**Behind the Scenes of Behavioral Interviewing**

**Step One:**

How do you as the interviewee determine the core competencies?

* Existing models?
* Key performers?
* Attitude?
* Other?

**Step Two:**

How do you as the interviewee determine the behaviors that produce or the red flags that prevent the required outputs?

* Key performer?
* Job descriptions?
* Mine for Attitude and Cultural clues?

**Step Three:**

What information can you include that will eliminate probing questions?

* “Specific Personal Actions and Results”
* What did you learn?

**Hierarchy of Success Profile**

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| --- | --- | --- | --- |
|  | Desired Job: | Situation One: | Situation Two: |
| **Key Results:**  Criteria for managing | What are the key measures for this role? | What examples do I have that required or produced similar results?  What were the results? | |
|  |  |  |
| **Outputs:**  Products and services | What are the most important outputs for this role that will produce the results? | What did I produce that impacted the results? How do I know it had the desired impact? Who was the customer that received the outputs?  Who else impacted the results and how did I work with them? | |
|  |  |  |
| **Behaviors:**  Measurable Activities at the individual level | What are the most important activities that create the products & services? | Where did I spend my time and effort to produce the products and services?  What challenges did I overcome? | |
|  |  |  |
| **Competencies:**  Knowledge, Skills, Abilities, Attitude and Attributes | What competencies are required to display the most important behaviors? | What specific knowledge, skills and abilities enabled you to complete the tasks, overcome challenges, etc? What attitude was needed? | |
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