

## Observations from the Bridge

### Industry Staffing News

#### For the Industrial and Consumer Goods Industry

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#### How to Prepare Questions for a Behavioral Interview

Companies that employ behavioral interviewing techniques can use the same analysis they use to develop the job description. This analysis can help to determine the skill sets required to be successful in the job. The hiring manager should consider the following questions:

- What are the necessary skills to do this job?
- What makes a successful candidate?
- What deliverables are we expecting?
- What would make an unsuccessful candidate?
- Why have people left this position previously?
- What is the most difficult part of this job?

A sample list of skills resulting from the job analysis may include the following:

#### Hot Topic - Behavioral Job Interviews:

Job interviews are an essential part in the hiring process for new employees. For a long time, companies used job interviews that focused on general questions about the candidate. Questions such as "Tell me about yourself", or "What are your strengths and weaknesses?", which allowed candidates to get away with telling the interviewer what s/he wants to hear. In the past years, more and more companies started using behavioral interview questions to screen job candidates, a much more probing, and nowadays popular form of candidate interviewing.

Behavioral interviews are based on the premise that the most accurate predictor of future performance is past performance in similar situations. This provides companies with a more objective set of facts and skills that are important to the position. In general, job candidates cannot manipulate behavioral interviews as easy as they can traditional interview questions.

To find out more about the idea behind behavioral interviews, the benefits of using this method, and example questions for your next job interview, please take a look at the two articles provided in today's newsletter.

Feel free to contact us for further information. We are looking forward to assisting you in developing your individual interview process, which focuses your specific hiring needs.

Sincerely,

**Katie Trippe**  
Account Executive



#### How Effective Are Your Behavioral Interviews?

Many candidates seem to feel that they can easily customize their answers and fake their way through different questions by telling the interviewers only what they want to hear.

What can employers do in such a situation? How can they get to the bottom of the matter? Will candidates really reveal their true personality, their work style and their problem-solving skills and motivations?

The behavioral interview concept was developed back in the 1970's by industrial psychologists for the purpose of helping managers make solid hiring decisions.

It is based on the idea that past behavior is the best predictor of future behavior. The interviewer looks for specific examples of when and how the candidate has demonstrated particular behaviors. Prior to the interview each position is assessed for the skills/competencies and characteristics that relate to job success. Interview questions are then

- decision making and problem solving
- leadership, motivation
- ability to work independently with little supervision
- communication, interpersonal skills
- planning and organization, critical thinking skills
- team building and the ability to influence others

When asking a behavioral question, try using the "STAR" approach. Be sure the candidate's answer includes:

1. *Situation or Task*
2. *Actions*
3. *Result*

Using the "STAR" approach, the interviewer might expect the sample answer below to the question-What have you done in the past to contribute toward a teamwork environment?

The candidate might recount a time when communication within their work group had broken down (situation). To resolve the problem, the candidate organized informal lunch meetings for people to discuss relevant issues (action). Morale then improved, as did the lines of communication (result).

*Adapted from: Faith Bliga (Applicant Stack)*

developed to probe into these areas and candidates are then asked the same questions in order to measure their work ethic, job interest, work experience or strengths and weaknesses.

Behavioral questions improve hiring results and determine whether the candidate is a good cultural fit for the company by cutting through the banalities of traditional interviewing and requiring candidates to give pertinent examples of when they demonstrated the particular skills needed for a specific position. These questions reveal competencies that are important to success at a given position and give candidates the opportunity to tell interviewers about the positive effects their actions have had. Therefore, more and more employers choose to embrace this approach instead of traditional interviewing.

**Typical examples of questions asked are:**

1. Tell me about a time you successfully worked with a difficult co-worker to complete a task.
2. How do you typically deal with conflict? Give an example.
3. Give me an example of a time when you overcame an obstacle at work with limited resources?
4. Do you prefer to work alone or with others?
5. Provide a specific example of a time you had to juggle multiple projects simultaneously
6. Describe a time when you succeeded at work because of your ability to communicate.
7. Which accomplishment are you proud of and why does it mean so much to you?
8. Tell me about a time you had a conflict with someone within the organization.
9. Give me an example of a time you took a leadership role.
10. What is most important to you in a job?
11. Which are the first five things you'd do if you were hired tomorrow?
12. Describe a situation when you found yourself challenged. Were you successful? If not, why?
13. What is the riskiest decision you have made? What was the situation? What happened?
14. Give an example of a time when you had to be relatively quick in coming to a decision.
15. Have you ever recognized a problem before your boss or co-workers did? How did you handle that?

*By Irina Nagy*

## Meet our new

### Recruiter

**Katie**



Katie joined Q Works in July 2014 as an Account Executive serving the manufacturing industry. With many years of Operations Management experience, Katie has great industry insights and provides an extensive network of contacts within the manufacturing and engineering communities.

We welcome Katie to our team and wish her all the best for her personal path and career with Q Works.

To find out more about Katie, please connect with her on [LinkedIn](#).

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## References

If you know somebody who wants to look at a next career step, please let us know.

We will keep all information highly confidential.

Our success is based on your referrals! Thank you!

## Recent Placements

*Wastewater Project Manager* - Energy Industry

*Inside Sales Manager* - Industrial Products

*Director of Sales* - Industrial Products