

# Ability to Adapt to Change, How Best to Interview to Achieve the Desired Candidate

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# What should employers look for in an employee

- Technical Skills?
- GPA?
- Experience?
- Leadership qualities?



# The world has changed...

- No one gets a good long break-in period with a seasoned professional.
- Adaptability to change
- Hit the ground running

# What are Leadership Qualities?

- Ability to learn
- Adaptability
- Building relationship
- Communication
- Customer Focus
- Decision Making
- Initiative
- Managing the job
- Problem analysis
- Results orientation
- Teamwork
- Ability to work with diverse groups of people
- Consensus building
- Sense of urgency

# How can you measure those qualities?

- Resumes (does the resume speak as to what the applicant did or what the applicant did to make a difference?)
- Hire for attitude; train for competency
- Interviews

# Targeted Selection

- Behavioral Based Questions
  - Relate actual incidents from their past relevant to the target job; a description of a challenging situation, what the candidate did about it, and measurable results
- What you did in the past is a good indication of what you will do in the future
- Questions based on the competencies that you have determined are essential to the job.

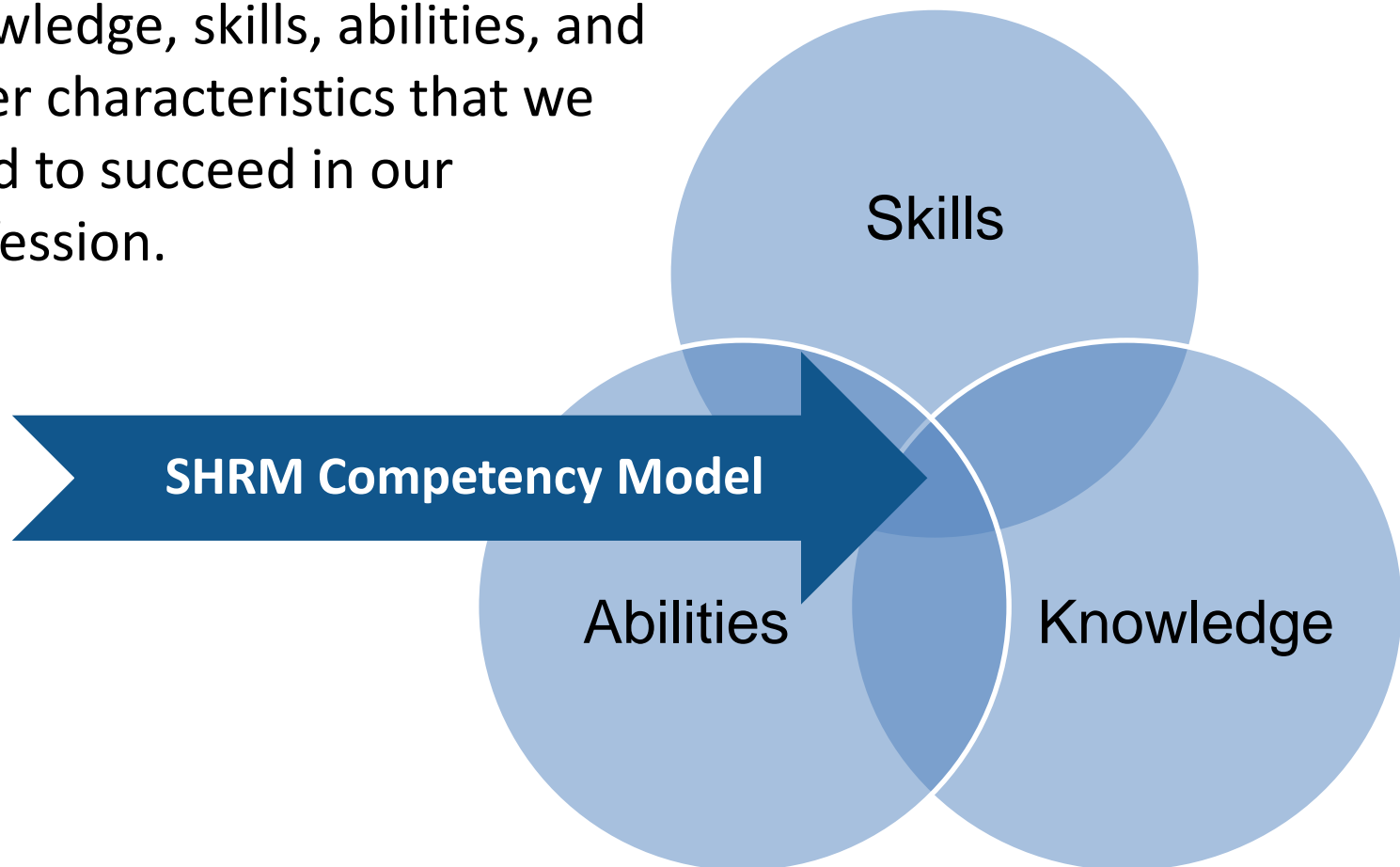
# Targeted Selection or Behavioral Based Questions

- **S** What was the SITUATION or
- **T** TASK
- **A** What ACTION did you take?
- **R** What was the RESULT?



# What Is a Competency?

Competencies combine knowledge, skills, abilities, and other characteristics that we need to succeed in our profession.



# In the Answer, focus on

- Individual, not team
- Business Related
- Recent example?
- Impact
- Initiative shown
- Communication required – two way
- Consensus building

# Kotter's 8 Steps of Change

- Create a sense of urgency
- Pull together the guiding team
- Develop the change vision and strategy
- Communicate for understanding and buy in
- Empower others to act
- Produce short-term wins
- Don't let up
- Create a new culture
- [Our Iceberg is Melting \(10 min\)](#)



# Create a Sense of Urgency

- Help others see the need for change and the importance of acting immediately.



# Pull Together the Guiding Team

- Make sure there is a powerful group guiding the change—one with leadership skills, credibility, communications ability, authority, analytical skills, and a sense of urgency.



# Develop the Change Vision and Strategy

- Clarify how the future will be different from the past, and how you can make that future a reality.



# Communicate for Understanding and Buy In

- Make sure as many others as possible understand and accept the vision and the strategy.



# Empower Others to Act

- Remove as many barriers as possible so that those who want to make the vision a reality can do so.





# Produce Short-Term Wins

- Create some visible, unambiguous successes as soon as possible.



# Don't Let Up

- Press harder and faster after the first successes. Be relentless with initiating change after change until the vision is a reality.



# Create a New Culture

- Hold on to the new ways of behaving, and make sure they succeed, until they become strong enough to replace old traditions.



# Interview Scenario

The position requires responsibilities for organizational performance improvement based initiatives. Please share any experience relative to performance improvement efforts including a description of the challenges and your role in it, with measurable results. (Behavioral Based Question)

# Audience Feedback

- Who should be hired?
- Was the focus on individual accountability or what the team accomplished?
- What did they say that aligns with Kotter's Eight Steps of Change?