Behavioral Event Interviews

ADE Summit 2019

bit.ly/adebeii2019
About Cathi Swan

- Teacher and Principal - Fountain Hill/Hamburg
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- State Coordinator of Digital Learning
- Director at the Arkansas River Education Service Cooperative
About Dan Swartz

• Managing Director of Resolve Talent Consulting
• We use a collaborative approach and leading edge strategies to accomplish human capital goals. Our experiences include:
  o HR-related processes, protocols, and technology
  o Strategic school staffing
  o Career pathways for teachers
  o Recruitment and selection
  o Retention and recognition
Objectives For Today

• Understand the value of Behavioral Event Interviews
• Recognize the benefits Behavioral Event Interviews can provide to recruitment and retention
Traditional Interviews
Why Do We Conduct Interviews?
The best predictor of future behavior is ________ _________

PAST BEHAVIOR
Traditional Interviews

• Common interview questions often fail to identify the best candidate for a role

• Factors
  o Unstructured interview formats
  o Inconsistent interview approach
  o Biases
Academic aptitude and knowledge content tests, as well as school grades and credentials show two things:

1. They cannot predict job performance or success in life.
2. They are often biased against minorities, women, and persons from lower socioeconomic strata.

“Testing for Competence Rather Than Intelligence” by David McClelland
Behavioral Event Interview Research

• Research continually shows that a BEI increases your chances of hiring the right candidate by 50-90%

• Stronger predictor of success than:
  - Reference checks
  - Years of experience
  - Education
  - Job tryouts
Behavioral Event Interviews
Behavioral Event Interview

A Behavioral Event Interview (BEI) is a specialized interview technique focused on past events to uncover key patterns of behavior or thinking which better predict future success.
Specialized Interview Technique

- Highly structured
- Interactive
- Continual probing
Focused On Past Events

• Detailed description of experiences
• How situations were handled
Key Patterns Of Behavior Or Thinking

• Competency
  o Pattern of thinking, feeling, acting, or speaking that causes a person to be successful in a specific job or role
Foundation For Success

**Figure 1:** Observable characteristics versus underlying competencies (Adapted from “The Iceberg Model” in Spencer & Spencer, *Competence at Work*, p. 11.)
Competencies

• Founded by research
  • Testing for Competence Rather Than for “Intelligence”
  • Competence at Work: Model for Superior Performance
Teacher Competencies

• Educational experts were able to research this idea of competencies and correlate specific competencies for high performing teachers. Some notable examples are:
  - Public Impact
  - The Center on Great Teachers and Leaders
  - The Center on School Turnaround
  - UVA Darden/Curry Partnership for Leaders in Education
Competency Clusters
Teacher Competency Clusters

- Driving for Results
- Influencing for Results
- Personal Effectiveness
- Problem Solving
Driving For Results Cluster

This cluster of competencies is concerned with the strong desire to achieve outstanding student learning results and the task-oriented actions required for success.

- Achievement
- Initiative and Persistence
- Planning Ahead
- Monitoring and Directiveness
- Concern for Order

Adapted from ©2016 Public Impact
Influencing For Results Cluster

This cluster of competencies is concerned with motivating others – teachers, other school staff, district staff and parents - and influencing their thinking and behavior to obtain student learning results.

- Impact and Influence
- Interpersonal Understanding
- Teamwork
- Team Leadership
- Developing Others
- Cultural Engagement
Problem Solving Cluster

This cluster of competencies is concerned with thinking to plan, organize, and deliver instruction.

- **Analytical Thinking**
- **Conceptual Thinking**
Personal Effectiveness Cluster

This cluster of competencies is concerned with the self-management of emotions and personal beliefs that affect student learning.

- Belief in Learning Potential
- Self-Control
- Self-Confidence
- Flexibility
- Organizational Commitment
- Job Mastery
- Serving Others

Adapted from ©2016 Public Impact
Competency Activity
Achievement

The drive and actions to set challenging goals and reach a high standard of performance despite barriers.

Interview Question:
Think about a time when you felt very successful or proud of something you accomplished at work. Tell me the story.
# Achievement

<table>
<thead>
<tr>
<th>What To Look For</th>
<th>Why It Matters</th>
</tr>
</thead>
</table>
| • Type of goal set  
• Number of actions taken  
• Progress monitoring  
• Rationale for actions  
• Willingness to take risks | • Barriers and opposition will arise and teachers must have a strong internal drive to change status quo  
• Ownership of student success |

Adapted from ©2016 Public Impact
Impact & Influence

Acting with the purpose of affecting the perceptions, thinking, and actions of others.

Interview Question:
Think about a time when you influenced another person or people in a way that was satisfying to you. Tell me the story.
# Impact & Influence

<table>
<thead>
<tr>
<th>What To Look For</th>
<th>Why It Matters</th>
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</thead>
<tbody>
<tr>
<td>• Number of calculated actions</td>
<td>• Motivating students, especially current low performers, will require skilled influence</td>
</tr>
<tr>
<td>• Adaptation of message</td>
<td>• Motivating teachers, particularly at low performing schools, is challenging</td>
</tr>
<tr>
<td>• Use of people and/or resources not directly involved</td>
<td></td>
</tr>
<tr>
<td>• Rationale for actions</td>
<td></td>
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<tr>
<td>• Willingness to take risks</td>
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Discussion
Incorporating Behavioral Event Interviews
Incorporating Behavioral Event Interviews

- Conducted over 50 Behavioral Event Interviews since being trained in October
- This interview technique uncovers characteristics and behaviors of a candidate that I have never seen uncovered until AFTER the hire - would rather see those BEFORE the hire.
Benefits to Behavioral Events Interviews
Selection Benefits

• Research continually shows that a BEI increases your chances of hiring the right candidate by 50-90%

• Stronger predictor of success than:
  o Reference checks
  o Years of experience
  o Education
  o Job tryouts
Recruitment Benefits

• When the interview processes is done effectively it becomes an asset to the recruitment process
• Communicates to quality candidates the desire to hire mission-aligned staff
Retention Benefits

- Creates better alignment to mission and vision of organization
- Increases likelihood of hiring highly successful staff
Implementation Plan
Next Steps

To learn more complete the form:


Implementation will look different based on size of organization and readiness.
Closing Discussion