



The Laso Corporation
Bringing People Together

Laso eLetter

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Dear Laurie,



There's nothing like past performance to predict future behavior. I

know this is true with my kids. Yesterday, my 10-year-old son forgot to make his bed, this morning he forgot to make his bed, and if past performance predicts future behavior, he will "forget" to make his bed tomorrow . . . unless, of course, I motivate a change in his behavior. But motivation is a topic for another newsletter.

This issue of the Laso e-Letter looks at behavioral interview techniques that help you determine if candidates will be successful in your company, not because they say they can be, but because they have successfully navigated similar situations or overcome similar challenges in the past. A good question for me to ask my son might be, "How many times did you make your bed last week? Last month? Last year?" I would have seen a

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The Interviewer's Crystal Ball: Behavioral Interviews and Why They Work

Virtually every candidate knows that he or she needs to ace the interview for a chance to land an offer. But a top grade on the interview is just as important if you're doing the hiring. After all, who wants to hire a seemingly ideal candidate who turns out to be a poor fit?

Wouldn't you rather be confident you've found the right person because you can uncover how a candidate is likely to perform in real, on-the-ground situations that are essential to a position?

A successful interview for the hiring manager is usually a behavioral interview, one that predicts future behavior, or performance, based on past behavior. In other words, if a candidate can tell you in detail how she used her presentation skills four months ago to convince her senior management to purchase a new technology, chances are she can do that again for your company.

Behavioral interviews work, and they are being used by an

pattern and considered him for a different job!

Behavioral interviewing has been around for a number of years, and most of you have probably read an article about, attended a seminar on, or in some cases, used behavioral questions as part of your standard interview process. If you already use behavioral interviewing, then you know the benefits of this approach, but it never hurts to have a reminder of its advantages, as well as some ideas on questions others find lead to successful hires.

In this newsletter we also share interview questions not to ask and present the "Seven Habits of Highly Effective Interviewers." In Tech Corner, we give you a variety of resources for not only training in behavioral interviewing but also a short list of companies that offer candidate testing and evaluation options.

I hope you find this issue of Laso's e-Letter enjoyable and informative. Now that we are past Labor Day, many companies are picking up their recruiting in hopes of filling open headcount by the end of the year. We hope that by asking the right questions, you get the right IT folks on board!

Here's to continued success,
Laurie

**TESTING and BEHAVIORAL
INTERVIEWING OPTIONS**

increasing number of employers. One way to gauge this trend: university career centers are publishing resources for collegiate and graduate job seekers about how to prepare for behavioral interviews.

Besides boosting you onto a trend bandwagon, what can behavioral interviews do for your recruiting? They're a great way to:

- Help you do better upfront position analysis and descriptions
- Get more accurate interview data for a better hiring decision
- Save time by helping you screen out unsuited applicants
- Build more confidence in your interview skills

Good behavioral interviews require thoughtful preparation, willingness to probe through open-ended questions, and awareness of what makes a true behavioral response. Here are some guidelines:

- Get a hands-on understanding of the position you are hiring to fill. A behavioral interview flows from a job description that includes specific functions, skills, and expectations for a successful employee. Observe current employees who are excellent in the same or similar positions so you can note details such as knowledge and skill requirements, workload, work pace and environment, reporting and peer relationships, and level of responsibility.
- Ask questions that seek examples of a candidate's past behavior while performing the specific roles outlined in the job description. Behavioral interview questions are open-ended (seeking more than yes or no answers) and often begin with phrases such as, "Tell me about a time when," "Describe what you did when," "Give me an example of a situation where," or "Think of a customer relationship in which."
- Go beyond the candidates' first answer. "Tell me more about," "Walk me through that," or "Think back again" are all phrases you should keep in your behavioral interview tool kit.
- Know how to identify true behavioral responses. Listen for stories (the best will use a PAR/SAR or problem /situation-action-result format) and for specific details. The words "usually, always, sometimes or never" signal a general hypothetical response rather than a specific behavioral one. Try to redirect candidates who gloss over or skip direct replies to questions focused on their past performance.

Behavioral interviews done right can be time consuming. You need to thoroughly analyze the position, prepare related questions, sift through the answers, and weigh the results against other criteria. Laso has the knowledge and experience to study a position, craft a behavioral job description and questions, coach you through the interview, and evaluate the responses. And, we'll also find the right

A quick search on the Internet revealed these companies that offer pre-employment testing and/or training in Behavioral Interviewing. These companies are not explicitly endorsed by Laso.

