

KNOWLEDGE



BEANS

THIS MONTH

OD CONNOISSEURS' ORATE



Deepak Bhat elaborates on science of behavioural interviews.

OD ENTHUSIAST'S ORATE



Gayatri Joshi deliberates on how to conduct behavioural interviews.

OD FOLLOWER'S ORATE



Sayali Bagaitkar shares excerpts of recruitment marshals.

A PRODUCT FROM ATYAASAA

P5ENGAGE AGILE HR TOOLBOX

Learn how this self propelled engine enables organizations to empower it's teams.



www.atyaasaa.com



WRITE TO US

For information : info@atyaasaa.com
For contributing articles : atyaasaaeditor@atyaasaa.com
For suggestions : feedback@atyaasaa.com

OD CONNOISSEURS' ORATE | Brigadier Deepak Bhat

SCIENCE OF BEHAVIOURAL INTERVIEWS

Brigadier Deepak Bhat, alumni of the prestigious National Defense Academy, has had an active service of thirty five years in Indian Army. He has been a practicing Group Testing Officer (GTO) at the Services Selection Board (SSB) and has assessed over 1400 candidates for their trainability and suitability as officers in the Indian Army. He has been awarded The Chief of Army Staff Commendation Card in 2002 and Vishisht Seva Medal by the Honourable President of India in 2010. He has handled numerous Assessment Centres for various corporate houses. He is a level one Qualified Psychometric Tests User from British Psychological Society duly accredited by European Federation of Psychologists Association. He is a Trustee of "Paramheet", an organization for counselling, psychotherapy and mental health.



If you are a south paw, try writing your name with your right hand and vice versa. It will take time and effort though you will succeed. So it is as simple that you prefer to write with your master hand. Similarly, through our experiences in life we develop our preferences to act or do things in a particular manner. These are our preferred styles of working or behaving in various situations. Carl Jung, in 1920s theorized the type preferences of individuals and Elizabeth Myers and Catherine Briggs, the mother – daughter team did ... [next page ►►](#)



THE EDITOR'S MESSAGE

The theme for this month focuses on '**Science of Behavioural Interviews**'. Behavioural interviewing is a technique used by employers to learn about your past behaviour in specific scenarios. Past behaviour is an appropriate predictor of future behaviour. This eliminates speculation about how one would act in a hypothetical future situation. Behavioural interviewing technique is often used for talent acquisitions; however, here we discuss its various nuances.

The topic for next month is '**Creating Effective Performance Measures - Art and Science of KPA and KRA**'. The elementary objective of performance management is to encourage and enhance employee efficacy. It is a relentless process where managers and employees work together to plan, monitor and review an employee's work goals and once overall contribution to the organization. We shall discuss systems and processes organizations design to develop high performance teams and individuals.

If you share a passion for the topic, have a flair for writing and would like to share your views, you can send us a 300 word article with your brief profile along with your photograph in jpeg format to atyaasaaeditor@atyaasaa.com

◀ from previous page | **SCIENCE OF BEHAVIOURAL INTERVIEWS** - Brigadier Deepak Bhat

further work on it in the 50s. The dimensions are:

- 1. Extraversion - Introversion dimension.** At the end of the day, extroverts like to recharge themselves by interacting with others whereas introverts prefer to recharge by listening to music, read or involve in any hobby.
- 2. Sensing - Intuiting dimension.** This indicates the preferred way of gathering data. Some prefer depending on the senses and look for hard facts. Some go beyond the sensory data and look for hidden patterns and possibilities which may not be immediately obvious.
- 3. Thinking - Feeling dimension.** This indicates the preferred way of analyzing data received to arrive at decisions. Some go purely by logic, rationale and analysis. Some pay more attention to the emotional part of decision making.
- 4. Judging - Perceiving dimension.** This indicates the preferred way of arriving at and executing decisions. Some prefer a structured way and detailed planning and organizing. Some wait till the last moment to gather maximum information and decide to act in a flexible and unstructured manner.

