



Detailed BEI presentation

# MASTER INTERVIEWER SERIES



HayGroup®



# Issues in Traditional Interviewing

- Parameters being evaluated not aligned to competencies
- No standard process of conducting interviews to assess the parameters
- Inconsistency between different interviewers
- Conclusions must rely on interpretation – subjectivity
- Insufficient data to make confident judgements
- Open to bias and prejudice

# What is a Behavioural Event Interview (BEI)?



BEI is a **Structured Probe Strategy** that enables one to get to the core of behaviours that will drive high performance

## Traditional Interview

- Data reflects interviewees' self image and generalities about how they operate
- Conclusions must rely on interpretation of what interviewee said and did; Open to bias and prejudice
- Inconsistency between interviewers
- Poorly defined criteria
- Insufficient data to make confident judgements
- Reflective
- Poor correlation with success in the job

## Behavioural Event Interviews

- Objective measures of behaviours
- Structured probe strategy — rather than a standard sequence of questions
- Minimises bias of interviewer
- Common language and template used across different interviewers
- Accurate data about what the interviewee actually did, not hypothetical
- Investigative
- Proven to differentiate between outstanding and average performance

# Underlying principle

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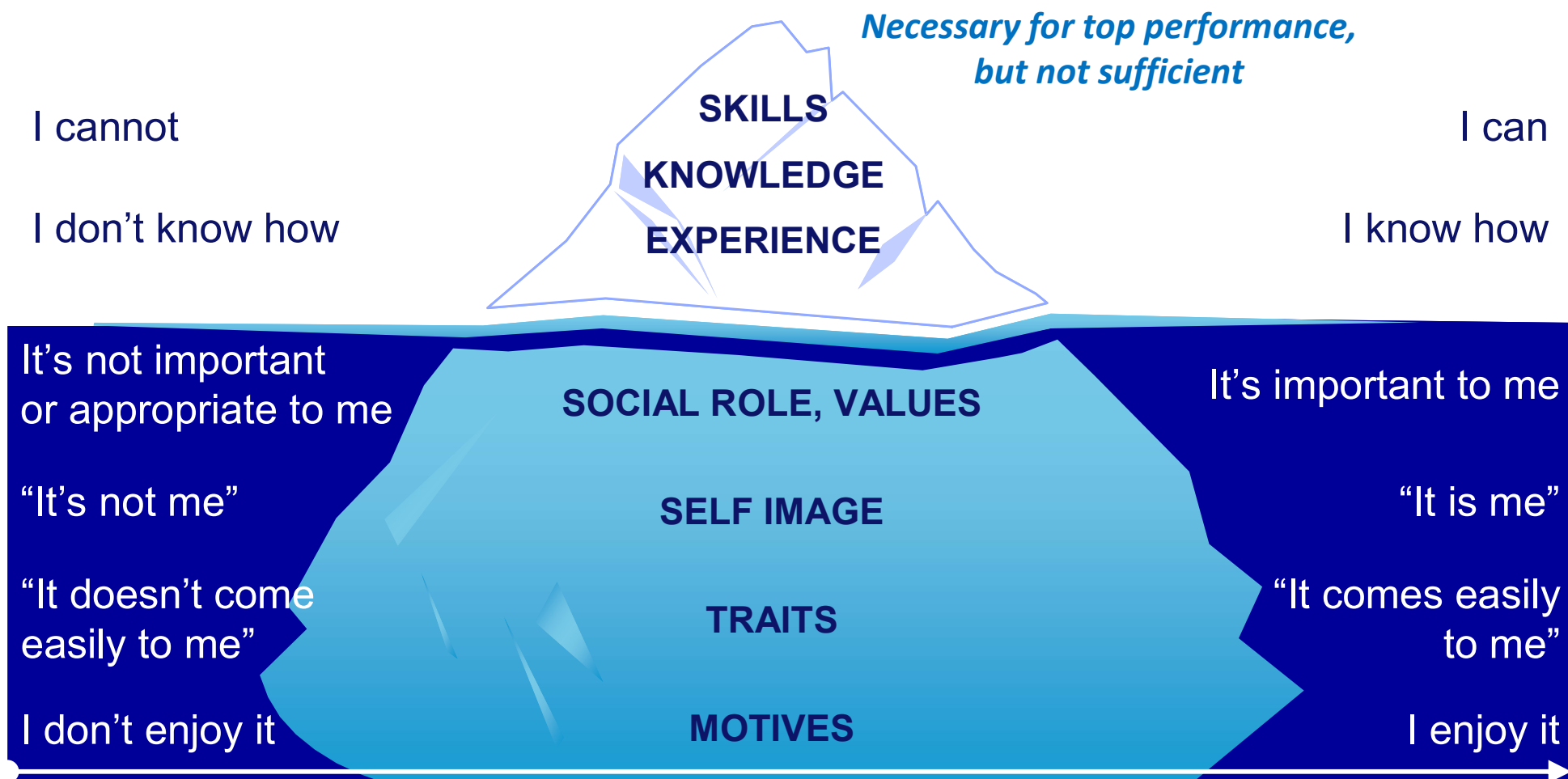


**PAST BEHAVIOURS are the BEST  
PREDICTOR of  
FUTURE PERFORMANCE**



# Visible and hidden behaviours

Train For  
Select For

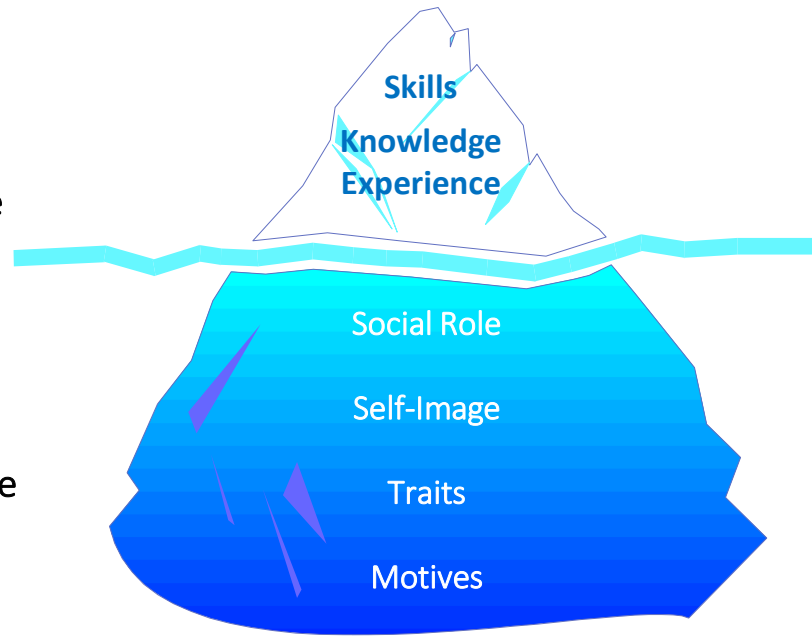


# Script slide OR You could use this is an example



Doctor A

Board Certified  
10 Years Experience  
Expert  
I am smart  
Power and influence  
Achievement

