

TARGETED SELECTION

Targeted Selection is a behavioral approach to improved hiring decisions. The goal of every targeted selection interviewer is to collect job-related behavior from an applicant's past history. Interviewers are trained to focus their interview skills and selection decisions on five basic interview principles.

- 1. Use past behavior to predict future behavior:** Behavior in one situation usually predicts behavior in a similar situation at a later time. For example, banks lend money to people with a proven track record of paying loans back. There is a strong overlap between the past performance situation and the performance situation being predicted.
- 2. Interview for the critical job requirements:** The interviewer should be guided by a list of skills, special qualities, knowledge or behavior for the position he/she is interviewing for. This list is developed by identifying those aspects of on-the-job performance that are most critical to getting the job done (job description).
- 3. Organize your interview into a system:** Hiring decisions are based on the evaluation of applicant information accumulated from a variety of sources. Prepare by reviewing the resume and selecting relevant background areas to focus on. State the purpose of the interview and describe the interview process. Tell about the job and give information about the company. Prepare your planned behavioral questions, let the applicant ask questions and close the interview.
- 4. Apply effective interviewing skills and techniques:** An interview is only as good as the questions asked. Follow your system, take notes, maintain the applicant's self-esteem and control the pace of the interview.
- 5. Exchange information with the other managers involved in interviewing.**

<p style="text-align: center;">TARGETED SELECTION Requirement Definitions and Sample Interview Questions</p>
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Initiative - *Actively attempts to influence events and people to achieve goals; self-starting rather than passive acceptance. Taking imaginative, creative action to achieve goals beyond what is called for.*

- Tell me about a situation where you went above and beyond the call of duty. What happened? Why did you do it?
- Give me an example of being in a situation where things were not going well and you turned it around. What did you do? Why did you do it? What was the outcome?
- What was the most difficult task you've had to learn? What did you do to learn? What was the result?
- What is a recent responsibility you have taken on? Why did you assume this responsibility.

Motivation - *The activities that stimulate and intrinsically reward an individual.*

- Give me an example of when you worked the hardest and felt the greatest sense of achievement. What did you do? What happened?
- Tell me about a recent frustrating experience. Why were you frustrated? What did you do? What were the results?
- Tell me about your favorite club or activity? What specifically makes it your favorite? What has been your role/how have you progressed?
- Tell me about your job search strategy. What actions have you taken? Results?
- When did you feel the most significant achievement in a work situation? What did you do and why was it so rewarding?
- How do you spend your free time? What do you like about _____ and why?

Stress Tolerance - *Stability of performance under pressure and/ or opposition. Handling disappointment and/or rejection while maintaining effectiveness.*

- Tell me about a situation in which you were rejected. How did you handle the outcome?
- What has been your greatest obstacle? How have you dealt with it? What was the result?
- Give an example of when your work was criticized. What was wrong with it and how did you deal with it?
- Give me a time in the past year when you have been opposed in a discussion. How did you react?
- What kind of pressure do you feel at work/school?
- Under what conditions and in what environment do you work best? Give specific examples.
- How often is your schedule upset by unforeseen circumstances? Give me a recent example and how do you handle it.

Leadership - *Utilization of appropriate interpersonal styles and methods in guiding individuals (subordinates, peers, superiors) or groups toward maximum results.*

- What has been your most difficult experience in giving others direction? What specifically did you do? What was the outcome?
- Tell me about your most challenging leadership role. What was your role in the group? What was the result?

Decision Making - *Readiness to make decisions, tender judgments, and to commit with confidence after carefully weighing the consequences of alternative actions. Risk taking balanced by judgment in selecting a course of action in which the benefits appear greater than the risks.*

- Tell me about procrastinating about a decision in the last 6 months. Why did you do it? What was the outcome?
- What is the most important decision you've had to make in the last six months? Did you seek advice? What did you decide? Did it work?

- Give me an example of a decision you tend to make rapidly. Give me one where you tend to take more time.
- Tell me about your "To Do List". What is always at the top and what is always at the bottom? How are new items added to the list? Walk me through your priority setting process.

Persuasiveness - *Ability to convince others, help groups to work together.*

- Tell me about a relationship where a person started out as an adversary and is now a supporter.
- Tell me about your most difficult supervisor. Give me an example. How did you handle this supervisor?
- Give me an example of convincing someone to extend a deadline.
- Tell me about convincing a group to make a change you felt necessary. What was the change? How did you convince them? Why did you feel it was necessary?