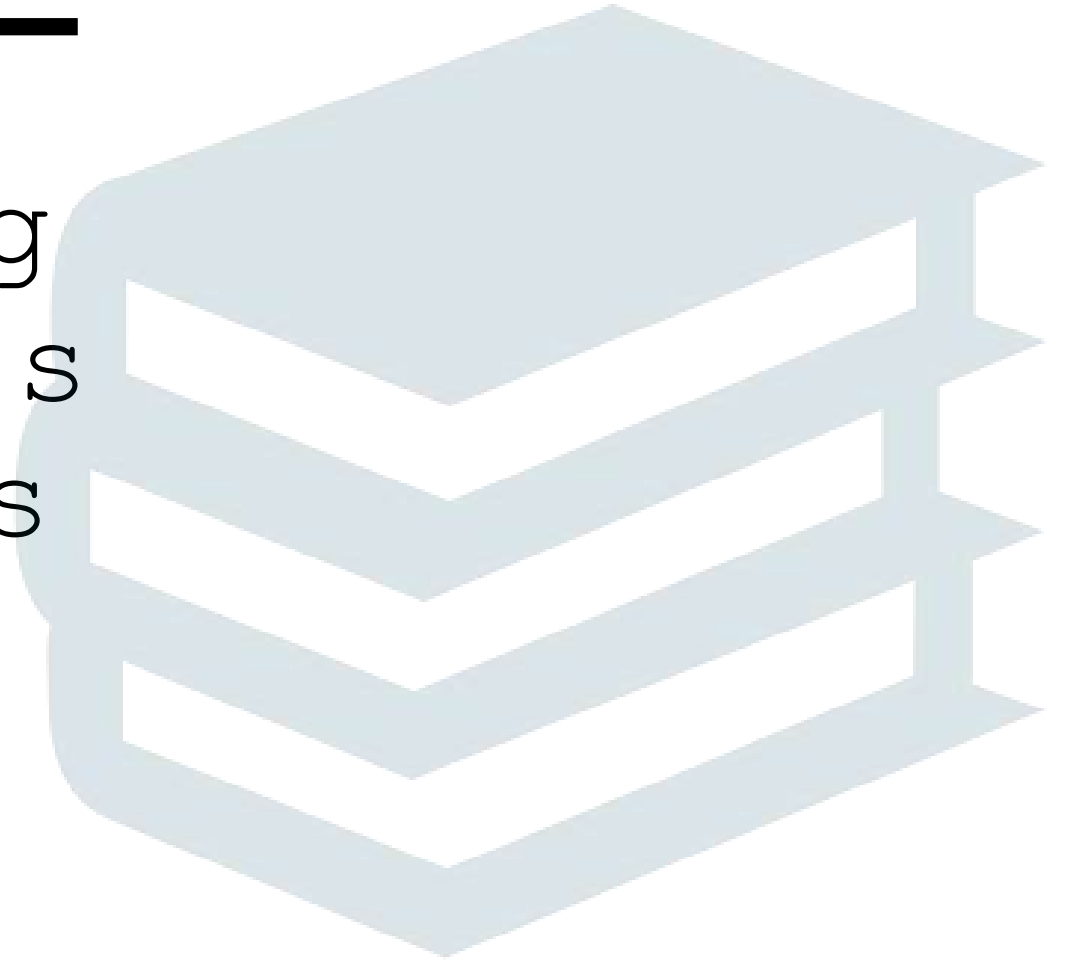


HANDOUT

Equipping Tomorrow's Assessors



Behavioral Assessment Training
cum Workshop



Objective

1

Equip internal assessors with skills to conduct behavioural assessments.

2

Enable assessors to identify operator strengths and gaps for transitioning to higher roles.

3

Prepare empanelled assessors to handle assessments independently post-training.

Methodology



Interactive Workshops: Engage participants through hands-on learning.



Role-Playing and Simulations: Practice real-world scenarios.



Case Studies and Group Discussions: Analyse and discuss behavioural patterns.



Feedback Sessions: Teach methods for constructive feedback delivery.



Shadowing: Allow assessors to observe and co-lead pilot assessments.



Preview

- BA Questionnaire
- Relationship Between Leadership-Behavior
- Leadership Traits
 - Integrity
 - Result Orientation
 - Communication
 - Teamwork & Collaboration
- BEI
- Questions and Tips
- Bias
- Mock BEI

Relationship between behavior and leadership qualities



Qualities inform behavior

A leader's personal qualities like integrity, empathy, vision, and decisiveness will shape how they behave in leadership situations.



Behaviors can be learned

While certain qualities might be more innate, leadership behaviors can be developed and refined through experience and training.



Context matters

The most effective leadership behavior will vary depending on the situation and the team, requiring a leader to adapt their actions based on their qualities.

Example of how qualities translate to behaviors

- **Integrity**
 - **Behavior:** Being honest and transparent in communication, upholding ethical standards.
- **Empathy**
 - **Behavior:** Actively listening to team members, showing concern for their well-being, providing support.
- **Problem Solving**
 - When a key machine malfunctioned on the production floor, he quickly identified the issue and reconfigured the workflow to minimize downtime.
- **Team Work**
 - During peak production hours, she collaborated with colleagues to redistribute tasks, ensuring all shifts met their output targets.
- **Communication**
 - He held a brief, clear meeting on the shop floor to update the team on new safety procedures

What is the importance of leadership behavior?

- Good leadership traits can help increase the overall productivity of the organization while maintaining consistency in work.
- Successful leaders learn and adopt specific behaviors rather than have certain innate traits
- Strong leadership behaviors make someone an effective leader.
- Relationship-oriented leaders are focused on supporting, motivating and developing the people on their teams and the relationships within.
 - This style of leadership encourages
 - Good teamwork
 - Collaboration
 - Good communication.

Leadership Qualities

Integrity

Result
Orientation

Problem Solving

Communication

Initiative

Teamwork

Innovative

Analytical
Thinking

Influencer

Inspires

Accountability

Empathy

Vision

Accountability

Self awareness

Courage

Decision
Making

Integrity

- **Definition**

- Integrity is the quality of being honest, ethical, and consistent in actions, decisions, and communication.

- **Core Trait**

- Truthfulness, transparency, fairness, and adherence to moral and professional values.

- **Workplace Example**

- Reporting accurate findings without altering them to please others or meet expectations.

Why is Integrity of the Assessor Important in Behavioral Assessment

Ensures Fairness

- Prevents bias or favoritism, ensuring all candidates are evaluated objectively.
- Example: Treating every employee equally, regardless of rank or personal relationships.

Builds Trust

- Establishes credibility with candidates and stakeholders in the assessment process.
- Example: Candidates trust that feedback is accurate and constructive.

Promotes Accurate Decision-Making

- Integrity ensures decisions are based on authentic data and behaviors, not external pressures or personal opinions.
- Example: Selecting a team lead based on genuine leadership

Avoids Manipulation

- Guards against altering results to meet preconceived outcomes or align with organizational politics.
- Example: Reporting an employee's true weaknesses even if it might delay their

Supports Ethical Standards

- Upholds professional values and ethical practices in assessments.
- Example: Maintaining confidentiality about candidates' performance results

Encourages Constructive Feedback

- Honest feedback drives improvement and development for individuals and teams.
- Example: Providing actionable insights rather than superficial praise

Prevents Legal and Ethical Issues

- Avoids disputes or accusations of unfair practices that can arise from dishonesty or bias.
- Example: Documenting the assessment process transparently to avoid

How to Foster Integrity in Behavioral Assessments

Clear Guidelines

- Follow structured processes and established criteria.