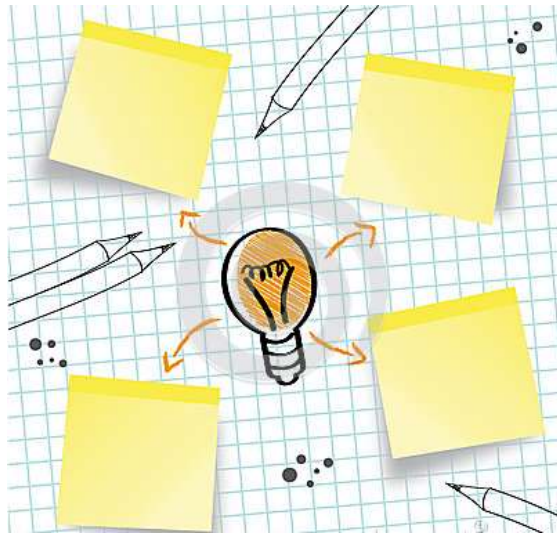


Doctor B

Board Certified  
10 Years Experience  
  
Healer  
I help people help themselves  
  
Empathy  
Affiliation/Power

Which doctor would you recommend as a child's pediatrician? Why?

Which doctor would you hire to manage the start up for a research center? Why?



# ***BEI concepts***





# Features of BEI

What is BEI: **Structured Probe Strategy** to find out what exactly the candidate **did, felt, thought and said** on specific occasions in the **recent past**

- Most **critical job experiences** as seen by the candidate
- **Investigative** rather than reflective
- Candidates are not allowed to draw conclusions about what it takes to do the job
- Provides qualitative data related to personal characteristics (including motives)



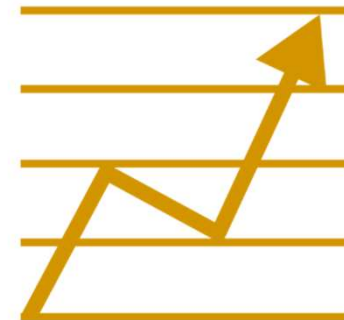


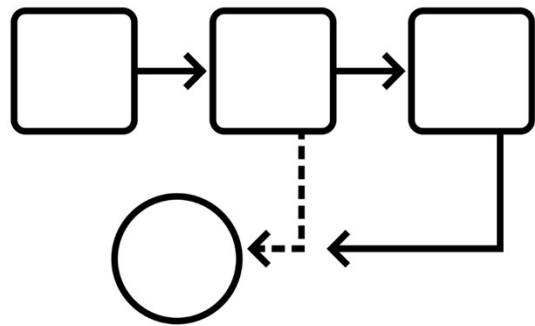


# Advantages of BEI

The technique gets at the **10 percent of behaviours** that make **90 percent of the difference**

- ✓ The BEI gets behind **what interviewees think they do**, to find out what they actually do: it **uncovers the motives, abilities, and knowledge** people really have and use
- ✓ The BEI focuses on what the interviewee **does** that is most **important for job success**





# *Process for conducting a BEI*

# Process



# Process



# Interviewer Preparation



- **Understand the role** and job description you are interviewing for
- **Review the process** that you are going to be adopting for the interview (GD + Technical + BEI)
- Understand the **Values & Behaviors and Leadership Expectations** relevant for the role
- Review the **relevant interview questions** and evaluation sheet
- **Plan** for the **Interview day**



# Process



PHASE 1:  
Plan and Prepare

PHASE 2:  
BEI

PHASE 3:  
Evaluation and Coding

## Structure of BEI

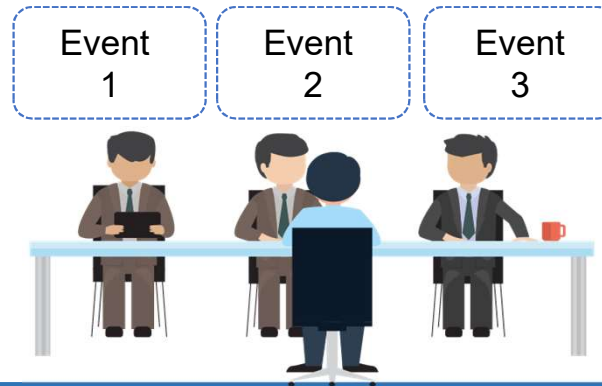
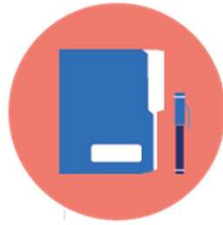
Introduction

Career  
Transitions

Current  
Position

Specific Recent Events

Q&A,  
Wrap-up



5 min.

10 min.

5 min.

10 min. per Event

5 min.

# Process



PHASE 1:  
Plan and Prepare

PHASE 2:  
BEI

PHASE 3:  
Evaluation and Coding

## Structure of BEI

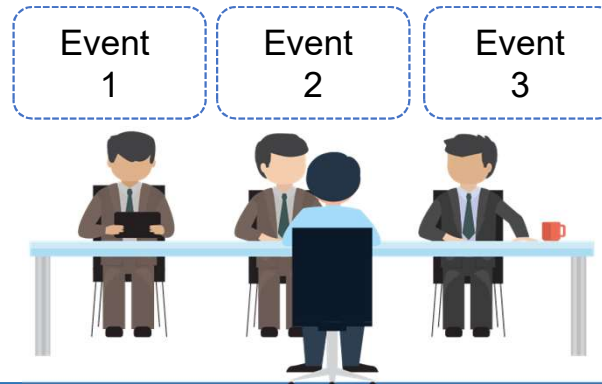
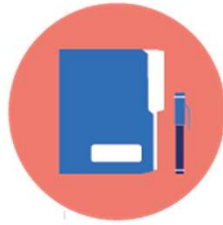
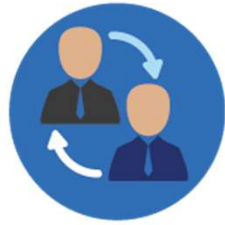
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Wrap-up**



5 min.

