

## Not All Jobs Are Alike

### Why Behavioral Interviewing Must Be Job Related

One of the most important aspects of behavioral interviewing is keeping the questions job related. However, "job related" doesn't mean that the question relates to just ANY job. **For the behavioral interviewing technique to be effective, the questions must relate to specific areas required by the job for superior performance.**

Not all jobs are alike. In a customer service position, communicating with others and customer orientation may be the most crucial areas to success. Meanwhile, an executive level position may require competitiveness and a sense of urgency. A thorough job benchmark and an unbiased assessment of the job will quickly reveal the key performance objectives that are required for superior performance.



By connecting the questions you ask to those specific performance objectives, you can get to the root of an applicant's behavior in areas that directly affect success on the job.

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*Time is the scarcest resource and unless it is managed nothing else can be managed.*

~ Peter Drucker

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## Confusion – Time to Refocus

Our world seems confused right now! Should we move forward or stay right where we are? Who knows the answers?

Confusion is an opportunity to stop and refocus. It is a warning signal our mind sends us saying "HELP! Do something different!" So what does our brain want and how can we refocus?

Here are 7 steps to assist this process.

1. **STOP** – The definition of insanity is doing the same thing over and over and expecting different results. So STOP the insanity!
2. **WRITE** – Put all the scrambled thoughts onto paper. Would you rather be swept up in the churn of the tornado or safely watch the event from the next town? By writing your thoughts, you remove yourself from the "churn" and can look at the confusion from a safe distance.
3. **IDENTIFY** – Now you can safely look at your thoughts and begin to identify categories that are creating the confusion. Often it is not as un-daunting a list as we think it is when we stop the "churn".
4. **RATE** – Take each area and rate it based on your ability to impact the outcome. In other words, by taking action, are you in charge of creating the results you desire or does someone else hold the power? You will find that some areas are in your control and some are not.
5. **CHOOSE** – Choose an area you can control and then develop a plan of action.
6. **DO** – Implement your plan. By taking steps in one area you may find that results happen in other areas. It is almost magical!
7. **EVALUATE** – Once you are on your way, you can go back and choose another area OR recognize the success you achieved and what you have learned to **make the process** better next time.



~ Dr. Cheryl Leitschuh, Ed.D. All rights reserved worldwide.



## One Minute Ideas



The power to hold on in spite of everything, the power to endure – this is the winner's quality. Persistence is the ability to face defeat again and again without giving up – to push on in the face of great difficulty, knowing that victory can be yours. Persistence means taking pains to overcome every obstacle, and to do what's necessary to reach your goals.

*"He Conquers Who Endures"*  
~ Persius



Google Earth lets you fly anywhere on Earth to view satellite imagery, maps, terrain, 3D buildings, from galaxies in outer space to the canyons of the ocean. You can explore rich geographical content, save your toured places, and share with others.

Check it out at [earth.google.com](http://earth.google.com)

**Sarah C. Meaker, Ph.D. is the president of Meaker & Associates and is committed to providing Coaching and Consulting Services to organizations nationwide at all levels of the organization from executives, managers, supervisors, sales managers, to front line staff. Meaker & Associates is dedicated to helping people and organizations achieve their potential.**

## Food for Thought

If you want your people to focus on performance, you've got to figure out an effective way to tell them how the company is doing. Jay Johnson lets his people's palates do the talking. Every month, he holds a communication session for the 70 employees of Crest Microfilm Inc., in Cedar Rapids, Iowa. If it's been a so-so month, he orders pizza and soft drinks. But if the company has done well, he lets the employees choose the cuisine. "In a bad month, we'll spend \$75-\$80," says Johnson, "and in a good month, \$250. At year end, we may spend \$450 if we've had as good a year as we'd hoped for."



Food aside, Johnson uses the occasion to talk about company performance. "I give a summary of why we're eating what we're eating, and employees have an opportunity to bring up complaints and suggestions. It's a way for me to share what I'm thinking. It's also an opportunity for me to say, 'Thanks.' When everyone works hard, they should eat prime rib rather than pizza."

*"While strategy and tactics change all the time, the fundamentals of leadership do not."*

~ Frances Hesselbein

## A Customer's Expectation for Service

All customers have certain expectations about what good service should be. Listed below are examples of customer expectations of service.

Check those you feel are important. Use this at your next meeting or in your internal newsletter.

- ✓ Customers expect **value** for their money – fair prices.
- ✓ Customers expect **high quality** goods and services from a company.
- ✓ Customers expect a **clean, safe and pleasant** atmosphere.
- ✓ Customers expect **employees to be knowledgeable** and show interest in their jobs.
- ✓ Customers expect **courteous, friendly service** – employees who really care.
- ✓ Customers expect **consistent value, treatment and good service**, each time they come in the door.
- ✓ Customers expect a **variety** of goods and products from which to choose.



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*There is only one boss. The customer and he can fire everybody in the company from the chairman on down, simply by spending his money somewhere else.*

~ Sam Walton