Training

- Equip assessors with skills to recognize and avoid **ethical dilemmas**.

Self-Reflection

- Encourage assessors to evaluate their own biases and actions.

Accountability

- Implement checks and balances to review assessment outcomes.

Avoid Ethical Dilemmas

Understand Ethical Principles

- Familiarize yourself with organizational policies, codes of conduct, and industry standards.
- **Example** Knowing rules about confidentiality ensures sensitive employee information is protected.

Follow Established Procedures

- Adhere to clearly defined processes for assessments, decision-making, and communication.
- **Example** Using standardized evaluation criteria during performance reviews avoids favoritism.

Maintain Transparency

- Be open about processes, decisions, and the rationale behind them.
- **Example** Explaining how performance data is collected and used to assess employees.

Separate Personal Bias

- Reflect on and minimize unconscious biases that might affect judgments.
- **Example** Avoid making assumptions about an employee's capabilities based on past experiences.

Consult Guidelines or Experts

- Refer to organizational policies or seek advice from HR or ethics committees when unsure.
- **Example** Consulting HR when faced with a conflict between organizational goals and personal values.

Ensure Accountability

- Maintain records and documentation of processes and decisions to ensure accountability.
- **Example** Documenting behavioral assessment scores and feedback to justify promotions or changes.

Respect Confidentiality

- Protect sensitive information and only share it with authorized individuals.
- **Example** Keeping assessment results private and not disclosing them in casual conversations.

Encourage Open Dialogue

- Foster an environment where ethical concerns can be raised without fear of retaliation.
- **Example** Allowing assessors or participants to flag concerns about potential biases.

Seek Continuous Training

- Regularly update skills in ethical decision-making and conflict resolution.
- **Example** Training on avoiding conflicts of interest ensures assessors handle tricky situations professionally.

Avoid Conflicts of Interest

- Excuse yourself from decision-making where personal relationships or interests could influence outcomes.
- **Example** Declining to assess a candidate with whom you have a close personal relationship.

Stick to Facts and Data

- Base assessments and decisions on objective data rather than personal opinions or hearsay.
- **Example** Relying on documented performance metrics rather than informal feedback.

Act in Good Faith

- Always prioritize fairness and the well-being of all parties involved.
- **Example** Giving honest feedback to an employee even if it's uncomfortable to deliver.

Integrity : Questions

- 1 Describe a time when you observed a safety or quality violation on the shop floor, How did you handle it?
- 2 Tell me about a situation where you had to ensure compliance with Coca-Cola's operational standards, even when it was challenging to enforce
- 3 Share an instance where you had to address a discrepancy in inventory or production records
- 4 Have you ever faced pressure to overlook a quality issue to meet production deadlines? How did you respond?
- 5 Tell me about a time when you noticed a co-worker not following protocol
- 6 Share an example where you had to report or correct an ethical issue in logistics or supply chain operations
- 7 Have you ever taken responsibility for a quality issue caused by your team? How did you handle it?
- 8 Describe a time when you had to ensure transparency in production or delivery reporting
- 9 Share an instance where you defended an ethical decision against opposition from peers or supervisors
- 10 Tell me about a situation where you had to uphold Coca-Cola's values in a challenging or ambiguous scenario

What is Result Orientati on?

Definition

- The ability to focus on outcomes and take proactive steps to achieve goals efficiently and effectively.

Key Traits

- Setting clear objectives.
- Measuring success through tangible results.
- Taking ownership and accountability for outcomes.

Why is Result Orientat ion Importan t?

Benefits to Individuals

- Enhances personal growth and recognition.
- Builds confidence in achieving targets.

Benefits to the Organization

- Improves team productivity and operational efficiency.
- Aligns individual goals with organizational objectives.

Characteristics of Result-Oriented Employees



Set SMART Goals (**S**pecific, **M**easurable, **A**chievable, **R**elevant, **T**ime-bound).



Prioritize tasks to focus on high-impact activities.



Continuously monitor progress and adjust plans.



Display resilience in overcoming challenges.



Demonstrate accountability for both successes and failures.

SMART GOALS

Production Supervisor

- **Specific:** Reduce downtime on the conveyor line.
- **Measurable:** Achieve a 20% reduction in unplanned downtime.
- **Achievable:** Implement a new maintenance schedule and train staff on equipment handling.
- **Relevant:** Downtime reduction directly impacts production efficiency.
- **Time-Bound:** Complete the goal within the next 3 months.

For a Logistics Manager

- **Specific:** Improve on-time delivery rates for outbound shipments.
- **Measurable:** Increase on-time delivery from 85% to 95%.
- **Achievable:** Introduce real-time tracking and optimize route planning.
- **Relevant:** Enhancing delivery performance aligns with customer satisfaction objectives.
- **Time-Bound:** Achieve this goal within the next 6 months.

Examples of Result Orientati on on the Floor

Meeting Deadlines

- Ensuring production targets are achieved on time.

Problem- Solving

- Quickly addressing bottlenecks in workflow to prevent delays.

Quality Improvement

- Identifying ways to reduce errors and wastage.

Team Coordination

- Collaborating effectively to achieve shared goals.

Steps to Develop Result Orientat ion



Set Clear Objectives

Break down goals into smaller, actionable steps.

Example: Daily targets for product output and quality checks.



Focus on Priorities

Identify tasks that have the highest impact on results.

Example: Ensuring critical machinery is operational at peak hours.



Track Progress

Use KPIs to measure success regularly.

Example: Monitoring defect rates or delivery times.



Adapt to Change

Stay flexible and adjust plans when needed.

Example: Reallocating resources during peak demand.



Take Ownership

Accept accountability for both positive and negative outcomes.

Example: Addressing team underperformance and proposing solutions.

Barriers to Result Orientat ion



Tools and Techniques to Support Result Orientation

Goal-Setting Frameworks

- Use SMART goals or OKRs (Objectives and Key Results).

Monitoring Tools

- Use dashboards to track KPIs and progress.

Feedback Mechanisms

- Regular check-ins and performance reviews.

Time Management Techniques

- Use Time charts, Matrix, Pareto for time management and Prioritizing

Result- Oriented Culture

For Managers

- Provide clear expectations and align team goals with organizational objectives.
- Recognize and reward results to motivate employees.

For Employees

- Foster a mindset of ownership and accountability.
- Focus on continuous improvement and learning.

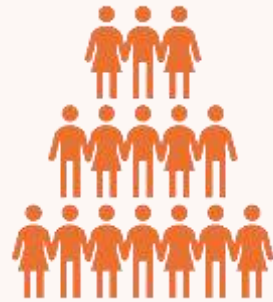
Teamwork and Collaboration: Building Effective Teams for Manufacturing Excellence

- **Why Teamwork and Collaboration Matter?**

- Essential for efficient manufacturing and achieving production targets.
- Promotes harmony and innovation on the shop floor.
- Strengthens cross-functional relationships and operational efficiency.



Teamwork and Collaboration : Definition



Teamwork

Involves a group of individuals working together to achieve a **shared goal or objective**.

Each member has a **defined role and responsibility** within the team structure.



Collaboration

Involves individuals or groups working jointly, **often across different teams** or disciplines, to achieve a shared outcome.

Focuses on pooling diverse expertise, ideas, and resources **without strict role definitions**.

Key Components

Teamwork

- Clear roles and responsibilities.
- Mutual accountability.
- Commitment to shared goals.

Collaboration

- Open communication channels.
- Trust and reliability.
- Respect for diverse perspectives.