10 min.

5 min.

10 min. per Event

5 min.





# Introduction conversation

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## 1. Greet and put candidate at ease

- ✓ Purpose and context of the interview
- ✓ Format of interview - 3 recent events + time

## 2. Explain what to expect

- ✓ may interrupt
- ✓ "I"
- ✓ personal, direct involvement in the event
- ✓ specific information about what you did, not generalisations

## 3. Confidentiality

- ✓ Permission to record
- ✓ Ensure interview content confidentiality

## 4. RIL /role

- ✓ The RIL difference/culture
- ✓ Explanation of role

# Conducting the BEI: Career transitions and Current Position



PHASE 1:  
Plan and Prepare

PHASE 2:  
BEI

PHASE 3:  
Evaluation and Coding

## Structure of BEI

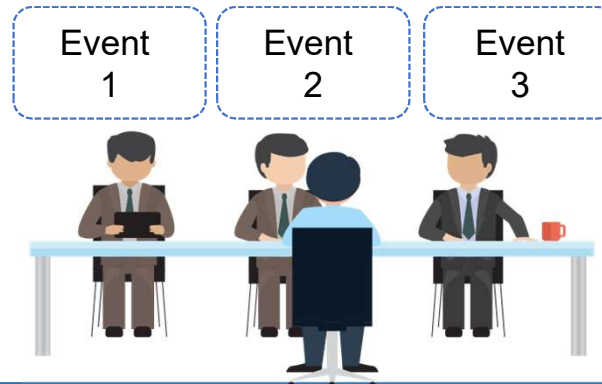
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5 min.

10 min.

5 min.

10 min. per Event

5 min.



# Purpose



To get insights into the candidate's educational background

To have an overview of the candidate's career moves prior to the current job

To capture 2-3 major career transitions. This could provide clues for candidate's self image



# Suggestions

Start with educational background



Brief summary of key roles since school



Key career transitions (+ timeline)

Are you interviewing someone with less work experience,  
OR  
an individual with vast work experience?

## Career Overview

- For someone with less work experience
- *“Walk us through your resume by building on your achievements”*

## Career Transition

- For someone with vast work experience
- *“Tell us about two key career transitions that makes you who you are today”*

## Suggestions

- Start **interrupting** the candidate to ‘train’ him/her to be specific
- Stop **generalisations** and **jargon**
- Ask for meaning of **abbreviations**
- Check your **watch** (restrain the candidate if longwinded)



# Career transitions

1. Where were you?
2. When was it?
3. What were you doing?
  - Overall deliverables of the job
  - Key business issues being addressed
  - General level of management (in terms of budget and people)
4. What did you learn?

Current Situation



Job Title:

- 1.
- 2.
- 3.

Job Title:

- 1.
- 2.
- 3.

Job Title:

- 1.
- 2.
- 3.

Job Title:

- 1.
- 2.
- 3.

University/College

# Current Position



<b>Organization:</b>	
<b>Job:</b>	<b>Duration:</b>
<b>What are the primary deliverables of your job?</b>	
1.	
2.	
3.	
4.	
5.	
<b>Number of Direct Reports (and their titles):</b>	
<b>Number of Indirect Reports:</b>	
<b>What areas of fiscal responsibility are attached to your job?...what targets in each area?</b>	
Expense____ Revenue____ PTI (Profit before Taxes & Interest) ____ Headcount/Salaries____ Other____	



# Conducting the BEI: Probing Events

PHASE 1:  
Plan and Prepare

PHASE 2:  
BEI

PHASE 3:  
Evaluation and Coding

## Structure of BEI

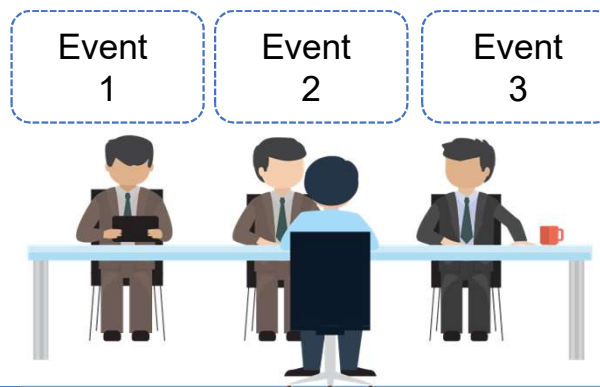
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5 min.

10 min.

