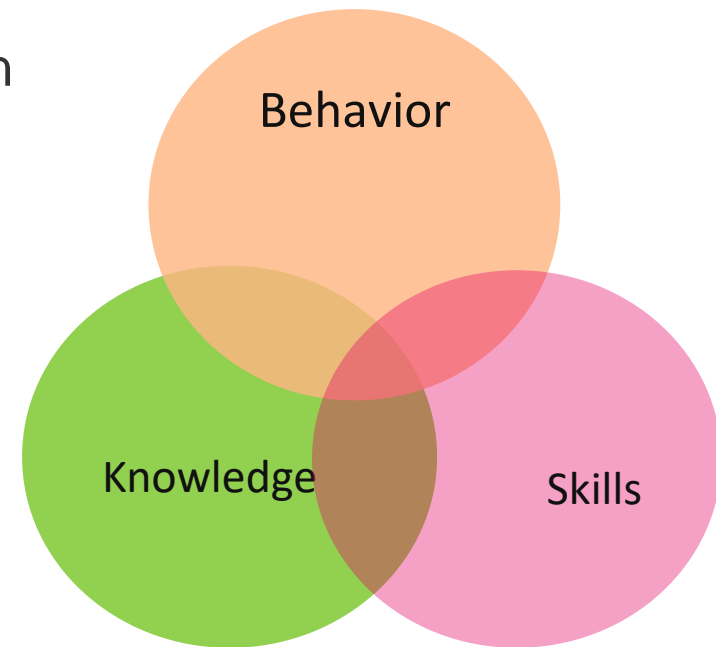
This refers to how someone acts when given the opportunity and their relationship with others

❑ Knowledge

This is what the person in a given job or role needs to know and remember

❑ Skills

The way the person needs to demonstrate the physical tasks of the work





BEHAVIORAL INTERVIEWING


EXERCISE – DEFINING COMPETENCIES



- Work in 4 sub groups on flip chart
- Each group identify 5 competencies for each category in the given Job Flash Opportunity:

Behaviors - ?
Knowledge - ?
Skills - ?

Your smile, your future
Check our job offers on accor.com



The Lifestyle Pullman Bangkok Hotel G is a stylish hotel in the heart of Bangkok's business and entertainment district, offering spectacular panoramic views of the city Centre and Chao Phraya River. Conveniently located near the skytrain, the hotel is the perfect hub for exploring this vibrant metropolis and its cultural activities. Pullman Bangkok Hotel G embraces edgy, chic decor, personalized service as well as unique dining concepts and in-vogue bars.

Start your new life in the lifestyle hotel!

We are currently seeking for the recruitment of the young dynamic & highly motivated candidates to join with our G Team at the Foreigner under Local Contract (FLC) with in-house accommodation package.

Job Specification:

- Performs Front Office, Reception and Information operations.
- Takes care of the arrival and departure processes for Chinese guests in compliance with internal procedure.
- Promotes the hotel's offer. Helps meet the department's quantitative targets through his/her sales efforts.
- Makes the guest's stay easier, providing appropriate information and solutions to meet the guests' needs.
- Handles any Chinese customer objections, comments or complaints, provides a response.
- Collects and inputs information on guests, to improve future visits to the hotel.

Job Profile :

- Good presentation, confident speaking skills in **English and Chinese (Mandarin)**
- Good personality, dynamic and enthusiastic
- Must be Guest Service Oriented with problem resolution skills.
- Interpersonal relations skills

For Accor employees, if you are interested in the above position, please discuss first with your hotel General Manager and consult your Human Resources Department who will give you advice and process of your request accordingly.

Contact Information:
Name : Sirirat Palakawong Na Ayudhaya
Director of Human Resources – Pullman Bangkok Hotel G
Email: H3616-HR@accor.com



BEHAVIORAL INTERVIEWING

Leaders^{Emerging}
SUPERVISOR

Leaders^{Professional}
MANAGER

Leaders^{Executive}
DEPARTMENT HEAD

Leaders^{Strategic}
GM/REG.DIRECTOR

Leaders^{Inspiring}
AREA GM/DOP/VP

LEADING SELF

Positive Orientation	Positive Orientation	Positive Orientation	Representativeness	Representativeness
Self Development & Self Management	Self Development & Self Management	Self Development & Self Management	Organising & Planning	Organising & Planning
Problem Solving & Decision Making	Problem Solving & Decision Making	Operational Decision Making	Operational Decision Making	Strategic Decision Making

LEADING OTHERS

Communication	Communication	Communicating with Impact	Communicating with Impact	Communicating with Impact & Influence
Leading by Example	Leading the Team	Leading the Team	Negotiating with Influence	Building Business Partnerships
Monitoring Team Performance	Managing the Team	Managing the Team	Leading & Inspiring Others	Inspirational Leadership
Developing the Team	Developing the Team	Developing the Team	Building a Successful Team	Aligning & Engaging a High Performing Team

LEADING THE BUSINESS

Guest Orientation	Guest Orientation	Advocating a Guest Focus	Advocating a Guest Focus	Advocating a Guest Focus
Business Awareness & Improvement	Strategic Thinking & Analysis	Analysing & Executing Strategy	Shaping & Executing Strategy	Establishing a Strategic Direction
	Business Improvement & Planning	Business Improvement & Change	Change Leadership & Innovation	Driving a Change & Innovation Culture
	Business Awareness	Business Planning & Analysis	Business Acumen & Analysis	Commercial Acumen



BEHAVIORAL INTERVIEWING

GATHERING PAST BEHAVIOR THROUGH **STAR**



Situation/Task = “What was the situation/ task involved?”

Action = “What did you do?”

Result = “What effect(s) did your actions have?”