Tools and Techniques

Performance
dashboards.

Daily
briefings to
set team
priorities.

Shared
digital
platforms
(e.g., task
tracking
tools).

Collaboration
boards for
shift
handovers
and updates.

Building a Collaborative and Team-Oriented Culture

1

Encourage Mutual Respect

- Recognize and value all contributions.

2

Promote Knowledge Sharing

- Foster an open environment for sharing best practices.

3

Provide Training

- Equip employees with tools and techniques for effective teamwork and collaboration.

4

Reward Success

- Celebrate collaborative achievements.

Teamwork and Collaboration in Action

Scenario 1

A team jointly resolves a bottleneck in the production process.

Scenario 2

Maintenance and operations staff collaborate to fix a machine breakdown.

Scenario 3

A safety officer works with floor managers to implement new protocols effectively.

Teamwork & Collaboration

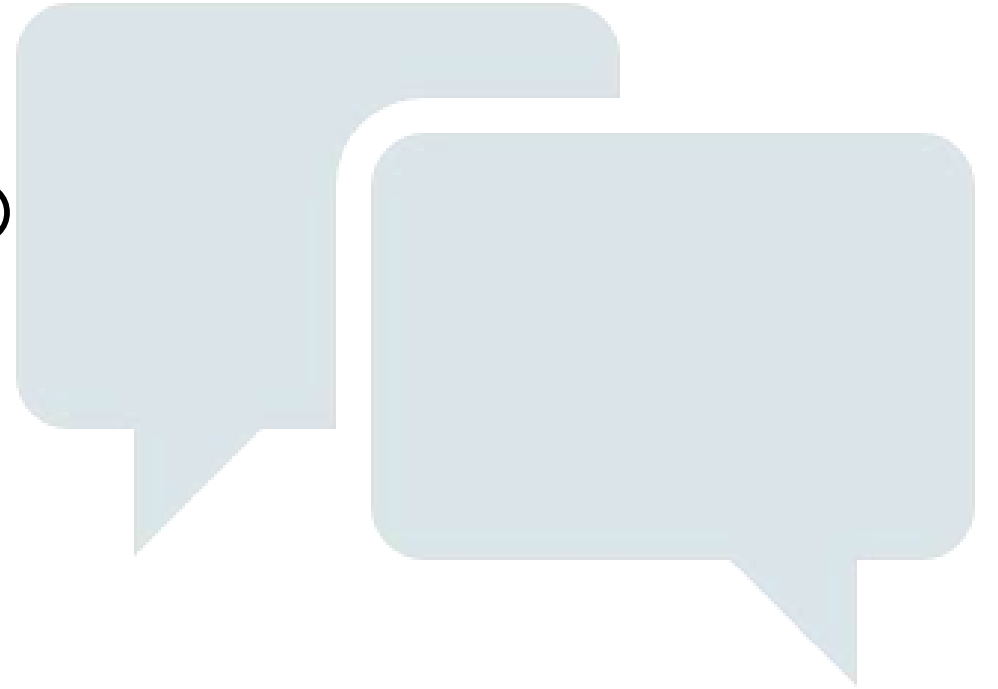
Questions

- 1 Share an example where you collaborated with logistics and production teams to resolve a shipment delay
- 2 Tell me about a time when your team worked together to address a sudden spike in production demand
- 3 Describe a situation where you supported a colleague struggling to meet their production targets
- 4 Share an example where you contributed to a cross-departmental project, such as integrating a new conveyor system
- 5 Tell me about a time when you had to adapt to a new team dynamic to meet operational goals
- 6 Share an instance where you collaborated with quality control to address a production issue
- 7 Describe a situation where you worked with your team to maintain morale during a challenging production cycle
- 8 Tell me about a time when you had to share resources or manpower across teams to meet deadlines
- 9 Share an example where you helped align conflicting priorities between logistics and production
- 10 Describe a situation where teamwork enabled you to implement a safety improvement on the shop floor



Communication

Feedback



What is Communication?

(The ability to convey ideas and information clearly and effectively to build trust and inspire a team)

Active listening

Listening to understand the message, rather than just focusing on speaking

Building trust

Being transparent and honest to create a foundation of trust

Conflict resolution

Using communication to identify and resolve issues before they escalate

Nonverbal communication

Using facial expressions and gestures to match verbal communication

Storytelling

Using stories to illustrate points, inspire, and connect with the audience

Adaptability

Identifying different communication styles to find common ground with others

Clarity and conciseness

Expressing ideas clearly and concisely, avoiding jargon and technical terms

Collaboration

Encouraging team members to feel engaged and valued

Feedback

Ability to communicate observations for improvement

Feedback

- Feedback is the process of providing information to someone about their
 - Actions
 - Performance,
 - Behaviour
- To reinforce **positive aspects** or **improve areas of concern**.



Why is Feedback Important?



Promotes growth by identifying strengths and areas for improvement.



Enhances communication and builds trust within teams.



Encourages motivation and engagement by showing that efforts are acknowledged.



Helps align individual performance with organizational goals.

Why Should Every Leader Learn to Give Feedback?

Improves Team Performance

Helps employees understand expectations and improve.

Builds a Healthy Work Environment

Encourages open communication and mutual respect.

Boosts Employee Confidence

Constructive feedback reinforces good practices and boosts morale.

Enhances Leadership Skills

Giving effective feedback is a critical skill for managing and leading teams.

Examples of Feedback

Positive Feedback

"Your attention to detail in the project was excellent and ensured a smooth delivery. Keep it up!"

Constructive Feedback

"Your report was thorough, but providing a summary at the start could make it easier to understand for others."

Negative Feedback (Improved with Constructive Tone)

"I noticed delays in your recent task. Let's discuss how we can better prioritize to meet deadlines in the future."

Positive Feedback

When to Give

- When an employee or team member has **performed exceptionally well or exceeded expectations.**
- To **reinforce good behavior, skills, or attitudes.**
- To **build morale and motivation.**

Examples

- Praising an employee for delivering a project ahead of schedule.
- Recognizing creative problem-solving during a challenging task.

Constructive Feedback

When to Give

- When improvement is needed in specific areas **without demeaning the individual.**
- When guiding employees **to enhance skills, overcome challenges, or correct minor mistakes.**
- During regular reviews or coaching sessions.

Examples

- Advising someone to improve time management after missing deadlines.
- Suggesting a better approach to handle client complaints more effectively.

Negative Feedback

When to Give

- When there is a **serious issue that requires immediate correction**.
- If **behavior or performance impacts the team, company goals, or customer satisfaction**.
- As a **last resort** after constructive feedback hasn't been effective.

Examples

- Addressing repeated lateness to meetings.
- Highlighting unprofessional behavior that affects the workplace environment.

Purpose

Positive feedback

Motivates

Constructive feedback

Develops

Negative feedback

Enforces accountability



Bias



What is Bias?

- A preconceived notion or inclination that affects judgment.
- Can be based on personal beliefs, stereotypes, or past experiences.
- **Example in the Workplace:**
 - Assuming that an older employee cannot adapt to new technology.
 - Person with hearing or speaking challenges may not be efficient
 - Person who speaks English is more competent

What is Unconscious Bias?

- Automatic and unintentional prejudices or assumptions made without awareness.
- Rooted in societal norms, personal experiences, or cultural exposure.
- **Example in the Workplace**
 - Favoring a candidate because they share the same hobbies or background as the assessor.
 - Favouring person from own locality/school etc

Impact of Bias on Behavioral Assessment

Skews Evaluation

- Leads to inaccurate judgment of candidates' skills or behaviors.

