

## 15dots Selection™ Process – Process Guide

### The CARE™ Technique

#### In Search of Past Behavior (the best predictor of future behavior)

How can we make sure that the information we collect from a candidate will help us predict how he/she will perform on the job? The key is to get complete behavioral examples of how they performed in similar situations in the past. We need to show that we CARE about who we select. A helpful technique to get us these complete behavioral examples is one called CARE. It is an acronym for:

|                        |  |    |
|------------------------|--|----|
| <u>C</u> ircumstances/ |  | C/ |
| <u>A</u> ssignment     |  | A  |
| <u>R</u> esponse       |  | R  |
| <u>E</u> ffect         |  | E  |

***When we are gathering examples of behavior in the interview, we need to make sure that we are getting the whole story.***

We need to get the candidate to describe the **Circumstances** or **Assignment** that prompted his/her behavior, their **Response** (what they did), and finally, the **Effect(s)** resulting from the candidate responding to the given set of circumstances or assignment.

The **Circumstances** or **Assignment** is the background or the reason for the way the candidate responded or acted. It is why the candidate acted as he/she did.

Examples of **Circumstances** or **Assignment** are:

- ◆ The supervisor had to leave early, and she left me in charge.

- ◆ The press just went crazy, and started to jam with raw material, and there was no one around to help.
- ◆ We had a bunch of employees retire; so, we hired a bunch of new employees, and they all started in my department at the same time.

The **Response** is what the candidate did, the action they took in response to the Circumstance(s) or Assignment, and how he/she did it. The Response is the candidate's behavior and is the key to what we are after.

Examples of a **Response** are:

- ◆ The first thing I did was that I went to the crew and asked for their help and ideas as to how we could be most effective.
- ◆ I sounded the alarm, and quickly shut the machine down right away.
- ◆ I went to the supervisor and asked if I could get someone to help me get my notes (how to's for the machine) typed up so I could give them to the new employees to help them learn to run the equipment.

The **Effect(s)** is the outcome or the result of the candidate responding to the given set of circumstances or assignment. The Effect(s) will tell us whether the candidate's response was effective or not.

Examples of **Effects** are:

- ◆ I got a lot of good ideas from the crew, and everybody really pitched in; and we almost broke the existing production record for a shift.
- ◆ The machine was down about ten minutes before help arrived, which didn't make the supervisor very happy at first. However, when the maintenance guys finally figured out what went wrong and told the supervisor that my action prevented a major bearing failure, he changed his tune. The supervisor later came by and apologized and thanked me for my quick thinking.
- ◆ He got me the help to get the notes typed, and after the notes were typed, I reviewed them and added in some machine diagrams, which turned out to be much more than I expected. Next thing I know, I'm the department trainer and for the next three weeks, I'm teaching the new employees how to run the

machines. The results? Well the new folks picked the stuff up quickly, and I ended up getting a free dinner as thanks.

### **Watch Outs:**

Candidates usually don't completely **CARE**. It's your job to make sure that you follow up. Some examples of follow-up questions might look like this: "O.K. I'm clear about the Circumstances you were in.....now, tell me what you did (Response) and what the Effect was." "Tell me again what you actually did under this set of Circumstances?" (See pages 3 and 4 for some additional examples.)

False CARE(ing) involves statements that are vague, state an opinion, or are theoretical or future-orientated. They seem to give behavior, but really don't. Therefore, watch out for vague statements that provide few or no specifics on how the candidate responded. Also, watch out for opinions, which are the candidate's personal beliefs, judgments, or views. They tell us how a candidate thinks or feels about something, but they provide no information on what the candidate did. They don't give us examples of behavior. Finally, watch out for future-oriented statements that tell us what a candidate *would do*, *would like to do*, or *would have done*, not what he/she did.

The following are examples of a vague response, an opinion, and a theoretical or future-oriented response. How would you follow-up to show you CARE?

- Sometimes I even help others when I'm really busy. (Vague)
- I think it's very important for everyone to set goals for the future. It has really helped me to stay focused. (Opinion)
- I'll tell you how I would handle one of my co-workers that weren't working safely. (Theoretical/future orientated)

## **Good Follow-up Questions to Show That You Really CARE:**

### **Circumstances/Assignment**

- ◆ Describe the situation that caused you to do that.
- ◆ Why did you...?
- ◆ When was that?
- ◆ What were the circumstances surrounding ...?
- ◆ Tell me about an assignment that you had where you applied .....

### **Response**

- ◆ What exactly did you do?
- ◆ How did you react?
- ◆ How did you respond to that situation?
- ◆ What was your specific role in the team?
- ◆ Walk me through the steps you took to solve that one.
- ◆ Tell me the complete story.

### **Effect**

- ◆ How did that work out?
- ◆ What were the long-term effects?
- ◆ How did you know it worked out very well? What measures were used?
- ◆ What was the result?
- ◆ Tell me about the comments you've received.

*Look at the additional vague responses, opinions, and the theoretical or future-oriented responses that follow below. List the follow-up CARE questions you would use in such an interview situation to get the specifics.*

| False CARE Statements  | Effective CARE-based Responses |
|--|--------------------------------|
| 1. <u>Usually</u> I'm able to work out my problems with co-workers by just sitting down with them and talking it out. (Vague)  |                                |
| 2. <u>Sometimes</u> I even help others when I'm really busy. (Vague)   |                                |
| 3. <u>We</u> all worked together to help each other out, and we got the machine back up in no time. (Vague)  |                                |
| 4. It really worked out <u>really well</u> . (Vague)   |                                |
| 5. <u>Most of the time</u> I'm able to get to work on time, and I almost never miss work. (Vague)  |                                |
| 6. <u>I think</u> a model employee is one that is willing to go the extra mile for the customer. (Opinion)   |                                |
| 7. <u>I believe</u> quality is the responsibility of all employees, and I do my best to always act that way. (Opinion)   |                                |
| 8. I <u>strongly believe</u> that you can't please everyone. So, <u>if</u> someone came to me for help when I was really busy, I <u>probably would</u> have told him or her in a nice way that I couldn't help them. (Opinion)   |                                |
| 9. <u>If I'd been transferred</u> to that job, the first thing that <u>I would have done</u> was assess the situation to try to determine where the biggest gaps in performance were and start working on them. <u>I always</u> try to apply this thinking when I move into a new job. (Theoretical/future orientated) |                                |
| 10. After trying to train several of the new employees, I knew <u>I needed</u> to take a different approach if I was going to be successful. (Theoretical/future orientated)   |                                |
| 11. I learn best by experience and <u>the next time</u> I'm in that situation I'll apply what I've learned in the past to the new situation and it <u>usually</u> really helps. (Theoretical/future orientated)  |                                |