

Behavioural interviewing: taking the guesswork out of recruitment

The guide



A Video Arts production featuring James Nesbitt, Rebecca Front, Kris Marshall, Nicholas Burns and Sunetra Sarker.



video arts™

Behavioural interviewing: taking the guesswork out of recruitment

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By using the behavioural interviewing technique you will make selection interviewing far less of a guess.

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* Copies of these resources are included within this book except the self-study workbooks. However they are all available on the CD-ROM or DVD to allow you to customise them to your specific requirements and to print the required number of copies from the master for the sole purpose of the training envisaged by the programme, and not for any commercial purpose.

Video-based training from Video Arts



It is embarrassing for both parties when the recently selected candidate is not right for the job.

Why train?

Train hard, fight easy - Marshal Zhukov

These days, it is difficult for organisations to become successful and stay that way. The pace of change is faster, competition is tougher, customers are more demanding, innovation is more prized, but harder to achieve.

Part of the response has been to create leaner, flatter, more flexible structures, but structures don't run organisations and create success; people do - intelligent people, energetic people, reliable people and, most of all, people with the right mix of up to date knowledge and skills.

That means people who are trained, not for a lifetime's work, not just once in a while, but as a central, continuing part of their working lives.

Why use video-based training?

Video is familiar. Television is how most people find out what is going on in the world. It is not surprising that this is a medium they are comfortable to learn from when they are being trained.

Video makes demonstration easy. We can show situations being handled badly. We can contrast that with how to handle them well.

Video is flexible. It can be the cornerstone of a course run for a group by a specialist trainer. It can quickly provide simple, clear lessons for a team whenever it is convenient for them. It can bring interest and enlightenment to a self study programme.

Video injects realism. It lets us present those being trained with emotional, as well as rational, problems to solve. Ask a group '*how would you deal with a defensive appraisee?*' and you will get a tidy, textbook answer. Use video to show them with a defensive appraisee and you will get a much more realistic reaction.

Video provides variety. Different people learn in different ways and none of us has an infinite attention span. Video provides us with a powerful means of injecting variety into our training.

Why use Video Arts programmes?

Winston Churchill once said that he loved to learn, but hated being taught.

That is the secret of successful training: how to help people who want to learn. We do it by combining:

- A storehouse of professional knowledge and expertise, developed over thirty years and drawing on some of the best minds in the business
- The highest possible production values, both in the videos we produce and in the support material that goes with them
- The magic ingredient - humour - which can make a delight of the dullest subject

Introduction

There is considerable evidence that some recruitment interviews are no more successful in identifying the potentially good employee than if it had been left to chance. An unskilled interviewer or a poorly conducted interview may achieve results which are no better than if candidates had been selected at random from a list of names. Most interviews are knowledge based or hypothetical situational interviews. The candidate is asked to answer questions which demonstrate their **knowledge** on a particular topic or to discuss what they **would** do in certain hypothetical situations. The behavioural interview by contrast asks the candidate to say what they **actually** did or said in a specific situation which they have experienced.

All questioning areas need to be covered in the interview, but research has shown that past behaviour is the best predictor of future behaviour. The behavioural interview helps to identify the person's preferred approach and thereby predict more accurately how they will behave in the role. This technique applies when we need to know sensitive information on, for example, how the candidate reacts to pressure or criticism, or interacts with other people. This is a particularly difficult area for the interviewer to uncover. Candidates may be totally unaware of their impact on others and if they are, they will protect what they perceive to be their weaknesses in interview.

There are no right or wrong answers in behavioural interviews; the aim is simply to match the right personality traits to the requirements of the job. A simple goal which is surprisingly difficult to achieve. This form of interviewing does not come naturally to most candidates and the video/DVD illustrates the questioning technique which produces behavioural evidence and how to avoid the most common problems.

Objectives

The **Behavioural interviewing: taking the guesswork out of recruitment** programme will enable you to build on your existing experience so that you are able to identify a candidate's actual way of working and therefore assess their suitability for a role more accurately. By completing the programme you will:


- Understand the principles of behavioural interviewing
- Identify the key skills used
- Practice the skills and techniques

What the pack contains

Alternative formats

The components of the programme come in either VHS videocassette or DVD format.

The VHS version consists of:

- Video cassette containing **Behavioural interviewing: taking the guess work out of recruitment**
- Course clip video contains the isolated scenes from **Behavioural interviewing: taking the guesswork out of recruitment** that are referred to in the training course programme within this manual.
This video is to be used by the course leader running a particular session or by an individual working through the self-study workbook.
This symbol will appear to indicate when to play the clips video 
- A CD-ROM containing master copies of the group training workbooks, the self-study workbooks, plus a Microsoft® PowerPoint® and a blank certificate which you can customise for those who attend the course

The DVD contains the same material. Its additional benefits are:

- Significant increased flexibility, ease of use and interactivity. Course leaders can tailor the programme to suit the immediate needs of the group by, for example, recapping on a particular topic or illustrating a specific point at the touch of a button
- Sharper sound and picture quality
- English subtitles are included as standard on all Video Arts' DVDs

The Behavioural interviewing: taking the guess work out of recruitment programme

The programme looks at the common mistakes made during a selection interview and illustrates just how useful and successful using the behavioural interviewing technique really is. In the classic Video Arts' style, we see the mistakes made during an interview by the interviewer and then being given the opportunity to correct mistakes and apply new lessons learnt on two new candidates applying for the position.

