

Interviewing with Impact

*Presentation for the League of United Latin American Citizens
by the Central Intelligence Agency*



First, a leadership opportunity...



What is behavioral-based interviewing?

It is the use of open-ended questions to ask about recent or past behavior in a given situation in order to predict future behavior.



Why is behavioral-based interviewing used?

- More recent behaviors have a greater predictive quality of being indicators of future success performing the job.
- Interviewers are able to elicit a more accurate picture of an applicant's potential for success.



Responding in a Behavioral Interview: The SAR Model

- S - Situation: What was going on (context)? What caused you to act?
- A – Action: What did you do or say (behavior)?
- R – Results: What was achieved or not achieved as a result of your actions?



“To Probe or Not to Probe”

- Interviewer was not satisfied with the clarity or depth of response from the applicant.
- Interviewer sensed there was a lack of depth or vagueness in response.
- Information heard earlier in the interview may be relevant to a topic now being covered.



Some Standard Interview Questions

- Describe a recent accomplishment and the impact it had on your workgroup. (analytic and self-assessment skills)
- Think about a time when you were not as successful as you should have been. Why were you not successful and what were your key learnings as a result? (self-assessment skills/ability to identify areas for development)
- Provide us with a recent example of when you had to handle a task that was unfamiliar to you. How did you proceed? (ability to deal with ambiguity/agility re: change)



More sample questions

- What do you know about the work of this unit?
- Why are you interested in this position and what makes you a competitive candidate?
- As you know, skills and knowledge can be taught; regarding your personal talent, what recurring patterns of thought, behaviors, and attitude do you bring to the workplace?
- What would you like to tell us about yourself and this position that we haven't discussed?
- Describe a time when you had to develop a partnership with another organization to get your job done. What were some of the challenges? What did you learn from the experience?
- How does this position fit in your larger career development plans?
- Describe a time when you had a vision to create something new and innovative. What were the challenges? What surprised you? What did you learn and what would you do differently?
- How would your current or a former supervisor describe your task and/or program management skills? What are your developmental areas?



Some General Interviewing Guidelines

- Do your homework on the organization you'd like to join and be ready to answer why you're a match for this organization.
- Dress sharp and be on time.
- No eating or drinking, please!
- “Handshakes and eye contact”
- “Thank you for the opportunity to interview.”



“Homework” Questions

- What is your vision for your organization?
- What are the strengths and areas for development of your organization?
- What do you expect of the incumbent of this position?
- If you could change one thing instantly about your organization, what would it be?
- What would success look like for the incumbent of this position in one year?



Remember: S A R!

- S – Situation (“succinct story”)
- A – Action
- R – Results

