

MORE THAN A **GUT FEELING IV**

TRAINING LEADER'S GUIDE

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INTRODUCTION

About Paul C. Green, Ph.D.

Paul Green is an industrial organizational psychologist with over 40 years of experience in training, job search coaching and competency modeling. His interviewing techniques are used by interviewers world wide and behavior-based interviewing strategy is the most current reflection of his views on "how-to" interview.

In terms of impact, Dr. Green has had a significant influence on how interviews are done today. Conservatively, his techniques have been presented to three million interviewers worldwide. His work was also recognized by *Fortune Magazine*, which describes *More Than A Gut Feeling* one of the best selling training videos of all time.

Dr. Green's books include:

- *Actions Speak! How to Conduct a Behavior Based Interview* (Media Learning International, 2012)
- *Get Hired: Winning Strategies to Ace the Interview* (SkilFast, 2006)
- *Get Talent: Interview for Actions, Select for Results* (SkilFast, 2007)
- *Building Robust Competencies: Linking Human Resource Systems to Organizational Strategies* (Jossey Bass, 1999)

In addition, he continues to be active in research, speaking, and community service.

About this Program

More Than A Gut Feeling IV, is designed to educate interviewers on how to make the right hiring decisions by using Dr. Paul Green's behavior-based interviewing program. This interviewing strategy is behavior-based because of its emphasis on gaining specific examples of what a person has done in order to help predict what that person will do. It is based on the premise that behavior predicts. People tend to perform in the future in the way that they performed in the past.

Although this is a commonsense approach to interviewing, it is not necessarily easy to do. In order to use this technique well, an interviewer must go beyond first impressions, stereotypes, and personal theories about people. Then, they will be able to apply the behavior-based approach and make their assessments by using "more than a gut feeling."

This Leader's Guide is designed to help you conduct a training session on *More Than A Gut Feeling IV*. It permits you to use this program in many different ways, giving you the flexibility to determine which training format is best for your organization's needs.

We recommend that you tailor the program to your organization's needs by including specific information unique to your employees. The specifics of how you facilitate this course are determined by you.

Training Materials

There are a few things you'll need for an effective training session:

- A training room located away from major distractions or interruptions.
- A comfortable arrangement of chairs and tables, perhaps in a circular pattern, with an opening for a TV monitor or projection screen and other visual aids. (Be certain all participants can see the screen and each other).
- Adequate lighting that can be adjusted while viewing the program.
- A location, possibly including a podium and/or flipchart, from which the trainer/speaker can lead discussion.
- The training program *More Than A Gut Feeling IV*.
- TV and VCR or DVD player/computer with projector and remote.
- Copies of the class agenda
- A copy of the book, *Interviewing: More Than a Gut Feeling*, By Richard Deems, Ph.D. as well as paper and pencil for each participant.
- A flipchart or dry-erase board and appropriate markers.
- A computer with PowerPoint® slides.
- Copies of the Worksheets and Handouts you plan on using, as well as the Post-Test and Evaluation.

Preparation

Preparation is the key to effective training. Do these things prior to the session:

Establish Training Objectives

Objectives for this training session are to learn how to:

- Develop a structured interview and to ask behavior-based questions
- Apply behavior-based interviewing techniques such as asking rapport building questions, gaining behavioral predictors, seeking contrary evidence, and recognizing illegal questions.
- Follow the steps to implement behavior-based interviewing.

Feel free to edit the training objectives to meet the particular needs of your organization. Training objectives should reflect the content of the video.

Determine the training objectives in advance so that you can identify the approach to take for the training session. It is also important to decide what level of understanding is expected from participants upon completion of the training.

Understanding Your Audience

Another aspect to consider in planning this training session is the audience. Tailor your presentation to the skills or experience of the participants. The focus of your discussion and the depth of content presented may vary, depending on whether you are providing an orientation for new employees or a refresher course for all employees.

The training group size should range from 5 to 20 people. Most of the exercises in this program require that the group break into two smaller groups in order to increase participation. When the group is too large, individual attention may be lost.