Favoritism

- Certain individuals may be unfairly favored or disadvantaged.

Reduces Diversity

- Limits opportunities for diverse talents to thrive.

Inhibits Objectivity

- Can affect hiring, promotions, or feedback delivery.



How to Avoid Bias in Behavioral Assessments

Awareness Training

- Educate assessors on recognizing and mitigating biases.

Structured Assessment Methods

- Use standardized questions, rubrics, and rating scales.

Focus on Objective Data

- Evaluate based on specific behaviors and outcomes, not personality or assumptions.

Panel Assessments

- Include multiple assessors to balance perspectives and reduce individual bias.

Blind Reviews

- Remove identifying details (e.g., name, gender, ethnicity) where possible.

Feedback Audits

- Regularly review assessment results to identify and address patterns of bias.

The Dirty Dozen: 12 Common Biases in Behavioral Assessment

Affinity Bias

- **Definition:** Favoring individuals who are similar to you in background, interests, or beliefs.
- **Workplace Example:** Preferring to mentor a team member who shares the same hobbies or alma mater.

Confirmation Bias

- **Definition:** Seeking information that confirms pre-existing beliefs while ignoring contradictory evidence.
- **Workplace Example:** Assuming a quiet employee lacks leadership skills and focusing only on instances that reinforce this view.

Halo Effect

- **Definition:** Letting one positive trait influence overall judgment.
- **Workplace Example:** A high-performing employee is assumed to excel in all areas, even where they lack expertise.

Horns Effect

- **Definition:** Letting one negative trait overshadow overall judgment.
- **Workplace Example:** An employee's one-time missed deadline leads to an assumption of poor time management.

Recency Bias

- **Definition:** Giving undue weight to recent events or behaviors.
- **Workplace Example:** Praising an employee for their last project while ignoring consistent underperformance earlier.

Anchoring Bias

- **Definition:** Relying too heavily on the first piece of information received.
- **Workplace Example:** Judging an employee solely based on their first impression during onboarding.

The Dirty Dozen: 12 Common Biases in Behavioral Assessment

Attribution Bias

- **Definition:** Attributing successes to personal traits and failures to external factors (or vice versa).
- **Workplace Example:** Assuming a manager succeeded because of leadership skills but attributing a junior employee's success to luck.

Gender Bias

- **Definition:** Judging abilities or potential based on gender stereotypes.
- **Workplace Example:** Assuming women are less suited for leadership roles requiring assertiveness.

Cultural Bias

- **Definition:** Judging individuals based on cultural differences or norms.
- **Workplace Example:** Believing an employee from a reserved culture lacks enthusiasm.

Contrast Effect

- **Definition:** Comparing one individual to others rather than assessing them on their own merits.
- **Workplace Example:** Rating a good performer lower because they follow a star performer in evaluations.

Leniency Bias

- **Definition:** Giving overly favorable evaluations to avoid conflict or maintain harmony.
- **Workplace Example:** Consistently rating team members higher to avoid difficult conversations.

Status Quo Bias

- **Definition:** Favoring the current state of affairs and resisting change
- **Workplace Example:** Hesitating to promote someone who challenges established processes, even if their ideas are innovative.

The Four Functions of Behavior

Attention

Employees seek recognition or feedback from colleagues or supervisors.

E.g. Interrupting meetings, sending repeated emails, or highlighting achievements excessively.

Escape

Employees attempt to avoid tasks, responsibilities, or uncomfortable work situations.

E.g. Procrastination, skipping meetings, or delegating tasks unnecessarily.

Access to Tangibles

Employees display behaviors to gain access to resources, tools, or perks.

E.g. Complaining to get a better workspace or manipulating situations to receive promotions.

Sensory Stimulation

Employees engage in behaviors that fulfill internal needs for comfort or sensory experiences.

E.g. Fidgeting with objects, tapping feet, or frequently adjusting their workspace setup.

Behavioural Theory

A behavior exhibited in one circumstance will be exhibited in other circumstances as well.

The more recent the past behavior, the more likely it is to be repeated.

The more often the behavior was demonstrated over time, the higher the probability it will be repeated in the future.

Models of Behavioral Assessment

SORC

- It provides a holistic approach to understanding behaviors by considering internal factors (Organism) in addition to external triggers (Stimulus).
- Commonly used in therapy and behavior modification to identify underlying causes of behavior.

ABC Model

- **A: Antecedent:** The event or situation that triggers a behavior.
- **B: Behavior:** The observable action or response.
- **C: Consequence:** The result or outcome of the behavior, which influences whether the behavior will be repeated.
- **Purpose of ABC**
 - Focuses on external factors affecting behavior (stimulus and consequences).
 - Widely used in workplace settings and behavior analysis because of its simplicity and direct application to managing or changing behaviors.

The **SORC** model

S : Stimulus (Antecedent)

- Refers to the events, situations, or environmental triggers that occur immediately before the behaviour.
- These stimuli set the stage for the behaviour to happen.

O: Organism (Individual Variables)

- Involves individual characteristics that influence how a person responds to the stimulus.
- These may include cognitive, emotional, physiological, and personality factors that make the behaviour more or less likely.

R: Response (Behaviour)

- Refers to the actual behaviour or response exhibited by the individual.
- This can be a specific action, thought, or emotional reaction.

C: Consequence

- Refers to the events or outcomes that follow the behaviour, which can either reinforce or discourage the behaviour.
- Consequences play a significant role in maintaining or extinguishing the behaviour.

Scenario: Employee Handling a Faulty Machine on the Shop Floor



S: Stimulus (Antecedent)

- The machine on the production line starts malfunctioning, causing a delay in the manufacturing process.
- This unexpected event triggers the need for immediate attention.

O: Organism (Individual Variables)

- The employee has prior training in troubleshooting, remains calm under pressure (emotional characteristic), and has high attention to detail (cognitive trait).
- These individual variables influence their ability to approach the problem effectively.

R: Response (Behavior)

- The employee decides to stop the machine, assess the issue, and perform a quick fix based on their training.
- This is the observable behavior in response to the stimulus.

C: Consequence

- The machine resumes functioning after the fix, minimizing downtime and ensuring production continues smoothly.
- The employee receives positive feedback from their supervisor, reinforcing this proactive behavior for future situations

Scenario: Employee Avoiding a Quality Control Check



S: Stimulus (Antecedent)

- The supervisor announces a surprise quality control check on the production floor.
- This announcement triggers anxiety for the employee who is aware of a possible defect in the product.

O: Organism (Individual Variables)

- The employee lacks confidence in handling quality checks (emotional characteristic), has limited knowledge of quality standards (cognitive factor), and tends to avoid accountability (personality trait).
- These factors make the employee more likely to respond poorly to the situation.

R: Response (Behavior)

- Instead of addressing the issue, the employee avoids the quality check by leaving their workstation and passing responsibility to a colleague.
- This behavior reflects avoidance and lack of ownership.

C: Consequence

- The defect goes unnoticed, leading to customer complaints and reputational damage to the company.
- The supervisor confronts the employee, leading to disciplinary action, which reinforces that avoidance is not acceptable behavior.

ABC Model

A =
Antecedent –
similar to
“situation”

B = Behavior
– similar to
“response”

C =
Consequence
– outcome

ABC Model

A: Antecedent (Trigger)

Refers to the events, situations, or conditions that occur immediately before a behavior.

Acts as a trigger for the behavior.

Examples:

- A manager announces a deadline (antecedent), leading to an employee's increased productivity.
- A disagreement in a meeting triggers defensive behavior.