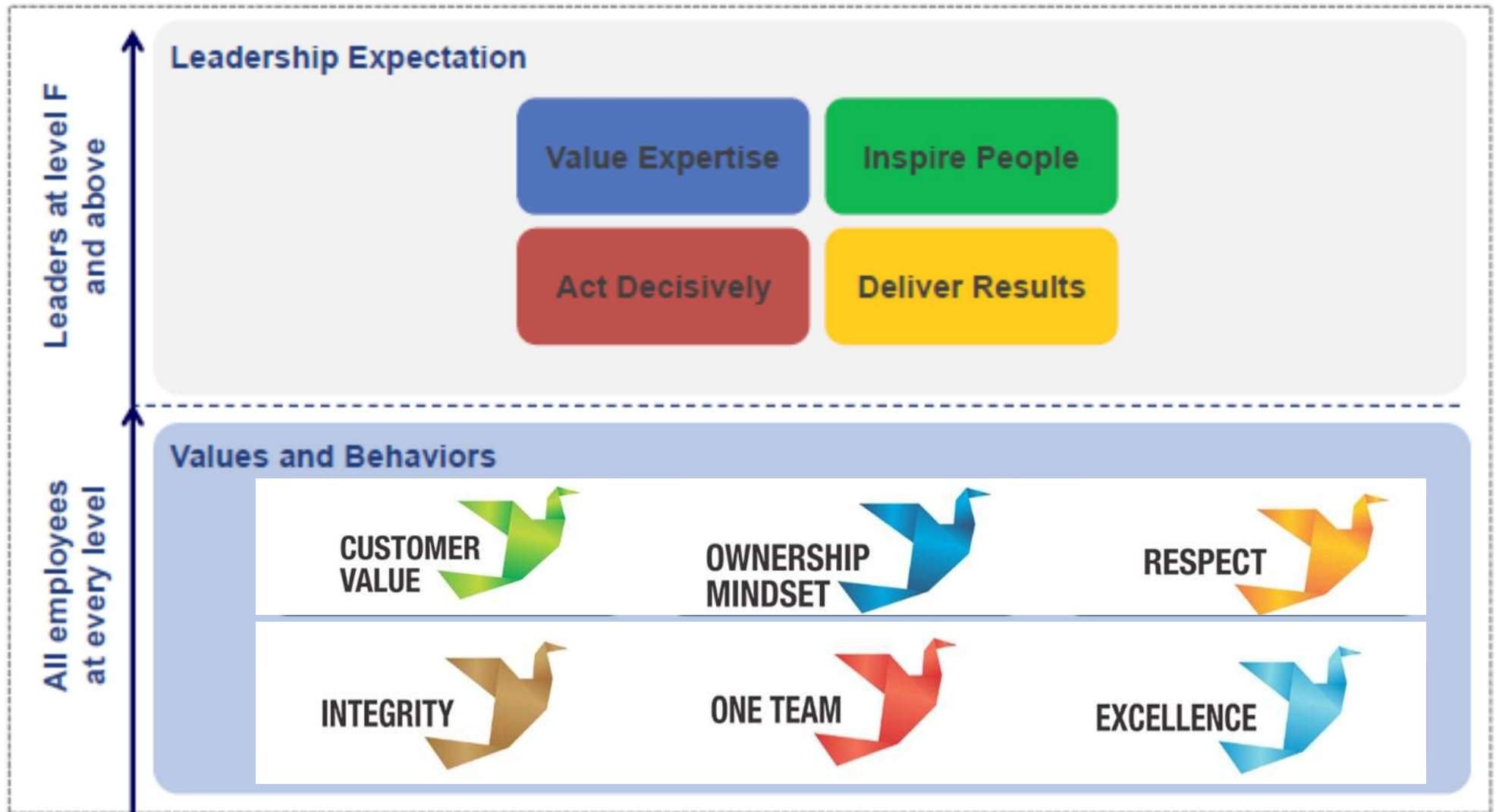
5 min.

10 min. per Event

5 min.



# What are we assessing/probing for?



# Observation and Assessment template



## BEI Observation and Assessment Sheet



Interviewee Name:

Interviewer Name:

### Instructions:

Evidence is detail you get from candidates that allows you to determine what Values & Behaviours and Leadership expectations and levels they have demonstrated in the past. Please use the narrative/ interviewer note space to record the evidences/ justifications for each of the behavioural indicators identified.

- **Basic** - If less than 2 indicators demonstrated
- **Intermediate** - If at least 3 indicators demonstrated
- **Advanced** - If more than 4 indicators demonstrated

Value and Behaviour/Leadership Expectations	BEI Questions	Narrative/ Interviewer notes	Evaluation		
Ownership Mindset			Basic	Intermediate	Advanced
<b>Behavioural Indicators :</b> <ul style="list-style-type: none"> <li>• Aligns work with larger purpose of organisation</li> <li>• Operates with a personal stake, ownership mindset and a play to win attitude</li> <li>• Always remains agile and anticipates what will make a difference to stakeholders</li> <li>• Commits to highest standards of safety and environment</li> <li>• Ensures highest standard of corporate citizen ship behaviour</li> </ul>	<b>Main Question:</b> <ul style="list-style-type: none"> <li>• Tell me about a time when you needed to make things happen within the organisation</li> <li>• Recall a time from your work experience when your manager or supervisor was unavailable and a problem arose. What was the nature of the problem? How did you handle the situation?</li> <li>• Tell us about a situation in which you have had to adjust quickly to changes over which you had no control. What was the impact of the change on you?</li> </ul>				

- Make key point notes during the interview
- Write clues regarding **non-verbal communication** (tone, body language etc.)



## The DON'Ts of questioning

# Pitfalls in BEI



- **Leading Questions**
- **Assumptions and Biases**

# Exercise - Leading Questions (1/2)



**Assess each of the questions below on whether or not it is a leading question. If so, rewrite the question to make it non-leading.**

Leading      Non-leading

e.g. Did you take the job because it was a good opportunity for you?

X

☐

Why did you take the job?

☐

X

1. Would you say you are an effective sales person?

☐☐

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2. What did you do when he came in late?

☐☐

---

3. That must have been really frustrating for you?

☐☐

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# Exercise - Leading Questions (2/2)



Leading

Non-leading

4. And so what did you do next? Did you follow up on the lead he gave you?

☐☐

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5. What does your present job involve?

☐☐

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6. What have you done to develop your sales technique over the past six months?

☐☐

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# Leading Questions

- Questions leading to **abstraction, generalisation, hindsight**
- Questions that **feed** the candidate



What **would** you have said?



“What did you say?”



Why did you do that?



“What was going through your mind when you ...?”



What **could** you have done better?



“What did you do?”



What do you **usually** do in this kind of situations?



“What did you actually do in that situation?”



So did you try and **influence** him?

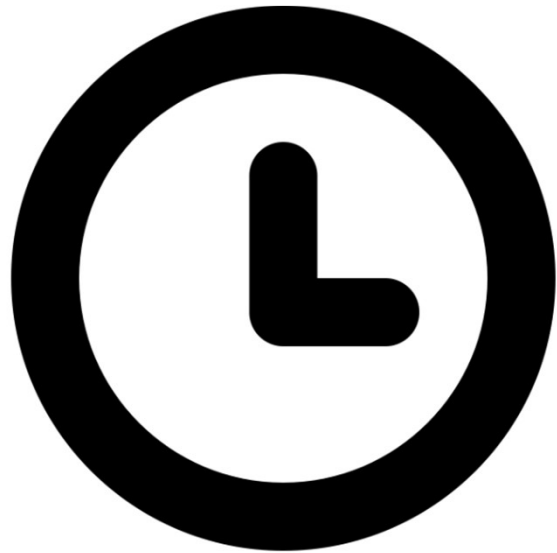


“What did you tell him?”



