



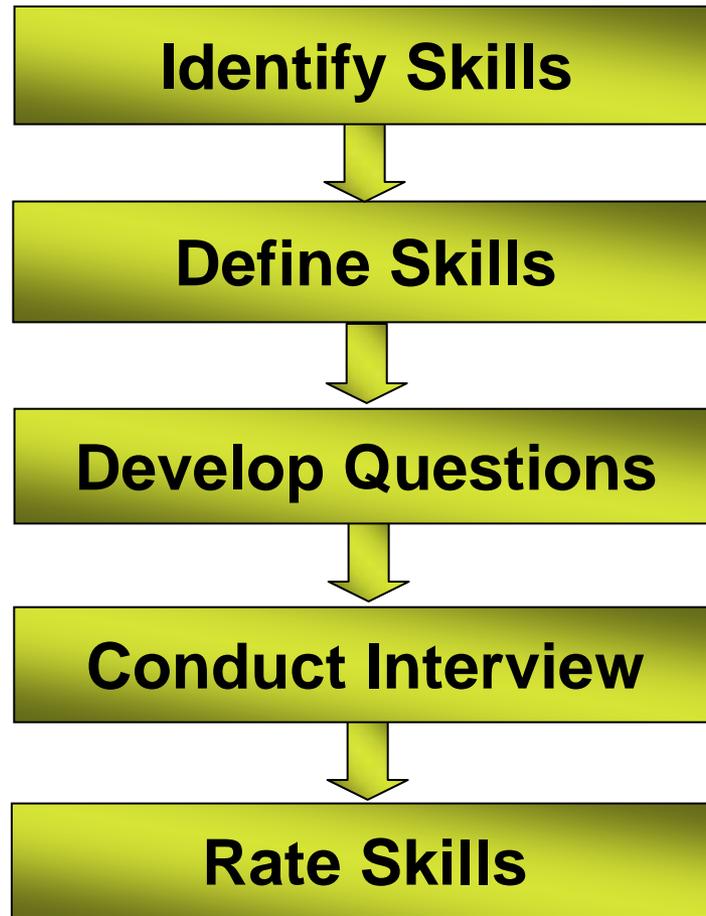
# TalentSelection

A planned approach  
to selection that  
predicts performance  
and sets up success

# Agenda

- The Impact of Selection
- The Behavioral Approach
- Planning for Selection
  - *Identify Skills*
  - *Define Skills*
  - *Develop Questions*
- Conducting the Interview
- Selling the Opportunity
- Making the Decision

# The Five-Step Interviewing Process



# First Impressions

Negative First Impression → Make Decision → Complimentary Interview

*Risk?*

Positive First Impression → Make Decision → Sell the Candidate

*Risk?*

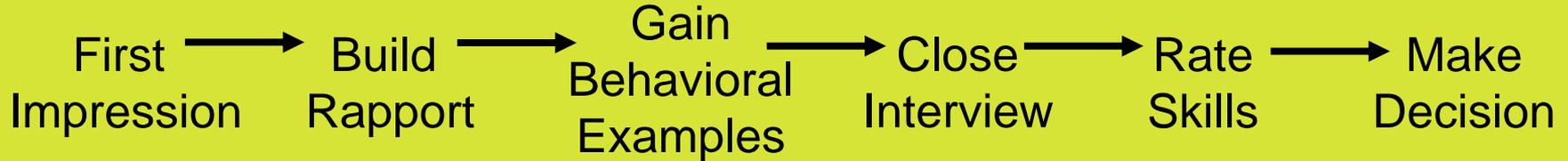
# The Behavioral Approach

*Past*

***Behavior Predicts***

*Future Performance*

# The Decision Management Approach



# Performance vs. Technical Skills

- Performance Skills
  - *How* a job is done
- Technical Skills
  - *What* is done on job

# Defining Skills

***Innovation:*** *Able to challenge conventional practices; pursue ongoing system improvement; play with concepts and ideas to create novel solutions to problems; evaluate new technology as potential solutions to existing problems.*