B: Behavior

Refers to the actual action, thought, or emotional response that occurs in reaction to the antecedent.

Observable and measurable in most cases.

Examples:

- Positive behavior: Completing a task early after the announcement of a reward.
- Negative behavior: Avoiding work after receiving unclear instructions.

C: Consequence

Refers to the result or outcome of the behavior.

Consequences can be positive or negative and influence whether the behavior will occur again.

•Types of Consequences:

- **Reinforcement (Positive/Negative):** Increases the likelihood of the behavior repeating.
 - Positive Reinforcement: Praise or rewards after a successful project.
 - Negative Reinforcement: Removing unpleasant tasks after good performance.
- **Punishment (Positive/Negative):** Decreases the likelihood of the behavior repeating.
 - Positive Punishment: Criticism for missing a deadline.
 - Negative Punishment: Loss of privileges for poor behavior.

Why Use the ABC Model?

Behavior Analysis

- Identifies what triggers behaviors and how they can be influenced by consequences.

Behavior Modification

- Enables the creation of strategies to reinforce positive behaviors and reduce negative ones.

Practical Application

- Easy to implement in workplace settings to improve performance, resolve conflicts, and create a better work environment.

Feedback Framework

- Helps managers provide targeted feedback based on observed behaviors.

Diff between SORC and ABC + .

Aspect	ABC Model	SORC Model
Focus	Observable external events (Antecedents and Consequences).	Internal and external factors (including Organism variables like emotions and cognition).
Complexity	Simple and easy to apply.	More complex, requiring detailed analysis of internal variables.
Suitability	Best for workplace settings with a focus on measurable and observable behaviors.	More suited for clinical or therapeutic environments.
Actionability	Directly identifies triggers and outcomes for quick behavior modification.	Requires exploring deeper individual factors, making it less practical for quick interventions.
Time Requirement	Quick and efficient for fast-paced environments.	Time-intensive and requires specialized expertise.
Key Application	Behavior modification, performance improvement, and productivity in teams.	Understanding internal states and complex behaviors in therapeutic settings.
Example	Antecedent: Unclear instructions → Behavior: Incorrect task completion → Consequence: Delayed project.	Stimulus: Unclear instructions → Organism: Employee anxiety → Response: Incorrect task completion → Consequence: Delayed project

An illustration depicting a behavioral event interview. In the foreground, three stylized human figures in business attire are seated in a circle, each holding a clipboard and pen, engaged in conversation. The background features two large, stylized human profiles facing each other. The left profile is rendered in a wood-grain texture and includes a gear icon. The right profile is in a blue, wavy texture and includes a female symbol icon. Various other icons are scattered around, including a medical cross, a gear, a bar chart, and a plant. The overall color palette is muted, with browns, blues, and greys.

Behavior Event Interview

BEI

EVENT

??

The term "Event" in Behavioral Event Interview (BEI) refers to a **specific, real-life situation or incident** that the interviewee has experienced and can describe in detail.

These "events" serve as tangible examples of how the individual behaved in a particular context, providing insight into their competencies, decision-making abilities, problem-solving skills etc

Predictive Accuracy
Clarity and Specificity
Consistency

BEI and Purpose



BEI

A structured interview technique focusing on past behaviours to predict future performance.

Based on the belief that past behaviour is the best predictor of future behaviour.



Purpose

To gather evidence-based data about a candidate's competencies, problem-solving abilities, and decision-making skills.

To assess role-relevant behavioural traits such as Decision making , Problem solving, teamwork, leadership, or adaptability.

Why behavioural Interviewing ?



Improves your chances of selecting the right candidate up to 5 times over the traditional process.



Accurate, cost-effective, and defensible.



Has a validity (predictive ability) rate of 70%.



Reduces bias.

Why Not Traditional Interviewing ?

Candidates are vetted against each other instead of the job.

Determining that a candidate has the skills/knowledge doesn't mean they can/will use them.

Has only 19% validity.

Behavioural Interviewing

Asks **probing** questions about specific critical incidents in the candidate's past that demonstrate behaviors necessary for job success.

Focuses on job, not personality.

Key Principles of BEI

Focus on Real Events

- BEI asks participants to describe specific past experiences rather than hypothetical scenarios.
- Example: "Tell me about a time when you faced a difficult deadline and how you managed it."

Competency-Based Approach

- The questions are designed to evaluate specific competencies aligned with the job description (e.g., teamwork, problem-solving).

Structured Framework

- Uses a consistent methodology for asking questions, analysing responses, and evaluating performance.

The BEI Framework : STAR Method



Situation: Ask about the context or background of the event.



Task: Understand the specific role or responsibility of the participant.



Action: Focus on what the participant did to address the task or problem.



Result: Identify the outcome of their actions and any lessons learned.



Suggested Question

- **Situation** : "Can you describe a time when absenteeism among factory workers became a significant issue and was affecting productivity on the shop floor?"
- **Task**: "What was your specific role and responsibility in addressing the absenteeism challenge?"
- **Action**: "What steps did you take to identify the root causes of absenteeism, and how did you address them? For example, did you conduct employee surveys, speak with team leaders, or implement new policies?"
- **Result**: "What was the outcome of your efforts? Did absenteeism rates decrease? What lessons did you learn from the experience, and how have they influenced your approach to similar issues in the future?"

Helps the Factory HR Manager articulate the context, their role, actions taken, and the effectiveness of their solution

Glossary of Behaviours

- Administrative skill
- **Analytical skill**
- Business acumen
- Coaching
- **Communication**
- Creativity
- Customer service
- **Decision making**
- Delegation
- **Initiative**
- **Integrity**
- Interpersonal skills
- **Leadership**
- Listening skills
- Negotiation skills
- People development
- **Problem solving**
- Process improvement
- Quality orientation
- **Resourceful**
- Risk taking
- Strategic thinking
- **Speed In Exec**
- **Teamwork**
- Technical skills
- Time management