# EXERCISE

10 minutes

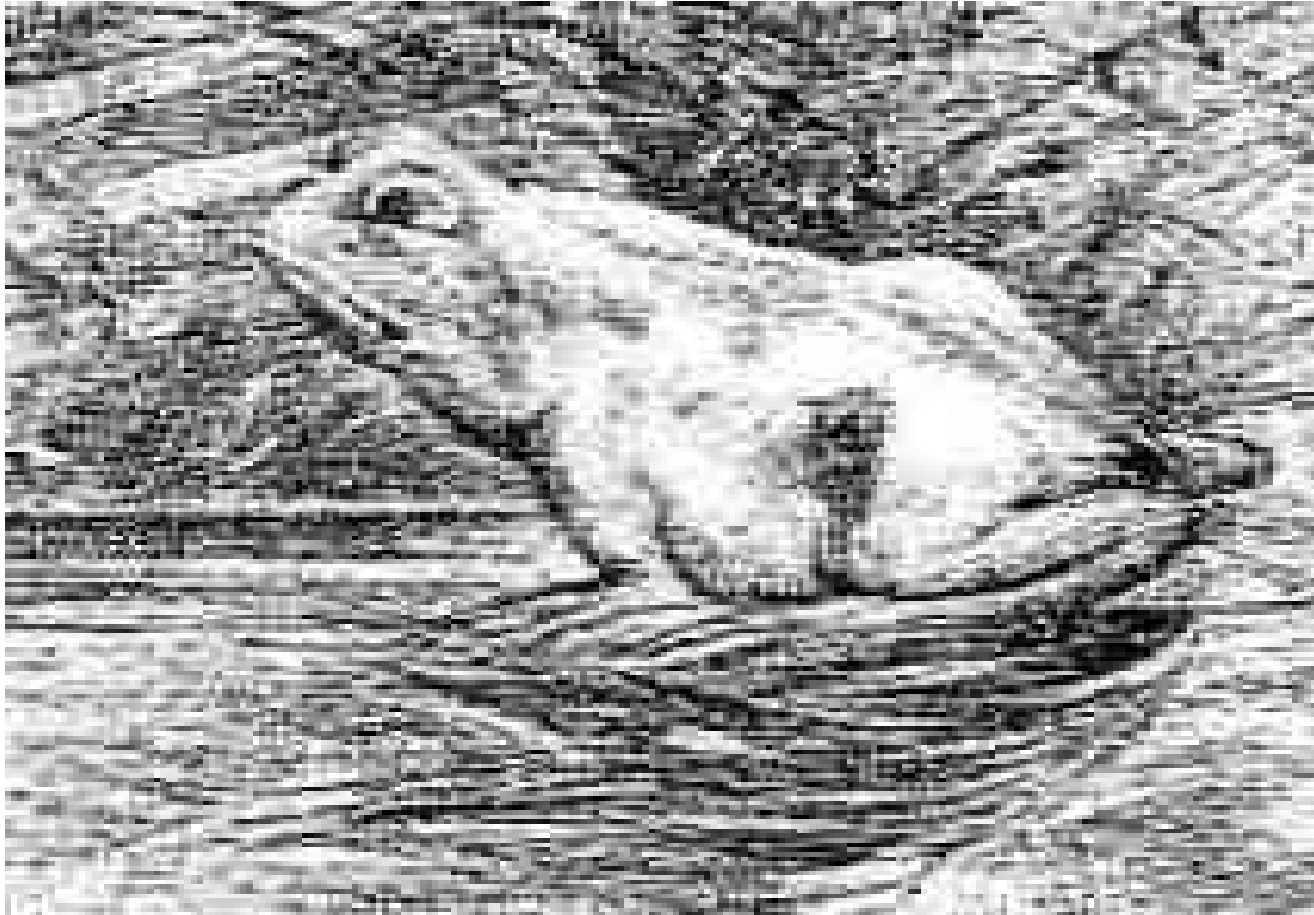


## Assumptions and Biases

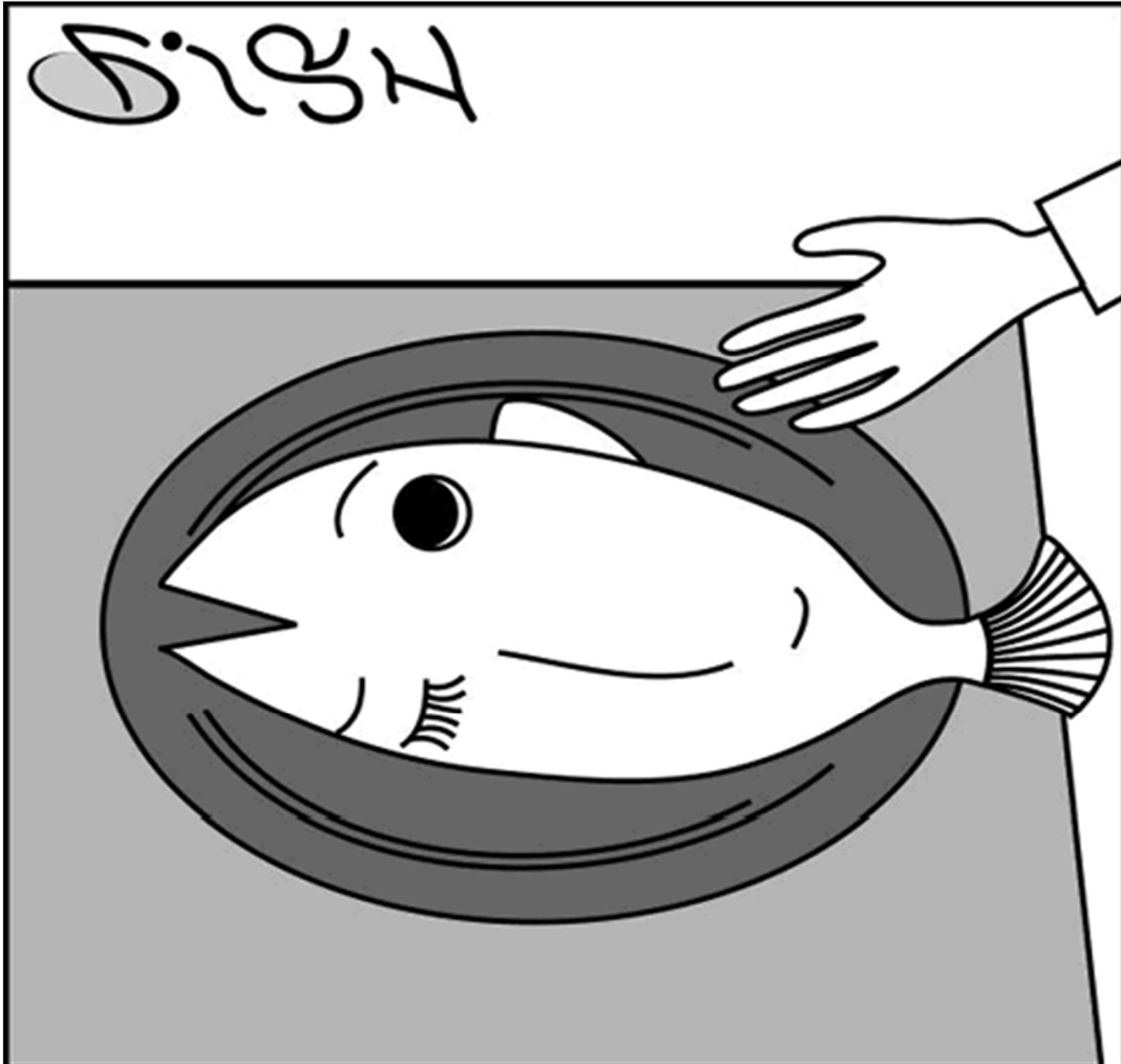
# What do you see ??