The dynamic interplay of the above dimensions within an individual leads him/her to handle various situations in his/her most preferred way. Behavioural interviews look for specific information on past events and identify the most preferred behaviour pattern of an individual through the scientific technique of questioning pertaining to Situation, Action and Effect (SAE). **E**



OD ENTHUSIAST'S ORATE | Gayatri Joshi

HOW TO CONDUCT BEHAVIOURAL INTERVIEWS

Behaviour is a collage triggered by a person's thoughts, motives and perceptions. It is both implicit and explicit. Behavioural interview involves asking focussed questions about actions taken by person in the past, extensive probing on 'how' the person has done/achieved something. Capturing, gathering, ratifying concrete incidences leading to

Gayatri Joshi is working in a prominent engineering and construction services company as Sr. Executive Learning & Organizational Development. She has completed her Masters in Psychology from Mumbai University. With five years of experience in conceptualizing, designing talent assessment and development initiatives across levels, she has also worked as an internal assessor for in-house assessment/development centres.



results based on a person's past behaviour is a tangible outcome of behavioural interviewing. As a standard assessment methodology, it provides a pool of real life evidences. Thus, behavioural interviewing has a reasonable predictive validity.

The process involves gaining information by building questions and seeking information around STARR: Situation, Task, Actions, Result, Reflection. Reflection helps to mentally reproduce the past events/tasks and explain the behaviours neutrally. A question like -Tell me about a recent experience that was a real learning for you - gives the person an opportunity to deliberately think about the situation, key learnings and connect them to the behaviours displayed. The interviewer can explore whether the person has handled same/similar situations/challenges before hand which are now prevailing in the role which the individual is being considered for. Reflective questioning is truly beneficial in key/niche/senior level hiring/developmental interactions.

Avoid asking leading questions. They increase the chances of sharing only the brighter side of situations/results by often giving fake/tailor made responses e.g. How did you manage to complete difficult tasks successfully within stringent deadlines. Such questions are assumption based and add subjectivity. It could be framed as what was the result of assignment/what resources were available/How did you plan? What did you consider while you allocated the work to your team? These questions focus on actual 'Doing' rather than being hypothetical.

At each response given, further probing to cross check the displayed behaviours increases objectivity. Thus, managerial behaviours like result orientation, effective delegation, customer focus, developing others can be very well assessed through behavioural interviewing. Interviewer should carefully note all the responses during interview. It helps immensely in making far more informed decisions. **E**

OD FOLLOWER'S ORATE | Sayali Bagaitkar

EXCERPTS OF RECRUITMENT MARSHALS

'Right' hiring has been an age old challenge across all industry verticals since time immemorial. Whether the right talent has been identified and retained? This is a question on top of the mind of all the stake holders involved in any hiring process. We are always striving hard to find that right fit for a perfect job description! We have a job description ready and we are constantly trying to fit a person in the job description made a priori. Most often than not, no matter how hard we try, it's still not a perfect fit.



However, we still have to get the best possible match which is possible through a all round assessment of the candidate. We often look at a person from the required skills perspective. Pragmatically, we need to find a fit that works coherently with the already existing system.

At any given position, it is prudent to find a candidate that has good cognitive skills, social skills and of course the much needed functionals skills. Today's recruitment function demands a faster turn-around-time (TAT) and at the same time the 'right' fit! Any hiring process looks at two aspects of a candidate i.e. his/her attitude and aptitude. Attitude can be examined through a behavioural interviewing process where one assesses if the candidate has high learnability, is going to be a fit within the team, whether he/she will hold a long tenure and will be a star performer or a solid citizen. Aptitude in turn indicates his/her ability to quickly learn and assimilate newer concepts, techniques and technologies.

HR has to be equipped especially with behavioural interviewing techniques and various derivations of the aptitude tests to find the right fit with shorter TAT. With this, HR can thus truly become the most preferred partner in business!!

Sayali Bagaitkar is working as Manager HR with one of the world's largest advertising agencies based in Mumbai. She comes with over six years of experience and has worked across various verticals such as IT, manufacturing, public relations and advertising. She has spearheaded several new initiatives in HR and introduced innovative strategies. She has extensively worked on projects for talent retention and management. She has a diploma in Art and Movement therapy and works closely with patients having Schizophrenia.



ABOUT ATYAASAA

Atyaasaa Consulting Private Limited is a leading Human Resource Training & Consulting Organization partnering with some of the best brands in the country and overseas. Atyaasaa has been a catalyst and a contributor in their quest for people development and business excellence. The core differentiator of Atyaasaa process is continual innovation, unique customization and use of state of the art technology tools. These are implemented through ethical and experienced operations and human resource facilitators having contribution as their core value.



ATYAASAA
AWAKENING HUMAN EXCELLENCE

WRITE TO US

For information : info@atyaasaa.com

For contributing articles : atyaasaaeditor@atyaasaa.com

For suggestions : feedback@atyaasaa.com

BEANSTATEMENT

Attitude contributes to bigger successes than skills.