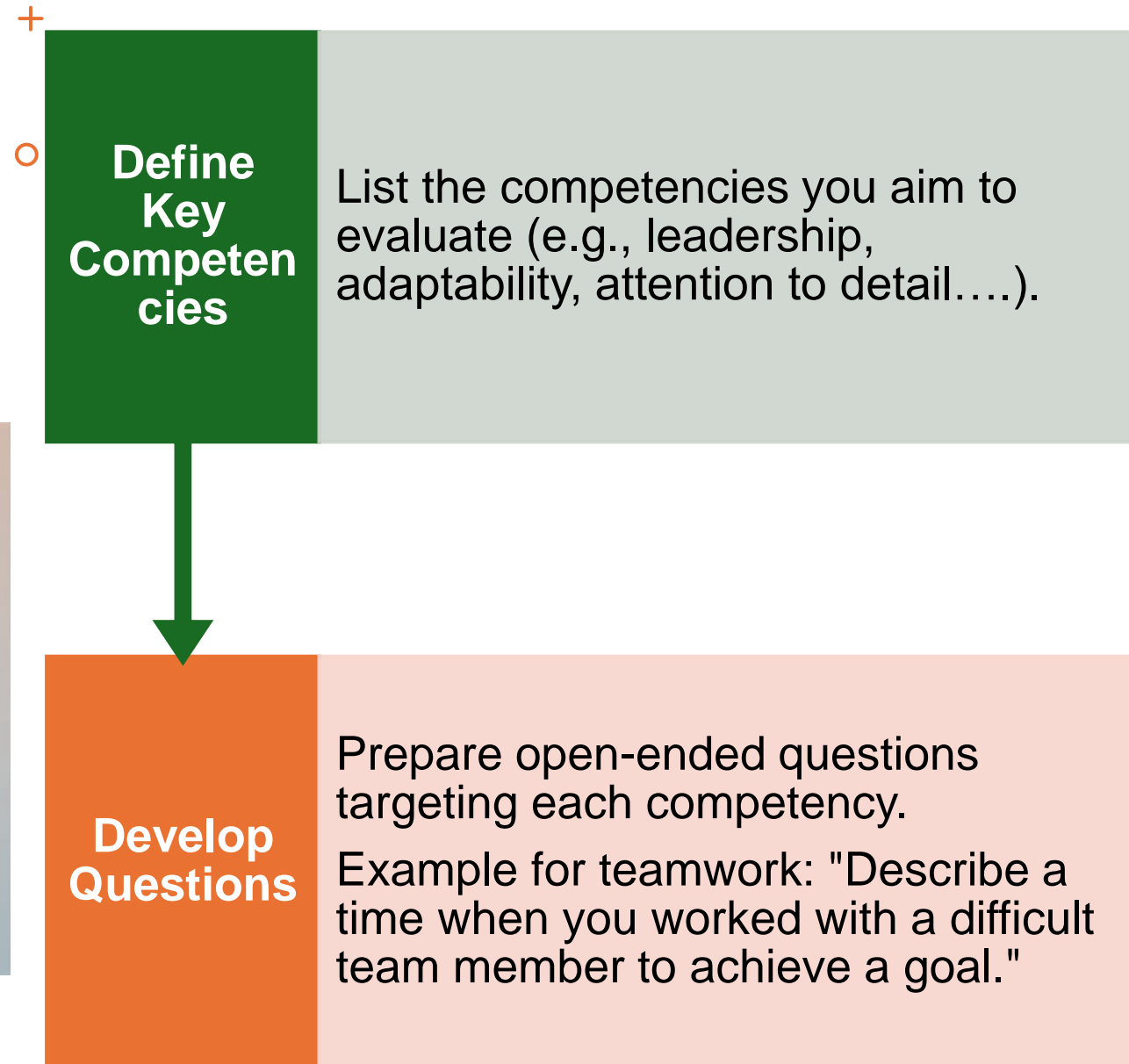
- Competency-Based Interview
- Philosophy: Past behavior predicts future behavior
- Gather factual information about actual behavior

Physical Conduct of a BEI

- - Who are you
- - How do you do what you do
- Uncovers what people really do (or don't do)



Step 1: Prepare for the Interview





Prep Work

- Receiving of the list
- Checking for conflict of interest
- Checking job description
- Taking clarification on JD
- Liaison with co panellist
 - Interview Format
 - Preparing Set of questions Individually
- Preparing scoring sheets
 - Practice scoring with mock between co panellist
- Obtain special instructions, if any, from HR

Step 2: During the Interview

- **Set the Tone**
 - Begin with a friendly introduction to build rapport and explain the interview format.
 - Example: "This interview focuses on your past experiences to understand how you handle work situations."
- **Ask Open-Ended Questions**
 - Ensure the questions allow for detailed responses.
 - Avoid leading or yes/no questions.
- **Probe for Specifics**
 - Use follow-up questions to clarify vague responses.
 - Example: "What actions did you take when faced with this challenge?"
- **Take Notes**
 - Record key details about the Situation, Task





Lets Practice Open Ended Questions

- **Characteristics of Open-Ended Questions**
 - **Require Elaboration:** They invite detailed responses rather than limiting the answer to a single word or a simple affirmation/denial.
 - **Encourage Exploration:** They allow the respondent to provide context, share opinions, and explain reasoning.
 - **Typically Begin with "How," "What," "Why," or "Tell me about":** For example, "How did you approach that challenge?" or "What are your thoughts on...?"

Open Ended and Leading Question s

- **Open-Ended Questions (Encourage detailed responses)**

- **Production**

- *"What steps do you typically take to troubleshoot a recurring issue on the conveyor line?"*

- **Quality Control**

- *"Can you describe a time when you identified a quality issue and how you resolved it?"*

- **Logistics**

- *"How do you prioritize shipments when multiple orders are delayed?"*

- **Leading Questions (Guide the respondent toward a specific answer)**

- **Production**

- *"Don't you think regular equipment maintenance would prevent most conveyor line issues?"*

- **Quality Control**

- *"Wouldn't implementing stricter quality checks help us avoid defects?"*

- **Logistics**

- *"Wouldn't optimizing the delivery routes improve on-time shipment rates?"*

Step 3: Analyse and Evaluate Responses



Match Responses to Competencies

Evaluate whether the participant demonstrated the desired traits or skills



Assess Depth and Consistency

Look for concrete examples, logical actions, and relevant outcomes.



Score Each Competency

Use a scoring rubric (e.g. 1–5 scale) to rate the quality of responses for each competency.

Scenario 1: Analyzing for Problem-Solving

- **Question Asked**
"Describe a time when you encountered a major issue on the production line. What steps did you take to resolve it?"
- **Candidate's Response**
"One of the machines broke down during peak production hours. I coordinated with the maintenance team to prioritize repairs and redirected other resources to ensure minimal downtime."
- **Analysis**
 - **Strengths:** Clear decision-making, resource reallocation, and proactive approach.
 - **Gaps:** Did not specify how much downtime was saved or any long-term preventative actions.
- **Evaluation:**-Strong response with room for improvement in quantifying the results and preventive measures.





Scenario 2: Analyzing for Team Collaboration

Question Asked

"Tell me about a time when you worked with a team to meet a challenging goal."

• Candidate's Response

"We had to meet an urgent delivery deadline. I facilitated team discussions to divide responsibilities and followed up regularly to ensure progress."


• Analysis

- **Strengths:** Highlights initiative in team leadership and monitoring progress.
 - **Gaps:** Lacks details on how challenges were overcome or how they motivated the team during stressful times.
- **Evaluation:-** Good collaborative example but could be stronger with concrete challenges and resolution methods.

Scenario 3: Analyzing for Risk-Taking

- **Question Asked:**
"Can you share an example of when you took a calculated risk to improve a process?"
- **Candidate's Response:**
"I suggested reducing conveyor speed slightly during packaging, which reduced errors significantly. While it slowed production initially, it increased efficiency in the long run."
- **Analysis:**
 - **Strengths:** Demonstrates analytical thinking and willingness to experiment with processes.
 - **Gaps:** Could provide data to support how efficiency improved long-term.
- **Evaluation:** A calculated risk with clear reasoning, though the impact should be better quantified.