# What do you see ??



# What do you see ??



# What do you see ??



# Assumptions and Biases



## Non-verbal bias

- Undue emphasis on non-verbal cues that have nothing to do with the job. For example, loudness or softness of voice

## Similar-to-me bias

- Unconscious tendency of interviewers to favour candidates who are “like” them

## Stereotyping

- Making a judgment or taking action based on someone’s race, religion, sex or affiliation with a group

## Confirmation bias

- Tendency for humans to seek out information that supports a pre-conceived belief about the applicant that has been formed prior to the interview.

## Halo / Horn Effect

- Tendency to allow one's judgement of another person to be unduly influenced by an unfavourable (horns) or favourable (halo) first impression based on appearances.



# Conducting the BEI: Probing Events

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## Structure of BEI

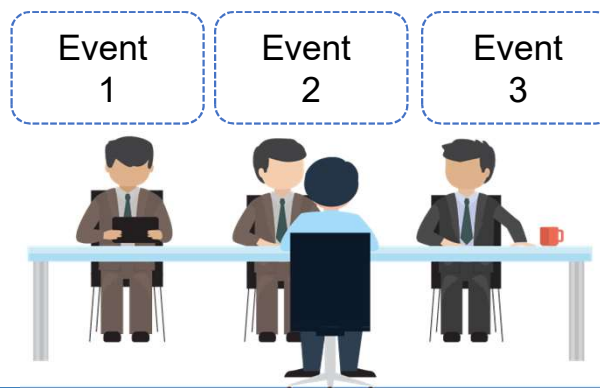
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5 min.

10 min.

5 min.

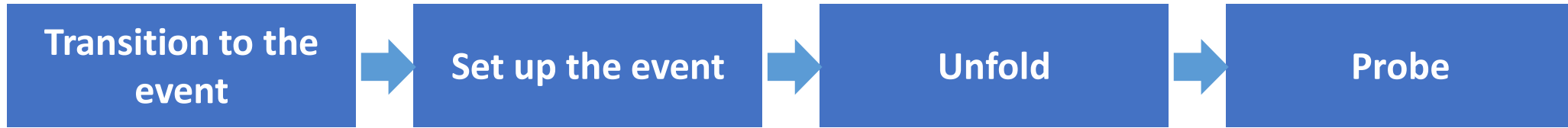
10 min. per Event

5 min.



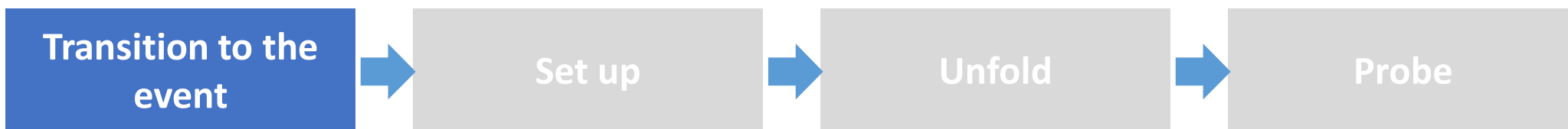
# Deep diving into past behaviours through events...

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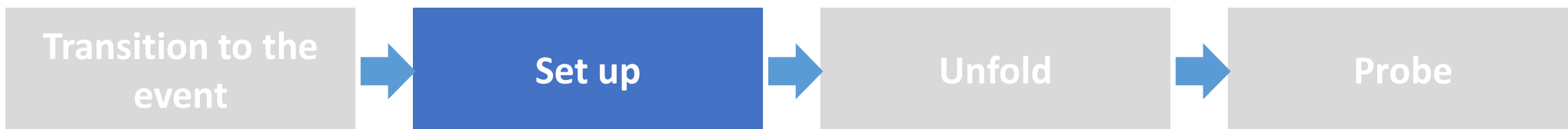


# Transition to the event



- **Provide a clear transition from the job overview to the first behavioural event**
  - “May we talk now about some specific situation you’ve encountered on the job?”
- Tell the candidate that you will spend most of the time asking questions about situations and **events from the past 18-24 months**. Emphasize on recency for two reasons:
  - The candidate will be able to recollect the details easily
  - Recency of behaviour will be a more accurate assessment of future performance. We don’t want him to be riding on successful things he did five years back!
- **Reiterate the key expectations of the BEI outlined in the introduction and to make clear exactly what kind of information you want**
  - “As you go along, I’ll be asking you to give me a lot of detail on your involvement—what “you did, said, thought; how it turned out; etc.”

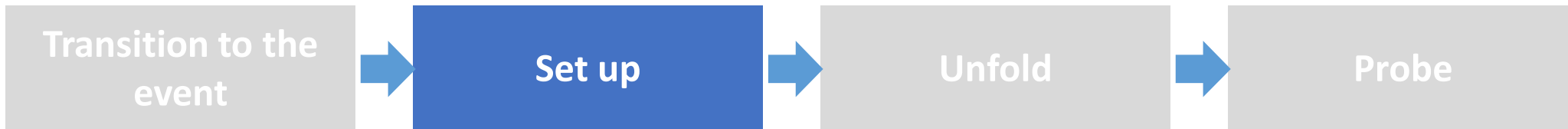
# Set up



## “Tell me about a time when...”

<b>Customer Value</b>	<ul style="list-style-type: none"><li>• Did a good job dealing with a customer / dealt with a difficult issue</li><li>• Built a relationship with any stakeholder</li></ul>
<b>Ownership Mindset</b>	<ul style="list-style-type: none"><li>• Dealt with a problem in absence of supervisor</li><li>• Needed to make things happen within the organisation</li></ul>
<b>One Team</b>	<ul style="list-style-type: none"><li>• Worked towards a larger outcome – beyond your role</li><li>• Moved your group through a difficult transition</li></ul>
<b>Excellence</b>	<ul style="list-style-type: none"><li>• Set ambitious goals for yourself</li><li>• A recent challenge or accomplishment - something you are proud of</li></ul>
<b>Respect</b>	<ul style="list-style-type: none"><li>• Gave someone constructive criticism</li><li>• People working with you disagreed with your ideas.</li></ul>
<b>Integrity</b>	<ul style="list-style-type: none"><li>• Handled a tough problem that challenges fairness or ethical issues</li><li>• Stood your ground against a group decision</li></ul>