Alastair is a departmental manager and is very good at his job, but like the majority of most managers, he wasn't initially employed because of his interviewing skills. In the opening scene Alastair has just finished an exit interview with Peter (a recently employed candidate for a position in Alastair's department) and is showing him out. The question Alastair and everyone will share is how will the candidate actually perform in the job you are advertising?

Diana is a colleague of Alastair's and is an experienced behavioural interviewer. Through discussions with each other Diana showed Alastair his mistakes during his interview with Peter. Through guiding Alastair on the benefits to using the behavioural interviewing technique Diana was able to expand on the following learning points:

- Create a behavioural profile
- Focus on critical incidents
- Hide your hand
- Take your time
- Make a list of key qualities

Alastair, with Diana's help, conducts two more interviews applying the lessons learnt. The results are astounding.

The DVD version also has 4 extra lessons around behavioural interviewing covering:

- Getting started
- Contra-evidence
- Detective work
- General points

Course programme

This is a suggested programme for a half-day and a one day behavioural interviewing skills course.

The programme provides an outline of the course, with approximate timings for each of the sessions.

The course assumes a basic understanding of interview techniques and does not cover the fundamentals of interviewing. The appropriate programme for delegates with no experience is the Video Arts' title **It's your choice**.

This programme is designed to develop interview technique through the practice of those key skills needed in assessing the more difficult aspects of interviewing, namely the person's behaviour, particularly in difficult situations.



Tough out the silences.
You'll be amazed at what you
can discover.

Outlines of alternative programmes

Half-day programme

Session no.	Session content	Approx. timing
Session 1	Introduction <ul style="list-style-type: none"> • Objectives • Programme • How we will work 	<i>10 mins</i>
Session 2	In the beginning <ul style="list-style-type: none"> • Small groups exercise • Plenary discussion 	<i>15 mins</i>
Session 3	The interview <ul style="list-style-type: none"> • Main group - video/dvd • Discussion 	<i>40 mins</i>
Session 4	That is the question <ul style="list-style-type: none"> • Main group • Main group exercise 	<i>15 mins</i>
<i>Break</i>		<i>15 mins</i>
Session 4	That is the question <ul style="list-style-type: none"> • Group exercise - video excerpts 	<i>25 mins</i>
Session 5	Lend me your ears <ul style="list-style-type: none"> • Individual work • Discussion - video excerpts 	<i>25 mins</i>
Session 6	Down the funnel - probing <ul style="list-style-type: none"> • Small group skill practice 1 • Plenary discussion 	<i>60 mins</i>
Session 7	Action plan <ul style="list-style-type: none"> • Individual work • Review 	<i>15 mins</i>
Total: (incl. break)		<i>3 hours 40 mins</i>

Full day programme

Session no.	Session content	Approx. timing
Session 1	Introduction <ul style="list-style-type: none"> • Objectives • Programme • How we will work • Exercise in pairs 	30 mins
Session 2	In the beginning <ul style="list-style-type: none"> • Small groups exercise • Plenary discussion 	15 mins
Session 3	The building blocks <ul style="list-style-type: none"> • Behavioural and hypothetical questions • Individual exercise • The process- ORCE • Group exercise - Deriving selection criteria • Group exercise - mock CV 	40 mins
<i>Break</i>		15 mins
Session 4	The interview <ul style="list-style-type: none"> • Main group - video/dvd • Discussion 	45 mins
Session 5	That is the question <ul style="list-style-type: none"> • Main group • Main group exercise • Main group exercise - video excerpts • Small groups - skill practice 1 • Review 	65 mins
<i>Lunch break</i>		60 mins
Session 6	Lend me your ears <ul style="list-style-type: none"> • Individual work • Barriers to listening • Discussion - video excerpts 	25 mins
Session 7	The big squeeze <ul style="list-style-type: none"> • Small group - skill practice 2 • Plenary review 	60/70 mins
<i>Break</i>		15 mins
Session 8	I'm in charge - keeping in control <ul style="list-style-type: none"> • Main group 	10 mins
Session 9	Putting it all together <ul style="list-style-type: none"> • Small group - skill practice 3 • Plenary review 	60 mins
Session 10	Action plan <ul style="list-style-type: none"> • Individual work • Review 	15 mins
Total: (incl. break)		7 hours 40 mins

Each of these programmes is described in more detail later in the guide.