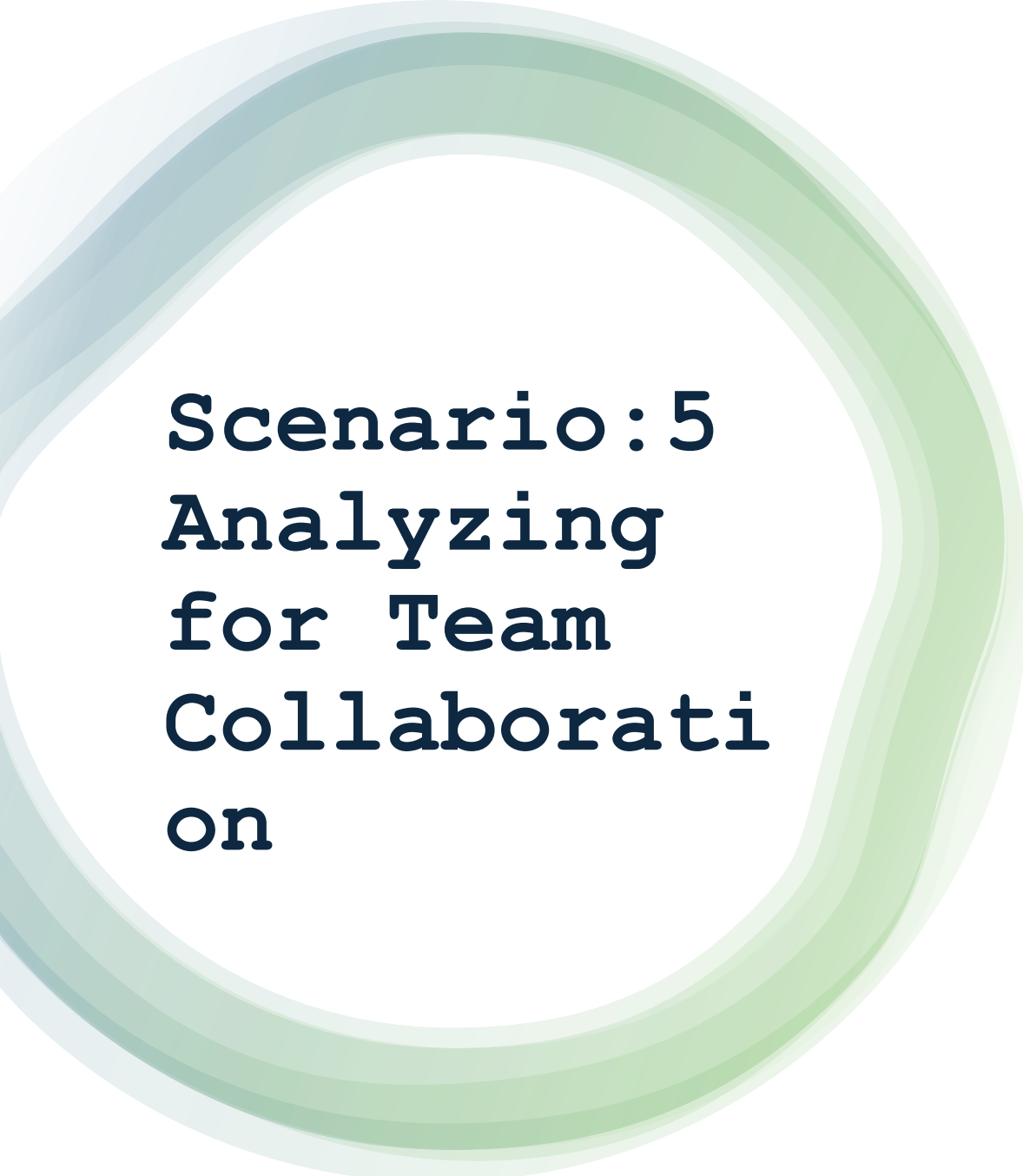




Scenario: 4

Analyzing for Communication

- **Question Asked**
"Can you share a situation where clear communication helped you resolve a conflict?"
- **Candidate's Response:**
"I usually avoid conflicts. If there's an issue, I don't get involved. I think it's better to let others sort it out on their own."
- **Analysis:**
 - **Red Flags:**
 - Avoidance behavior: Reflects a reluctance to address issues directly.
 - Missed opportunity to show leadership: Avoiding conflict may lead to unresolved problems and negatively impact team dynamics.
 - Lack of communication skills: Indicates an inability or unwillingness to mediate or resolve conflicts effectively.
 - **Evaluation:**
 - This response signals a potential weakness in leadership and communication, which are critical for resolving workplace challenges.



Scenario: 5

Analyzing for Team Collaborati on

- **Question Asked**
"Tell me about a time you worked with a team to achieve a goal under tight deadlines."
- **Candidate's Response**
"When we had a delivery deadline, I felt my team wasn't working hard enough, so I completed most of the tasks on my own. It was frustrating because I had to stay late while others left on time."
- **Analysis**
 - **Red Flags:**
 - Poor teamwork: The candidate chose to work alone rather than delegating or motivating the team.
 - Lack of collaboration: No evidence of efforts to engage or align the team.
 - Negative attitude: Blames teammates instead of addressing the issue constructively.
 - **Evaluation:**
 - The response highlights a lack of collaborative skills and the inability to build team cohesion, which are essential for managerial roles.

Suggested Positive Answer

- *During a peak production season at my previous factory, we had to meet an urgent delivery schedule for a major client. The timeline was incredibly tight, and delays were not an option.*
- *As part of the team, I collaborated with colleagues to streamline our assembly line operations. I suggested reallocating tasks based on individual strengths and facilitated quick stand-up meetings to ensure everyone was aligned on priorities. Despite encountering a minor machine breakdown, we resolved it promptly by troubleshooting as a team and reallocating resources temporarily.*
- *By working cohesively and maintaining clear communication, we successfully completed the order 12 hours ahead of the deadline, which was appreciated by both the client and management."*

This response demonstrates teamwork, problem-solving, and clear communication under pressure.

Common Pitfalls to Avoid



Vague Responses

Encourage participants to provide specific examples rather than general statements.

Probe further: "Can you give me more details about what you did in that situation?"



Bias in Evaluation

Use a structured rubric to ensure fair and consistent scoring.



Leading Questions

Avoid influencing the participant's response with suggestive phrasing.

Scoring and Feedback

Scoring Rubric

- Example: Rate responses on a 1–5 scale based on criteria such as relevance, clarity, and demonstration of the competency.

Feedback Delivery

- Highlight strengths and suggest areas for improvement.
- Example: "You demonstrated strong initiative in resolving the issue, but focusing on team input could enhance your approach."

Some Tips and Question Techniques

Interview

Select

Select only candidates whom you've already determined have the right skills, education, and experience (or almost!).

Make

Make arrangements to be undisturbed.

Put

Put the candidate at ease.

Ask

Ask all candidates all of the same questions as in context

Take

Take notes.

Probe

Probe all responses until you can see the critical incident play out like a movie in your mind.

Be

Be comfortable with silence, patiently awaiting and encouraging responses.

Examples of traditional, behavioral, and hypothetical interview questions



Traditional Questions

Tell me about yourself.
Why did you leave your last company? Did you get fired?
What have you been doing since you left the company 8 months ago?
Where do you see your career in 5 years? How about 20 years?
What's your biggest weakness?
Why should we hire you?



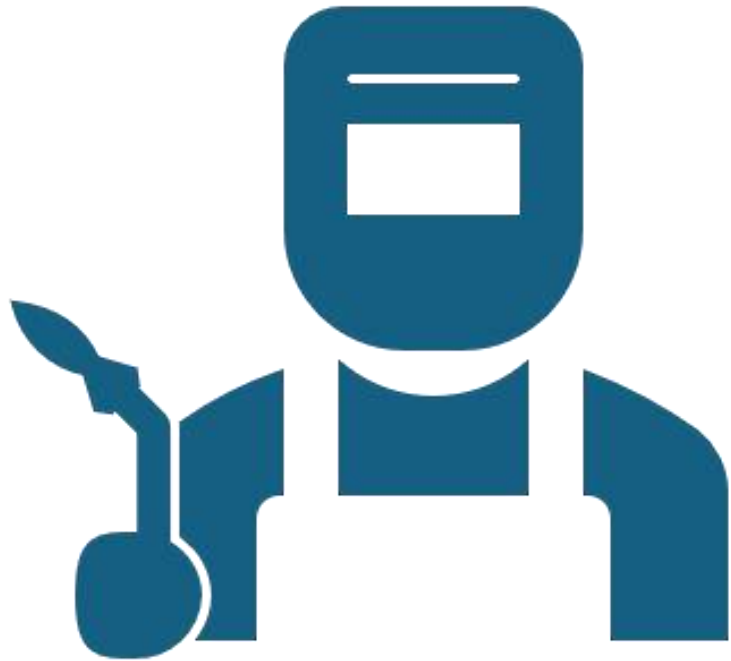
Behavioral Questions

Tell me a time when you had to meet an aggressive deadline.
Tell me a time when you disagreed with a co-worker.
Tell me a time when you solved a difficult problem.
Tell me a time when you had to complete a task with limited guidance.
Tell me a time when you made a mistake.