BEHAVIORAL INTERVIEWING

COMPLETE BEHAVIORAL ANSWERING EXAMPLE - STAR

Answers	STAR
In order to reduce the workload for my people,	Situation / Task
I created a small excel based automated tool which my people could use. It worked very well and improved their efficiency. So, I shared the tool with my co-workers.	Action
Over a period of a year, everyone liked the tool so much that it got integrated into the system.	Result

Answers	STAR
When I was promoted I knew I would have to participate in a mini-MBA program.	Situation / Task
I read all the manuals and got some on-the-job tips and learnt management techniques from my superiors	Action
This helped me to do well in the program as well as on the job.	Result



BEHAVIORAL INTERVIEWING

EXERCISE - STAR QUESTIONING



- Work in 4 sub groups
- Think of possible STAR questions that an Interviewer can ask to the candidate to get the Behavioral answering No. 1 & No. 2 respectively

No. 2

Answers	STAR
When I was promoted I knew I would have to participate in a mini-MBA program.	Situation / Task
I read all the manuals and got some on-the-job tips and learnt management techniques from my superiors	Action
This helped me to do well in the program as well as on the job.	Result



BEHAVIORAL INTERVIEWING



FOR SITUATION / TASK

- ▶ Describe a situation when...
- ▶ Why did you...?
- ▶ What were the circumstances / surrounding...?
- ▶ What were you reacting to?

FOR ACTION

- ▶ Exactly what did you do?
- ▶ Describe specifically how you did that
- ▶ Walk me through the steps you took
- ▶ What did you do first? Second?
- ▶ Describe your specific role

FOR RESULT

- ▶ What was the result?
- ▶ How did it work out?
- ▶ What happened as a result?
- ▶ What feedback have you gained?



TIPS TO GET COMPLETE STAR

- ✓ You may get STARs in the order of RATS or ARTS. The order is not important, make sure you get them all
- ✓ Stay out of 'WOULDS'
- ✓ If a candidate gives words like 'generally', 'typically', 'usually'... pay attention, you may be getting a false STAR
- ✓ If a candidate explains actions using words such as 'we', 'the team', 'the department', find out what the candidate himself / herself did
- ✓ The verb tense is a tip off to whether he or she is giving a false STAR. When a candidate uses a present tense or a future tense, you are probably getting a false STAR. Example – 'I decided', 'I plan to', 'I will' etc.





EVALUATE COLLECTED DATA FROM DIFFERENT DIMENSION

Motivational Fit is the “**will do**” target you can use to determine whether there is a match between what a person likes and what is available in the job and the organization to keep him or her satisfied (motivated).

There are three types of motivational fit:

- **Job Fit**
- **Organization Fit**
- **Location Fit**



BEHAVIORAL INTERVIEWING

MOTIVATION FIT QUESTIONS

Motivational Fit	Sample Questions
Job Fit	<ul style="list-style-type: none">• What is your greatest strength?• What is your greatest weakness?• Why do you want this job?• Why should we hire you?
Organization Fit	<ul style="list-style-type: none">• How do you handle stress and pressure?• How do you evaluate success?
Location Fit	<ul style="list-style-type: none">• How do you manage the transportation between hotel and home?• What do you concern most if working in this city / country?



BEHAVIORAL INTERVIEWING

POST INTERVIEW WORK

Data Evaluation

- Your independent analysis and evaluation

Data Integration

- Discuss your data evaluation with other interviewers and reach consensus





BEHAVIORAL INTERVIEWING

SUGGESTED TIMELINE FOR INTERVIEW

- Opening 2 minutes
- Background Review 6-8 minutes
- Planned Behavioral Questions 7-10 minutes
- Buy-Time Questions 3 minutes
- Job Information 6 minutes
- Closing 1 minute





BEHAVIORAL INTERVIEWING

EXERCISE – BEHAVIORAL INTERVIEW ROLEPLAY



- Role play exercise by groups
- Use the position and competencies your group has defined
- Choose the candidate from other group
- Conduct the interview by following the process
- Time : 5 minutes for each role-play





BEHAVIORAL INTERVIEWING

REFERENCE CHECKS

- Always ask for professional references
- Take the time to check 2-3 or more if needed
- If it is an Internal transfer or the person has previous experience make sure to double check – this is very important!

EMPLOYEE REFERENCE CHECK

ARE YOU EMPLOYED NOW? YES NO

IF SO MAY WE INQUIRE OF YOUR PRESENT EMPLOYER? YES NO

HAS APPLIED TO THIS COMPANY BEFORE? YES NO

HAS WORKED FOR THIS COMPANY BEFORE? YES NO

NAME OF LAST SUPERVISOR AT

REFERRED YOU TO

STATE

TO: COMPANY



BEHAVIORAL INTERVIEWING

MAKING THE DECISION

- Each piece of the selection process has its value
- Look for the best fit candidate for that job (not your job)
- Unlikely to get a perfect fit – consider trainability of lacking competencies and relevant importance to the job

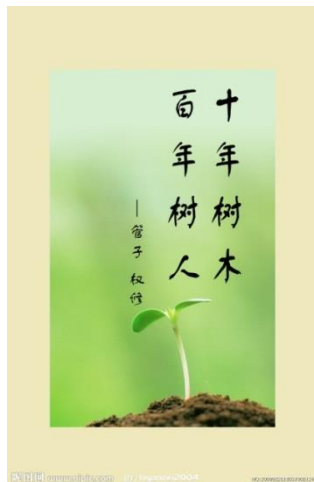




GROWTH AND DEVELOPMENT

After recruitment and selection,
the next step is crucial for success...

If you want one year of prosperity, grow grain
If you want ten years of prosperity, grow trees
If you want one hundred years of prosperity, grow people.



--An Ancient Chinese Proverb