# Set up

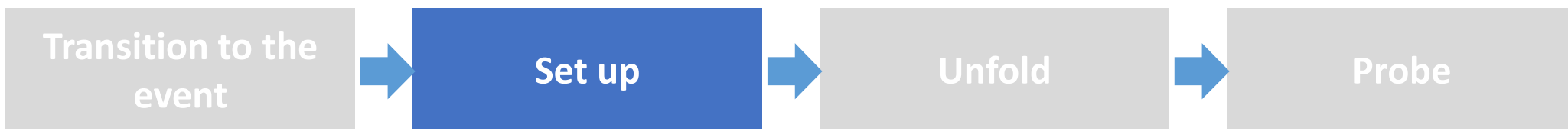


## “Tell me about a time when you...”

<b>Inspire People</b>	<ul style="list-style-type: none"><li>• Moved your group through a difficult transition</li><li>• Changed the focus or goals of your team</li><li>• Had to deal with an issue about performance</li></ul>
<b>Act Decisively</b>	<ul style="list-style-type: none"><li>• Had to make a difficult decision at work</li><li>• Failed in your initial approach and had to change track.</li></ul>
<b>Deliver Results</b>	<ul style="list-style-type: none"><li>• Had to deal with an obstacle within your organisation</li><li>• Had to drive improvements at work</li></ul>
<b>Value Expertise</b>	<ul style="list-style-type: none"><li>• Drove capability development in a situation/project/work area</li><li>• Dealt with a difficult issue with a direct report</li></ul>



# Set up and unfold



**“Tell me about a time when...”**

## FOCUS ON:

- Situation
- Timeline
- Key players
- Outcome

- Can you tell me, in two or three sentences, **what is this event about?**
- **When** did it take place?
- What was the **background** of this event?
- What was the **result** of your efforts? What were you particularly **pleased with?**
- What could be the **first** scene of our movie? And the **last?**
- If you were to capture this story in a **movie title** of what you did (including your name), what would it be?

# Example of set up along with rationale behind set up questions

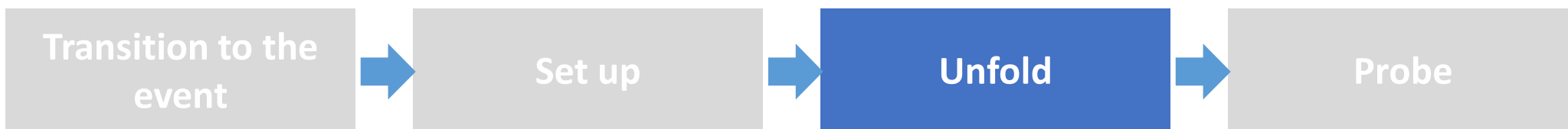
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- Please can you give me a **short overview** of what the event is about?
  - If you are unsure about the nature of a story, don't start!
- And how did you **first** become **involved**?
  - Can you see it with your video camera? If not, ask: "And what was YOUR involvement in that?"
- What's the **end** of the event then, for the purposes of this interview?
  - Make sure the end scene is in the past. Again ask: "And what was your involvement in that?" if it is not immediately clear.
- And what was the **outcome** of the event?
  - Interviewers often assume that this is the same as the end point, but asking the question separately often elicits quite different information. So make a point of asking it separately, just to make sure.



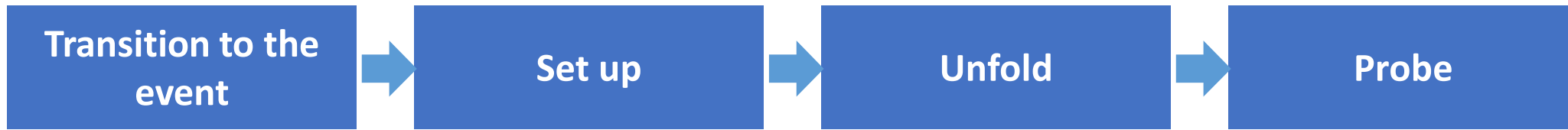
# Set up and unfold



**“Let’s go back and get more detail...”**

- **“How did you get involved?”**
- **“What led up to it?”**

# Deep diving into past behaviours to predict future performance...



**““May we talk now about some specific situation you’ve encountered...?”**

**“As you go along, I’ll be asking you to give me a lot of detail on your involvement—what “you did, said, thought; how it turned out; etc.”**

**“Tell me about a time ...”**

- Situation
- Timeline
- Key players
- Outcome

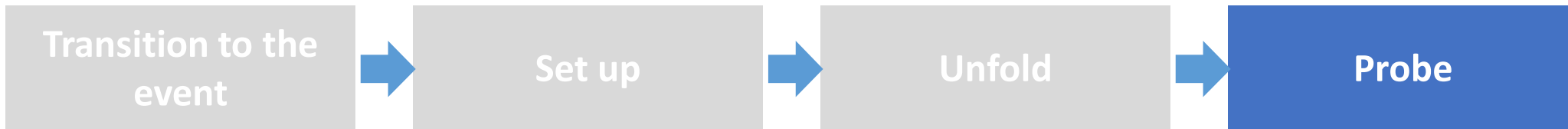
**“Let’s go back and get more detail...”**

- “How did you get involved?”
- “What led up to it?”