Hypothetical Questions

What would you do if you had an upcoming deadline, you feel is too aggressive?
What would you do if you disagreed with a co-worker?
What would you do if you had to complete a task with limited guidance?



How to create a
profile of behaviors
that allow a person
to be successful in
that job

Create a behavioural Profile

Create a profile of behaviours that allow a person to be successful in that job.

Ask top performers

How they learn new things.

How they detect and solve problems.

How they make decisions.

How they communicate.

What motivates them personally.

How they solve conflict.

How they organize their work.

Develop Questions

Develop questions that will elicit information about a candidate having exhibited those behaviors in the past.

Use open-ended questions:

- Tell me about a time when...
- Give me an example of...
- Describe for me...
- How did you handle a situation where...
- What did you do when...

Sample Questions— Decision Making

Describe

Describe an unpopular decision you had to make.

Tell

Tell me about a decision you came to regret, and why.

Give

Give me an example of a time when you had to make an important decision with limited facts.

Sample Questions— Problem Solving

Tell

Tell me about a time when you had to Analyse facts quickly, define key issues, and respond immediately.

Describe

Describe for me a situation where you may have missed an obvious solution to a problem.

Give

Give me an example of when you anticipated potential problems and developed preventive measures

Sample Questions—Resourceful

Tell

Tell me about a time when you had to handle a kind of project that you hadn't handled before.

Give

Give me an example of when you had to learn something new and produce results on your own.

Describe

Describe a problem, issue, or concern that you handled in a unique, creative way.



Probing

- Tell me about a time when you were under a great deal of pressure to deliver on time.
 - What did you do to get the work done on time?
 - What were the possible consequences you were concerned about?
 - What was the outcome?
 - If you were faced with a similar situation in the future, would you deal with it the same way or differently?
 - Why



Even More Probing

- Describe a time when you had to choose between product delivery and quality.
 - What were some of the obstacles you encountered?
 - How did you deal with those obstacles?
 - What was the final outcome?
 - What did you learn from the situation?
 - What feedback did you get from others?
 - What were the consequences?

What You May Not Ask

If it's not job related, don't ask!

- Race, color
- Religion, creed
- National origin, citizenship
- Sex, marital status, child care
- Name, age, birthplace
- Disability/handicap
- Photograph
- Criminal history
- Military service
- Language

Typical Evasion

Claims has either not had such an experience or can't think of an example

- Be patient, encouraging.

Refuses to link answer to a concrete time and instead gives a theoretical response (doesn't use past tense)

- Insist on a specific critical incident.

Makes role in group effort unclear (uses "we" instead of "I")

- Ask, "What was **your** involvement?"

Teamwork

- **Purpose of Questions:** These questions aim to assess a candidate's ability to collaborate effectively, contribute to team success, and handle challenges within group settings.
- **Interpretation of Questions:**
 - **"Tell me about your most successful team project, and the role you played in it."**
 - Evaluates how the candidate contributes to team success, defines roles, and showcases collaboration.
 - **"Give me an example of a project that did not go well and how you may have contributed to its problems."**
 - Gauges self-awareness and accountability when reflecting on failures.
 - **"Describe your most recent team experience."**
 - Offers insights into how they function in a team environment and their approach to collaboration.

How to Analyse Responses: Look for:

- Clear role definition within the team.
- Ability to resolve conflicts and contribute positively.
- Willingness to take responsibility for shortcomings.

Time Management

Interpretation of Questions

- **"Give me an example of when a project under your direction was late and how you dealt with the issue."**
 - Explores problem-solving skills under time pressure and their approach to rectifying delays.
- **"Describe your current projects and how you keep them scheduled for on-time delivery."**
 - Tests organizational skills and task prioritization.
- **"Tell me about a time when you had to balance competing priorities and did so successfully."**
 - Reflects adaptability and decision-making when faced with conflicting demands.

Purpose of Questions: Designed to evaluate how effectively candidates manage their workload, prioritize tasks, and meet deadlines.

How to Analyse Responses: Look for:

- Evidence of planning and task prioritization.
- Clear strategies to handle time-related challenges.
- Ability to balance multiple demands effectively.

Risk-Taking

Purpose of Questions: These questions aim to understand the candidate's willingness to take calculated risks and their ability to evaluate the potential impact of their decisions.

Interpretation of Questions:

- **"Describe a situation where you heard of a new technology and implemented it."**
 - Tests openness to innovation and the ability to champion new initiatives.
- **"How do you determine if a plan is worth the risk of rocking the boat?"**
 - Explores analytical thinking and decision-making under uncertain conditions.
- **"Give me an example of when you weighed the pros and cons of a risk and decided to take it, and why."**
 - Demonstrates critical thinking and rational decision-making.

How to Analyse

Responses: Look for:

- Logical evaluation of risks and benefits.
- Ability to innovate while minimizing potential downsides.
- Evidence of successful outcomes from calculated risks.

Technology Skills

Purpose of Questions: These questions evaluate a candidate's adaptability to new technologies and their ability to leverage tech for efficiency.

Interpretation of Questions:

- **"I see you have worked with X technology. Tell me about its features and benefits."**
 - Tests technical knowledge and practical application of specific tools.
- **"Give me examples of how you adopted X technology into your process or your organization."**
 - Focuses on implementation skills and how technology was integrated into workflows.
- **"How do you stay current in your field on new or evolving technologies?"**
 - Reflects continuous learning and adaptability.

How to Analyse Responses:

Look for:

- Depth of knowledge about the technology.
- Practical examples of technology-driven improvements.
- Commitment to staying updated with industry advancements.

Customer Service

Purpose of Questions: Aims to assess how candidates handle customer interactions and ensure positive experiences.

Interpretation of Questions:

- **"Tell me about a time when you had to go the extra mile to support an internal customer."**
 - Evaluates dedication to service excellence and proactive problem-solving.
- **"Describe a situation when you had to handle a customer complaint."**
 - Tests conflict resolution and communication skills.
- **"Give me an example of when you made a lasting, positive impression on a customer."**
 - Focuses on the ability to exceed expectations and build relationships.

How to Analyse Responses: Look for:

- Empathy and effective communication skills.
- Clear examples of resolving complaints or delighting customers.
- Ability to foster positive relationships through impactful actions.

Take Responsibility

Reassure

Reassure the candidate.

Restate

Restate the question using different words.

Stress

Stress that you're looking for a description of a specific situation.

Be

Be sympathetic but persistent and patient.

Other Interviewing Tips



Do far more listening (80%) than talking (20%).



Ask all the questions, but let the discussion unfold naturally.



Allow the candidate to ask questions **after** you have finished asking yours.



Close by telling them what are next steps

*Thank
you!*

*Your Trainer
Coach and
Friend*

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MD Oraculi & Dux
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