



### 5 STEPS OF BEHAVIOURAL EVENT INTERVIEWING

- DEFINE THE COMPETENCIES TO BE ASSESSED
- IDENTIFY THE STANDARDS APPROPRIATE TO THE ROLE, FOR EACH OF THESE COMPETENCIES
- CREATE QUESTIONS TO GET DATA ON THE CANDIDATE'S ABILITY TO MEET THESE STANDARDS
- PROBE TO COLLECT INFORMATION ON THE CANDIDATE'S THINKING SKILLS
- COMPARE THE DATA FROM THE CANDIDATE WITH THE STANDARDS, TO MAKE A DECISION

### HOW DOES IT HELP?



**QUESTIONS TO AVOID**

**LEADING QUESTIONS**  
(ONES THAT INDICATE YOUR PREFERRED ANSWER)  
EG "DON'T YOU THINK YOU SHOULD HAVE TOLD YOUR MANAGER FIRST?"

**THEORETICAL QUESTIONS**  
(ONES THAT TEST MEMORY)  
EG "WHAT IS DISTRIBUTOR MANAGEMENT?"

**HYPOTHETICAL QUESTIONS**  
EG "WHAT WOULD YOU DO IF YOU HAD TO DEAL WITH A CONFLICT IN YOUR TEAM?"

**ASK**

**STAR QUESTIONS:**  
THOSE DESIGNED TO ELICIT A SPECIFIC PAST INSTANCE OF WHERE THE CANDIDATE DEMONSTRATED A BEHAVIOUR

- SITUATION: WHAT WAS THE CONTEXT?
- TASK: WHAT DID YOU NEED TO DO?
- ACTION: WHAT DID YOU DO?
- RESULT: WHAT HAPPENED?

**DRILL DOWN TO UNDERSTAND THE CANDIDATE'S THINKING**

"WHY DID YOU CHOSE THAT OPTION?"  
"WHAT DID YOU LEARN?"

**EXAMPLES:** TELL ME ABOUT A TIME WHEN YOUR DESIGN DID NOT MEET THE REQUIREMENTS OF THE CLIENT; WHAT IS A RECENT EXAMPLE OF A DIFFICULT CONFLICT YOU HAD TO FACE?; TELL ME ABOUT THE MOST DEMANDING STAKEHOLDER YOU HAVE HAD TO MANAGE?

**ASK FOR EXAMPLES OF SITUATIONS WHERE THINGS DID NOT GO AS PLANNED**

**PROBE CAREFULLY TO UNDERSTAND ALL ELEMENTS OF THE STAR**

**INTERVIEWING NO-NO'S**

- LETTING YOUR JUDGEMENT OF THE CANDIDATE SHOW
- DEMONSTRATING YOUR KNOWLEDGE AND EXPERIENCE
- FOCUSING OVERLY ON THE RESUME AND NOT THE ROLE
- ENDING THE INTERVIEW ABRUPTLY IF YOU BELIEVE THE PERSON IS NOT RIGHT
- USING AN AGGRESSIVE TONE TO SEE IF THE CANDIDATE CAN DEAL WITH PRESSURE
- LETTING UNCONSCIOUS BIAS IMPACT YOUR DECISIONS (SIMILAR TO ME BIAS; CONFIRMATION BIAS ETC)