**Events from the past 18-24 months**



# Probing



## PURPOSE OF PROBING IS TO:

- Get at the candidate's thoughts behind actions and words to uncover the candidate's intentions
- Get at the candidate's thoughts to understand his/her cognitive competencies
- Get at the candidate's feelings to uncover the Emotional Intelligence competencies

## 4 PROBES

**ACTION**  
What did you  
do?

**DIALOGUE**  
What did you  
say?

**THOUGHT**  
What were you  
thinking?

**FEELING**  
What/ How did  
you feel?



# Conducting the BEI: Wrapping Up

PHASE 1:  
Plan and Prepare

PHASE 2:  
BEI

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Evaluation and Coding

## Structure of BEI

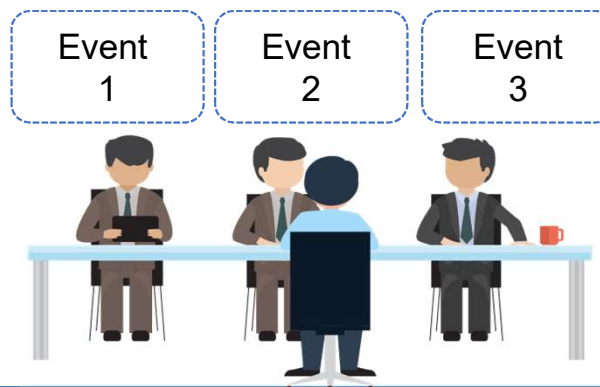
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5 min.

10 min.

5 min.

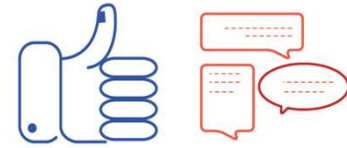
10 min. per Event

5 min.



# Concluding the interview

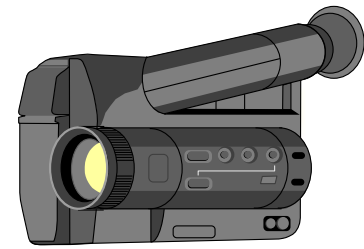
- Ask if there are any questions
- Inform the candidate about the next steps in the recruitment process
- Thank interviewee and close BEI
- Your aim should be to keep the candidate interested in the position and ensure he or she leaves with a positive RIL experience



## Suggestions

- “May we wrap up now with a few final questions?”
- “If you were hiring someone to do your job, what do you think he/ she would have to be able to do?”
- “Do you have any further questions for me?”

# List of Probes



## ACTION

- What did you do?
  - What did you do next?
  - What role did you play in that situation?
  - What was your contribution? (useful when you cannot differentiate the interviewee's contribution from another key player)

## DIALOGUE

- What did you say?
  - Can you give me a flavour of that dialogue?
  - Can you remember what your exact words were?

## THINKING

- What did you think?
  - What was going through your mind? What was your goal? What was the reason behind? (to probe for intentions)
  - Warning: if the interviewee gives interpretations, check whether the mental process took place in the past or during the BEI

## FEELING

- What did you feel?
  - How did you feel at the moment?
  - Warning: you should probe for feelings only when you sense that the emotional reaction was relevant at the time in that particular situation (e.g. at the end of a key meeting, after a harsh confrontation with own manager ...)
  - If the interviewer asks "What did you feel?" at the wrong time, the interviewee might answer with what he/she thought instead



# Process: Coding and Evaluation

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# Coding your BEI data

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- Coding is a scoring technique used to analyse interview data for evidence of a V&B/Leadership Expectation
- Codable information is information that was recorded in the interview which can be used in making an assessment of an individual
- Codable data should be recorded and compared to behavioural indicators within the V&B/Leadership Expectation for a given job



# Coding rules

## You can code

- ✓ “I” statements
- ✓ Specific behaviour
- ✓ Volunteered thoughts
- ✓ Thoughts, feelings at the time of the event
- ✓ Detailed activities

## You can not code

- ✗ “We” statements
- ✗ General Behaviour eg: I usually do...
- ✗ Responses where the interviewer leads the response
- ✗ Current feelings about past events
- ✗ Vague summaries



# Coding your BEI data

## Evaluation Process

Identifying evidences from the narrative



Identify behavioural indicators that the evidence justifies



Rate the candidate based on number of indicators demonstrated

Beginner	Intermediate	Advanced
If 2 or less indicators demonstrated OR one behaviour demonstrated less than 2 times	If 3 to 4 indicators demonstrated OR one indicator demonstrated 3-4 times	If 5 or more indicators demonstrated OR a couple of behaviours demonstrated 5 or more times

- Each behavioural indicator demonstrated by the candidate needs to be justified in the interview sheet by highlighting relevant instances from the situation shared by the candidate during the interview
- An indicator may be repeated more than once also – in which case it should be counted separately



# Complete the Evaluation summary sheet

Value – Ownership Mindset Behaviours	Number of observed times behaviour has been demonstrated
Aligns work to larger purpose of the organisation	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Operates with a personal stake, ownership mindset and a 'play to win' attitude	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Always remains agile and anticipates what will make a difference to stakeholders	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Commits to highest standards of safety and environment	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Ensures highest standard of corporate citizenship behaviours	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>



# Conducting the BEI: Wrapping Up

PHASE 1:  
Plan and Prepare

PHASE 2:  
BEI

PHASE 3:  
Evaluation and Coding

## Structure of BEI

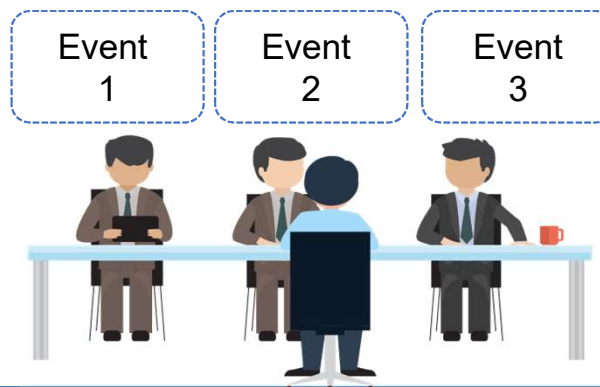
Introduction

Career  
Transitions

Current  
Position

Specific Recent Events

Q&A,  
Wrap-up



5 min.

10 min.

5 min.

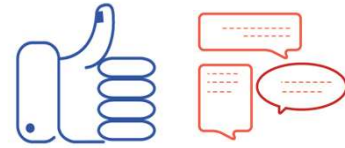
10 min. per Event

5 min.



# Concluding the interview

- Ask if there are any questions
- Inform the candidate about the next steps in the recruitment process
- Thank interviewee and close BEI
- Your aim should be to keep the candidate interested in the position and ensure he or she leaves with a positive RIL experience



## Suggestions

- “May we wrap up now with a few final questions?”
- “If you were hiring someone to do your job, what do you think he/ she would have to be able to do?”
- “Do you have any further questions for me?”