



## ASTD Career Center

Behavioral Interviewing – A Key to Effectively  
Being Hired and Hiring

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# INTRODUCTION

## OVERVIEW

How can you present yourself in the best way...especially when it really matters?  
In this session, you will learn some strategies for succeeding in interviews and making it to the final candidate list.

## PARTICIPANT OBJECTIVES

By the end of this session, participants will be able to:

- Anticipate what the employer wants
- Respond to questions in an articulate and meaningful way
- Develop questions to ask during the interview
- Avoid the 5 biggest interview mistakes

## SESSION AGENDA

1. Definition/Goal/Preparation
2. Employer's Questions
3. Pre-Interview Checklist
4. Types of Interviews
5. Behavior-Based interviewing
  - a. Sample Questions
  - b. CALL Answers
6. Things to Remember
7. 5 Biggest Interview Mistakes
8. Summary

# **PREPARATION**

## **JOB INTERVIEW**

A job interview is the most important undertaking in the job search process. It's the key to being hired and how you approach the interview can determine its outcome.

## **GOAL**

The goal of the interview is to raise the interviewer's expectation of you so you will be invited to continue in the selection process, and subsequently, receive a job offer.

## **PREPARATION IS KEY**

To sell yourself effectively, you need to match the position requirements with your skills, accomplishments, and personal qualities.

But remember, it's a 2-way street.

- The organization is determining if you are a good fit.
- You are determining if the job is a match for your skills and interests.

## **THE EMPLOYER'S 3 FUNDAMENTAL QUESTIONS**

- Can you do the job?
- Will you fit in?
- Do you want the job?

# **PRE-INTERVIEW CHECKLIST**

## **TYPES OF INTERVIEWS**

- Face-to-face
- Telephone
- Panel Group

## **BEHAVIOR–BASED INTERVIEWING**

The behavior-based *interviewing style* has become more popular in recent years.

It is an *interview technique* based on the principle that past performance is a predictor of future success.

### **BEHAVIOR–BASED INTERVIEWING QUESTIONS**

Behavior-Based Interview Questions draw out stories about real-life experiences you've had.

You may be asked to describe specific past experiences in order to illustrate your ability to perform the essential functions of the job.

## **4 WAYS TO START A BEHAVIORAL INTERVIEW QUESTION**

- Tell me about a time...
- Give me an example of when...
- Describe for me...
- Walk me through...

## SAMPLE QUESTIONS

Tell me how your skills and experiences qualify you for this position.

Give me examples of how you prioritize your work

Give me an instance when you encountered a problem with one of your projects and tell me what you did to bring about the solution.

Describe a situation in which you were required to work under pressure and how you reacted.

## **CALL FORMULA**

**C — Circumstances**

**A — Action Steps**

**LL — Lasting Legacy**

## **CALL STORIES — THE BEST ANSWERS**

Describe accomplishments that show you have:

- Cut costs
- Innovated
- Increased productivity
- Motivated others

### **EXAMPLES OF ACCOMPLISHMENT STATEMENTS — CALL STORIES**

- Designed and facilitated interactive training to over 300 employees; thus improving customer service capability.
- Planned and organized an off-site retreat for senior staff that involved site research, managing a \$6,000 budget, and arranging accommodations for 200 participants.

## **THINGS TO REMEMBER DURING THE INTERVIEW**

## **ASKING QUESTIONS**

Asking questions in your interview is essential. WHY?

You want to:

- demonstrate your interest in the position and the company
- uncover the interviewer's needs
- get enough information to make a decision

### **SAMPLE QUESTIONS FOR YOU TO ASK**

- What are the major responsibilities of this position?
- What major changes or improvements would you most like to see brought about by the person who takes this position?
- How long has this position existed in your organization?
- If I were to get this position, what would be the immediate challenge requiring my attention?
- What qualifications and personal qualities do you feel the successful candidate will have?
- What are the reporting relationships of this position?
- Who are the key people I would work with?
- How is performance measured?
- How would you describe the culture of your organization?

### **THE FINAL ZINGER**

Are there any other questions that I could answer to let you know that I am the best qualified applicant for the position?

## QUESTIONS NOT TO ASK

- What is the salary?
- When can I take my first vacation?
- When are salaries reviewed?
- Can I negotiate more vacation?
- Tell me about all the benefits.

## **A POWERFUL CLOSE**

1. Summarize your qualifications
2. Express your desire for the position
3. Ask regarding the next steps

## **5 BIGGEST INTERVIEW MISTAKES**

## **AFTER AN INTERVIEW**

A follow-up letter should be sent promptly after every interview!

Critique your performance.

**Ancora Imparo — I am still learning**

Michelangelo  
87 years old

## **APPENDIX**

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## **PRE-INTERVIEW CHECKLIST**

- Be informed about the organization, its services, and/or products.
- Know something about the interviewers, if possible.
- Practice common interview questions.
- Be prepared to ask questions.
- Bring extra copies of your resume and reference list.
- Get a good night's sleep!
- Dress appropriately.
- Arrive a little early.
- Be polite and professional as soon as you walk in the door.

## **THINGS TO REMEMBER DURING THE INTERVIEW**

- Practice direct eye contact
- Listen
- Give good CALL answers
- Be yourself
- Be truthful
- Stay positive
- Demonstrate integrity
- Smile easily and warmly
- Ask questions
- Show enthusiasm

## THE TRAINER

### *Sharon Armstrong*

Sharon Armstrong has more than 20 years of experience as a Human Resources consultant, trainer and career counselor. Since launching her own consulting business in 1998, Sharon Armstrong and Associates, she has consulted with many large corporations and small businesses. She has facilitated training, completed HR projects and provided career transition services for a wide variety of clients in the profit and non-profit sectors.

Sharon received her Bachelor's Degree from the University of Southern Maine and her Masters Degree in Counseling from George Washington University. She is a certified Professional in Human Resources (PHR).

Sharon is the co-author of a humor book, published by Random House. *Healing the Canine Within: The Dog's Self-Help Companion* was published in 1998. Her "serious" book, *Stress-Free Performance Appraisals – Turn Your Most Painful Management Duty into a Powerful Motivational Tool* was published by Career Press in July, 2003. Her next book, *The Essential HR Handbook – A Quick and Handy Guide for Any Manager or HR Professional* is due out in August 2008.

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