The Do’s And Don’ts of the Behavioral Interview

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Learning Objectives:

- Describe the difference between experience and performance
- Demonstrate the ability to identify competencies necessary for available job roles
- Identify behavioral vs. non behavioral interview questions that can be helpful in hiring the best candidates
- Create ratings scales to rate candidate responses
69% of respondents are having difficulty filling critical positions and only 20% agree that they have a strong talent pipeline for critical roles. Competition is fierce and the power has clearly shifted from employers to the candidate.*

*Human Capital Institute Report- 2016
The number of employers using behavioral interviews has increased exponentially over the past 20 years: 65% of Fortune 500 companies are using behavioral interviews today compared with only about 5% in the 1990’s. *

Main Mission

*Make a good decision about hiring!*

- We want to find the best information to show whether a candidate is a good candidate for the job
- So.......what information will you use to make a prediction about a future candidate’s success?
Experience vs. Performance

**Experience:**
Familiarity with a skill or field of knowledge acquired over months or years of actual practice and which, presumably, has resulted in superior understanding or mastery.

**Performance:**
HOW THEY ACTUALLY GOT TO THE RESULTS.
Experience vs. Performance

- Does the person have the experience you are looking for? That breaks down into:
  - Ability
  - Skills
  - Knowledge
  - Attitude

All important but....

THIS IS NOT ENOUGH!

All of these things contribute to a job performance but are not actual performance
The best predictor of future behavior is past behavior*

This isn’t the ONLY predictor but it is the best.

*The best predictor of future behavior is past behavior”, has been attributed to everyone from psychologists, such as Albert Ellis, Walter Michel, and B.F. Skinner, to writers such as Mark Twain.
The best predictor of future behavior is past behavior IN CIRCUMSTANCES, AS SIMILAR AS POSSIBLE, TO THOSE YOU WILL BE PUTTING THE PERSON IN IN THE FUTURE.
Behavioral Interviewing Overview

What is Behavioral Interviewing?

- A structured form of interviewing
- Focuses on a candidate’s past experiences, behaviors, knowledge, skills, and abilities
- Involves asking candidates to provide specific examples of when he or she has demonstrated certain behaviors or skills
- Serves as a means of predicting future performance of the candidate
How can you create a line of questioning to determine if the candidate BEHAVED in a way that RESULTED in good PERFORMANCE?

- Identify competencies: *clusters of behavior that underpin performance.*
- Be clear about exactly which candidates you are looking for
  - Examine job descriptions
  - Utilize performance evaluations
  - Break those down into actual behaviors
  - Formulate interview questions based on that
Example:

**Organization Skills**

Following an orderly and structured process for accomplishing work goals. Arranging and using data, things, people and resources in an efficient manner

- Correctly establishing priorities and allocating time and effort in accordance with priorities.
- Making necessary arrangements to ensure activities and care proceeds smoothly
- Creating and following systems for efficiently storing and retrieving documentation
- Planning and coordinating the activities of others to accomplish work related goals
Interview Categories

Clinical Skills questions
• Provide a recent example of when a patient's care or health was substantially different because of your care and expertise.
• Share an experience in which you used new training skills or ideas to adapt to a new situation or improve an ongoing one. (Look for the candidate's ability to learn.)

Industry specific questions
• What did you find the most challenging thing about entering the field of plastic surgery nursing?
  • What did you do to alleviate that challenge?
  • What successful outcomes came from that?

Teamwork questions
• Who was your favorite physician in your previous job?
  • Why were they your favorite?
• Describe a difficult situation you’ve encountered with a co-worker.
  • How did you overcome any issues or barriers you may have had?

Future questions
• Give an example of an important goal you set for yourself.
  • Did you accomplish that goal and what steps did you take to do so?
• Tell me a little bit about your certifications and why you pursued them. Tell me about your future learning plans.
Rating Scales

• Basis on which all candidates are evaluated
• Should be easy to understand and well defined
• Should identify criterion that ties suggested answers to each rating
Rating Scales

A sample of a rating scale could look like:

**Far Exceeds Requirements:** Perfect answer. Demonstrates competency accurately, consistently, and independently. All points relevant. All good examples.

**Exceeds Requirements:** Demonstrates competency accurately and consistently in most situations with minimal guidance. Many good examples.

**Meets Requirements:** Demonstrates competency accurately and consistently on familiar procedures and needs supervisor guidance for new skills. Some good examples.

**Below Requirements:** Demonstrates competency inconsistently, even with repeated instruction or guidance. Few good examples.

**Significant Gap:** Fails to demonstrate competency regardless of guidance provided. No good examples.
Blended Interview

- A patterned yet flexible interview that elicits the variety of information needed to make an informed selection decision
- Non behavioral questions can be helpful but behavioral interviewing provides the richest information to assess is a candidate is the right person for a specific role

Non behavioral + Behavioral = the perfect fit!
## Behavioral Interviewing Overview

### Interview Techniques

<table>
<thead>
<tr>
<th>Traditional Interviews</th>
<th>Behavioral Interviews</th>
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<tbody>
<tr>
<td>• Loose framework</td>
<td>• All candidates are asked the same questions in the same order</td>
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<tr>
<td>• Discretionary content</td>
<td>• All candidates are evaluated on the same rating scales</td>
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<tr>
<td>• Conversational flow</td>
<td>• Interviewers are in agreement on acceptable answers</td>
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<tr>
<td>• Candidates may be asked different questions</td>
<td>• Consistency reduces legal challenges</td>
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<tr>
<td>• No standardized rating scale</td>
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<tr>
<td>• Interviewers do not need to agree on acceptable answers</td>
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<td>• Susceptible to legal challenges</td>
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## Behavioral Interview Questions

### Lead Questions

- Open ended
- Use introductory statements like:
  - Tell me about a time when...
  - Provide a recent example of...
  - Describe an occasion when...
  - Walk me through...
- Should elicit a short story from the candidate

### Probing Questions

- Follow-up questions used when:
  - Initial answers are vague or do not fully address the lead question
  - The candidate’s tone changes drastically
  - The candidate seems to have difficulty forming an answer
Final Thoughts:

The Power of YOU

Never mind what WE did, what about YOU as the candidate?

Always come back to what the candidate did.
Final Thoughts:

It’s not just a matter of the right questions

You need to know what to look for in the answers.
Questions
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