# Developing Interview Questions

- J Job-Related
- O Open-Ended
- B Behaviorally-Based
- S Skill Definition Based

# Developing Interview Questions

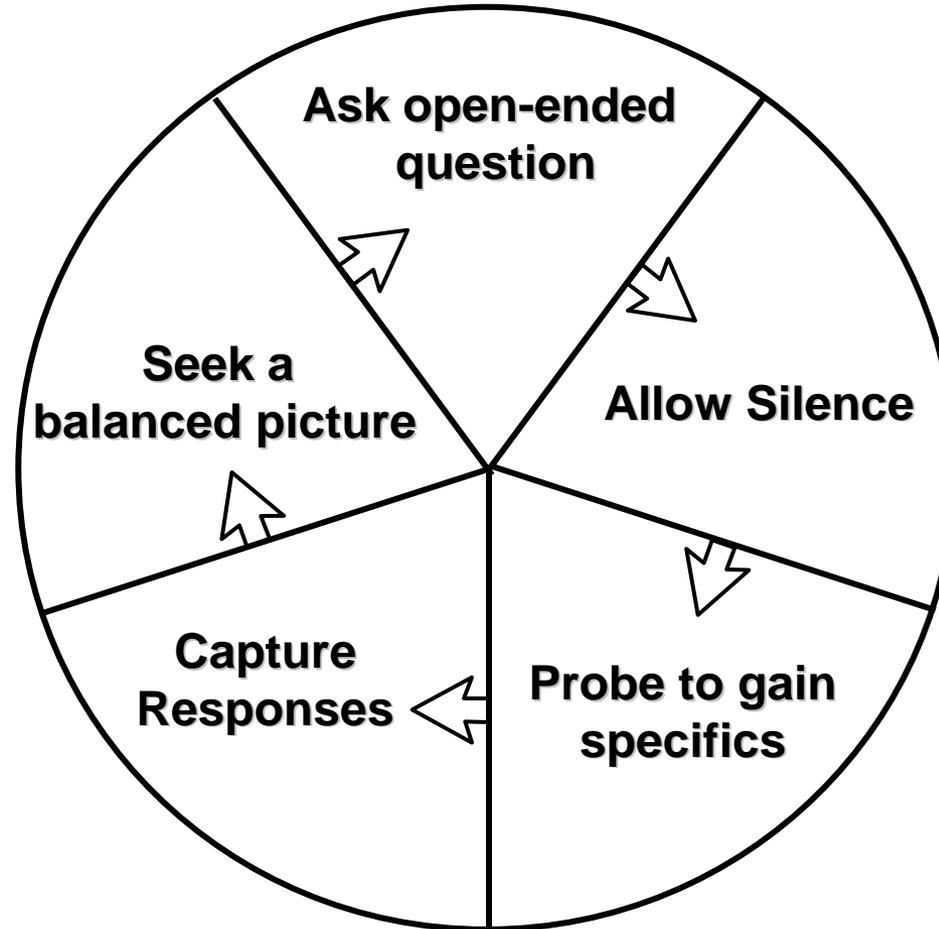
***Innovation:*** *Able to challenge conventional practices; pursue ongoing system improvement; **play with concepts and ideas to create novel solutions to problems;** evaluate new technology as potential solutions to existing problems.*

*“Describe a success you’ve had in applying novel solutions to problems.”*

# Four Interviewing Steps

- **Setting the Stage**
  - Build rapport
  - Describe the process
- **Gaining Behavioral Examples**
  - SHARE tool
  - Taking notes
- **Seeking a Balanced Picture**
- **Closing the Interview**

# Behavioral Example Cycle



# Probing

Sample probe for *Innovation*:

*“Describe a success you’ve had in applying novel solutions to problems.”*

- “I am very creative.”
- “I apply innovative ways to get a job done.”
- “People always tell me they like my ideas.”

# SHARE Model

**S** Situation

**H** Hindrance

**A** Action

**R** Result

**E** Evaluation

# Seeking a Balanced Picture

- Tell me about a time when you unsuccessfully handled a difficult customer.
- Describe a time in which you were unable to persuade an individual or a group on a certain course of action.

# BT.Novations Study - 2001

74% of recent hires: *Said the quality of the structured behavioral interview contributed to their decision to accept the job offer.*

96% of recent hires: *Said that this type of interview presented a professional image of the organization.*

# Structured Interview Rating Form

**MODULE 3**  
**Planning for Selection**

## Structured Interview Form

Rating Cover Sheet

Interview Rating Sheet

Position: \_\_\_\_\_  
 Name of Candidate: \_\_\_\_\_  
 Name of Interviewer(s): \_\_\_\_\_  
 Date: \_\_\_\_\_

← Anchors →

Very strong evidence skill not present	Strong evidence skill not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present	Insufficient evidence for or against skill
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**The Performance Skills to be evaluated include:**

1.					
2.					
3.					
4.					
5.					
6.					

**The Technical/Job Skills to be evaluated include:**

1.					
2.					
3.					
4.					
5.					
6.					

**Recommendation:** Hire/Promote \_\_\_\_\_ Not Hire/Promote \_\_\_\_\_

**Reason for Recommendation:** \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

# Why not numbers?

Numbers can mask individual differences:

	John	Sue
Coping	5	4
Teamwork	5	4
Customer Focus	5	4
Flexibility	5	4
Communication	1	4
<b>TOTAL</b>	<b>21</b>	<b>20</b>

Based on score, who would you hire?  
Who is the better candidate for the job?