Technical Skills Testing

TechCheck

www.techcheck.com

Customized tests to verify a wide range of technical skills

Brainbench

www.brainbench.com

Over 600 assessments, including Skills, Knowledge, Personality; Job types such as Administration, Call Center, Finance, Health, IT, and more

Eval2Hire.com

www.eval2hire.com

Online screening tests of SAP skills.

ExpertRating

www.expertrating.com

Tests of various skills, including many IT specialties, finance, and accounting.

Personality and Aptitude Testing

Bar-On Emotional Quotient Inventory

www.mhs.com

Measures emotional intelligence, or success in coping with environmental demands and pressures.

The Berke Group

www.berkeassessment.com

Measures key personality traits

people for you to use this profitable interview technique with in the first place.

Contact Laso today for more information on turning your next interview into a behavioral-based session that meets your hiring needs.

Seven Habits of Highly Effective Interviewers

Knowing how to conduct a great interview is an essential but often overlooked management skill. Here are a few tips to consider for the hiring side of the desk:

- Two equally skilled and experienced candidates will have different motivations and core values. Use behavioral questions to discover what excites and fulfills an individual prospect.
- Set interviewees at ease by starting with basic questions every candidate should expect.
- Phrase your questions with informal, everyday language that shows you anticipate a positive response. Avoid corporate jargon and stiff, academic wording.
- Pause between questions. Recap an answer when you need to confirm the candidate's response.
- Focus the interview around the candidate's answers rather than your questions. In other words -- don't talk too much!
- Aim for quality over quantity when you prepare your list of questions.
- Know which questions are illegal and avoid them completely.

THE HISTORY OF... EQUAL EMPLOYMENT OPPORTUNITY LAWS

And what they mean for interviews

The Equal Employment Opportunity Commission is a busy place - in August the EEOC released its annual report on the federal workforce, and cited 16,363 discrimination complaints in the federal workplace alone during fiscal year 2007. The number of complaints signals that most people are well aware of the laws that protect all employees and job applicants, regardless of position.

Equal employment opportunity laws reach further back into history than one might think, to the Civil Rights Act of 1883, which prohibited political favoritism in federal employment. The laws

and natural talents.

The Chrysalis Corporation
www.chrysaliscorporation.com
Pre-employment assessments

Criteria Corporation
www.criteriacorp.com
Aptitude and personality tests.

Hire Success
www.hiresuccess.com
Personality, Aptitude, and
Integrity tests

jobEQ
www.jobeq.com
Emotional Intelligence testing

Myers-Briggs Type Indicator
www.cpp.com
Widely recognized personality
assessment tool.

Profiles International (online
personality tests)
www.profilesinternational.com

The Rainmaker Group
www.therainmakergroupinc.com

Wonderlic
www.wonderlic.com
Tests to help businesses identify,
select, and retain the right people.

Behavioral Interviewing Training

BusinessTrainingMedia.comInc.
(wide selection of interviewing
skills, training programs and
online interviewing skills training
programs)
www.businesstrainingmedia.com

EMS Associates, (behavioral
interviewing, staff selection)
www.tregistry.com/ems2.htm

were strengthened during World War II, when African Americans protested their lack of access to defense contract jobs. But the laws lacked clout and affected only government contracts until 1964, when Title VII of the landmark Civil Rights Act banned employment discrimination on the basis of race, color, age, sex, handicap, religion and national origin, and established the EEOC.

Title VII opened the door to other legislation in the 1960's and early 70's: affirmative action and specific protections for women, people over 40, and public employees.

The last major equal employment opportunity laws were the Americans with Disabilities Act in 1990 and the Equal Employment Opportunity Act of 1995, which added protections such as marital status, pregnancy, and political beliefs.

How to make sense of all the EEO laws, amendments and mandates? A great place to start is your approach to interview questions for candidates. Appearances count! A stellar image with candidates depends less on trendy culture and sleek offices than an impeccable reputation for fairness. That means avoiding illegal interview questions, ones that seek personal information that could be used to deny employment and leave you open to discrimination complaints.

Illegal questions are easy to avoid, right? Yet sometimes even well-intentioned interviewers ask seemingly innocent but potentially threatening questions. Technically, equal employment opportunity laws are broken only when an employer actually uses personal information to refuse a candidate, but simply asking certain questions invites a lawsuit and damaged reputation.

