

GO DEEP!

UNCOVERING THE TRUE LEADERS

Behavioural interviews: today's standard isn't broken...

The behavioural interview – a gold standard among recruiters for decades – is structured to collect information about past behavior as a proven indicator of future behavior.

Each open-ended question in a behavioral interview is designed to provide information about past performance in a skill critical to the role. A closer look at a sample behavioural interview question, however, exposes some of the limitations of this approach.



... but your candidate is playing with a stacked deck!

Let's assume you're interviewing a candidate for a Senior Vice President role and one of the core competencies of the role is strategic planning. Using the behavioural approach, a traditional question is, "Can you provide an example of when you designed and executed a strategic plan?"

Can the candidate's strategic capability be determined from his or her answer to this question? In many cases, the answer is no.

A seasoned candidate with 10 years or more of work experience already knows the core competencies for the role – they were likely provided in the job description. As such, preparation by the candidate nullifies the probative value of this question. Even an adequate candidate should be able to pull together any number of detailed examples of his or her ability to design and execute a strategic plan based simply on what he or she has seen (but not necessarily spearheaded) over the course of 10 or more years.

Even when an interviewer asks different types of experience-based questions to try to elicit further capability, the information conveyed by the candidate does not serve as an ideal base of knowledge for deciding whether or not a person will be successful at the role. It only illustrates that the candidate has been exposed to that core competency over his or her career and can communicate an apt summary. In net, behavioural interviews provide some basic or cursory insight about capabilities, communication skills, and technical experience.

Search Strategies digs deeper to ascertain real capability through our proprietary Customized Situational Assessments (CSAs).

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Creating effective and targeted training and development programs

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SITUATIONAL ASSESSMENTS GO DEEPER



For the information required to identify your top candidate for a role, Search Strategies recommends our "proprietary Customized Situational Assessments, which help:

- 1 Determine real leadership capability and, thus, the candidate's ultimate suitability for the role;
- 2 Highlight the candidate's strengths (and weaknesses), ability to effectively problem solve, and influence others; and
- 3 Provide a data-rich illustration of the candidate's overall ability to thrive in a breadth of business environments and, of course, his or her ability to deliver results-focused leadership

For more information on incorporating Search Strategies' proven Customized Situational Assessment approach and our trusted 360• reference check, please contact Search Strategies at 416-789-2700 or visit us online at searchstrategies.ca.

Search Strategies: Our business is finding the best!

I'D LIKE A PIZZA WITH TRAINING AND DEVELOPMENT ON IT

Training and development budgets tend to get spread around like cheese on a pizza. All employees get a bit. After all, every person is valued and appreciated and the organization is committed to their growth. That rationale also explains why when times get tough, the training budget is one of the first to get cut. Compare what typically goes into approving the training spend versus the analytics required to get \$250,000 for new capital equipment.

Moreover, the tendency to sprinkle training dollars around can have broad negative impacts. What is the expected outcome to employee morale and the bottom line when training is provided on competencies or topics that historically have never resulted in meaningful improvement? Training should only be done on things that are proven to be dramatically changeable - good interpersonal skills don't suddenly sprout after 3 days off-site or 10 sessions with a coach.

We believe that there are 2 key principles to follow:

1. Train on what is really trainable - don't be motivated by guilt or hope that the training may stick; and
2. Focus primarily on those who will benefit the most - selectively target preferential treatment for the very best employees (i.e. high potentials and succession planning candidates). The objective of any spend is to drive ROI.

Search Strategies provides organizations with the methodology and metrics to determine who has real leadership ability. We offer proprietary methodologies and assessments that allow organizations to identify and focus resources on those who will succeed and thrive within your specific culture. We ensure that you target the people who have the "right stuff". For more information, please call us (416) 789-2700 or visit our web site at www.searchstrategies.ca

KIDS: DON'T TRY THESE AT HOME (or work)

Over the years, Search Strategies has heard a wide spectrum of questions posed to candidates. The list below includes some of the more interesting of those questions, and runs the gamut from probing to "unusual."

- What did your parents expect you to become when you were in high school?
- How many payphones are there in Toronto?
- What does "success/failure" mean to you?
- Should I buy stock in Amazon?
- Tell me what you've done wrong in the past.
- Where are interest rates going in the next three months?
- It is the 12th century. How do you convince the Pope that the Earth is round?
- Do you prefer team or individual sports?
- How would you eradicate hunger?
- Tell me about your longest lasting friend and why you think the relationship has lasted so long?