Some generally obvious questions to avoid:

- How old are you?
- Are you a U.S. citizen? (You can ask if someone is authorized to work in the U.S.).
- Are you married?
- What religion do you practice?
- Do you plan to become pregnant? How many children do you have? (You may ask about willingness to work overtime, travel, or relocate, as long as you ask all applicants.)
- Do you have any disabilities? (You may ask only about the ability to perform essential job functions clearly described to the candidate.)

A few less obvious questions:

- What are your childcare arrangements? (Again, just focus on willingness to meet position requirements.)

Isabel Byron & Associates
(behavioral interviewing for managers)
<http://isabelbyron.com>

KeenHire (behavioral interviewing and personality assessment products)
www.keenhire.com

Merit Training Corporation
(interviews that produce insights)
www.merittrainingcorp.com

Online Training Directory: www.trainingregistry.com

- What clubs do you belong to? (Ask instead about trade or professional groups relevant to a position.)
- Were you honorably discharged from the military? (You may ask about military education and training.)
- How do you feel about supervising men/women? (A no-no, a gender-related question.)
- How much longer do you plan to work? (A sneaky way to address age.)
- What religious holidays do you observe? (Just confirm candidates can work when you need them to.)

The best way to ensure all your interview questions are appropriate is to relate every query to the position description and requirements. For help in nailing down a thorough job description that will lead you safely through an interview, ask Laso about our position analysis and description writing services.

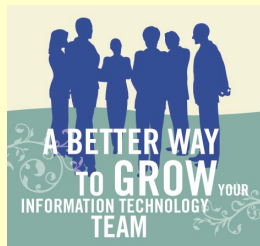
About Laso

Laso has been in business for over 12 years and Laurie Swanson have been recruiting now for almost 20 years!

Laso is committed to being your experts in helping you build your Information Technology teams with the best people available.

These could be people who are experts at implementing or integrating ERP packages like SAP, Oracle, JD Edwards, Data Warehousing technologists, AS/400 and certified e-commerce and web developers (Microsoft and Java), Enterprise and Solution Architects, Business Analysts, and Project Managers.

Laso has also grown along with our clients to incorporate our stellar search skills in the sourcing and placement of Management and Executive Professionals in Information Technology, Operations, Finance and Human Resources along with providing additional business consulting services as needed.



YOU'RE NOT THE PERSON I HIRED! : A CEO's Survival Guide to Hiring Top Talent

Book Synopsis

Up to 56 percent of new executives fail within the first 12 to 18 months in a new position, according to "You're Not the Person I Hired!" co-authored by popular Vistage speakers Barry Deutsch and Brad Remillard and Vistage Associate Janet Boydell. How do these failures happen?

- Whose fault is it when the person who seemed like a fired-up go-getter turns out to be indifferent to goals she didn't set herself?
- Whose fault is it when the person hired to overhaul the IT department turns out to be short-tempered, impractical, and a lousy communicator who alienates every other department head?
- Whose fault is it when the news sales manager seems to have no impact at all on penetrating two new markets, a mission-critical goal that he seemed fully capable of achieving during the interview process?

"There is only one way we've discovered to make sure your next executive or managerial hire is successful," write the authors. "Tightly define what success will look like before the search begins, and focus like a laser beam on verifying that each candidate you see

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has the demonstrated potential to create that success."

To that end, the book aims to reveal the most common hiring mistakes for executive and managerial positions, and to show CEOs how to beat the odds and get the right people on the bus. Based on The Success Factor Methodology developed by Deutsch and Brad Remillard, "You're Not the Person I Hired!" presents a structured approach to executive hiring that helps companies avoid repeating predictable pitfalls that plague many high-level hires.

It includes solutions to these common scenarios:

- Making the number-one hiring mistake
- Not finding enough top-quality candidates
- Asking superficial and meaningless interview questions
- Failing to identify candidates who embellish and exaggerate
- Failing to verify interview data with deep, insightful reference checks
- Discovering 12 months down the road that the person you hired is not the person you needed

Every organization, large or small, for-profit or nonprofit, public or private, is capable of using the methodology presented to significantly improve its hiring success at the executive and managerial levels, write the authors--and to make sure the person you bring into a critical job is, in fact, the person he or she appears to be.

The book synopsis above is reprinted with permission from Vistage International, the world's largest CEO membership organization. Since 1957, executives have been coming to Vistage to become better leaders who make better decisions and achieve better results. Learn more at www.vistage.com.

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