Review The Leader's Guide

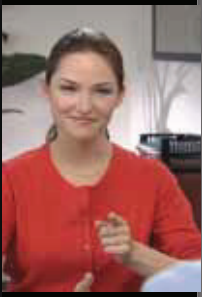
Many organizations have well-developed courses that have a specific point at which *More Than A Gut Feeling IV* is used. However, with this Leader's Guide you will be presented with the materials to use in building your own class. To begin, look through the entire Leader's Guide to see that it provides you with several options.

1. **Pretest / Posttest.** You have the option of using the pretest and posttest to build discussion in your group. They are provided for you to review on pages 25–33.
2. **Discussion Questions.** There are two sets of discussion questions listed on page 9 and 10. They can be used to guide a class discussion after seeing the video.
3. **Exercise and Handouts.** You can choose from several exercises, worksheets and handouts to facilitate the class's learning (pages 11–24). The exercise will take about 20 minutes each, and the handouts can be used to engage the class in discussion.
4. **PowerPoint® Slides.** There are 9 PowerPoint® slides included in a digital file that accompanies this Leader's Guide (pages 35–37). It is likely that you will want to edit these slides and create additional slides to tailor make your presentation.

There are additional resources available to you for preparation and for class participants. There is a book titled *Interviewing: More Than A Gut Feeling* by Richard Deems, Ph.D. This book will give you plenty of basic information about behavior-based interviewing. A second book is *Actions Speak: The Newest Ideas in Behavior-based Interviewing*. It was written by Paul C. Green Ph.D., who is also the author of the *More Than A Gut Feeling* video. Both of these books are available through your sales representative.

The next step is to decide how long your class will be. For example, the training agendas that follow describe what you might do in either a 2-hour or a 3-hour session. Each of the class activities is presented with an indication of the approximate time needed to complete it. For example, the introduction and the session summary usually take about 10 minutes each. The showing of the video is about 25 minutes and the exercises will usually take 20 to 25 minutes. Exceptions include Exercise 1 that usually runs about 10 minutes and the Role Plays that usually run from 30 to 35 minutes.

Once you have a good understanding of the materials in your leader's guide and optional books, it is time to assemble the materials you will use in the class in your own trainer's manual. Many experienced trainers use the materials in their Leader's Guide to construct their own trainer's manual with their own notes and outlines. Feel free to make copies of this information in order to organize the materials in a way that suits you.



Two Agendas

2-Hour Session

Activity	Time
Introduction	10 minutes
Exercise 1: Who Wins When You Choose the Right Person?	10 minutes
Show the Video in its entirety	25 minutes
Discuss the Video	30 minutes
Exercise 7: Role-Play Scenarios	35 minutes
Session Summary	10 minutes

3-Hour Session

Activity	Time
Introduction	10 minutes
Exercise 1: Who Wins When You Choose the Right Person?	10 minutes
Show the Video in its entirety	25 minutes
Discuss the Video	30 minutes
Break	10 minutes
Exercise 2: Gaining Behavioral Predictors	25 minutes
Exercise 5: Interviewing and the Law	25 minutes
Exercise 7: Role-Play Scenarios	35 minutes
Session Summary	10 minutes

Invite Participants

Send out letters or memos to participants or post a notice two weeks in advance of the training date. (Sample included on page 5.) State the location, date and time, and meeting agenda. Administer the Pre-Test in advance (located on page 26–27). (The answer key follows on page 28–29.)

Sample of Invitation Memo

Date: Month, Date, Year

To: All Managers

From: _____

Re: More Than A Gut Feeling IV

You are invited to attend a unique training session on how to make the right hiring decisions. Successfully meeting the challenge of matching the right person with the right job impacts our organizational productivity and success. Decisions made now impact the organization for years.

More Than A Gut Feeling IV is designed to help interviewers make the right selections by using Dr. Paul C. Green's behavior-based interviewing techniques. This interviewing strategy is behavioral because of its emphasis on gaining specific examples of what a person has done in order to help predict what that person will do. Although this is a commonsense approach to interviewing, it is not necessarily easy to do. In order to use this technique well, an interviewer must go beyond first impressions, stereotypes, and personal theories about people. Then, you will be able to apply the behavioral approach and make your assessments by using "more than a gut feeling."

Please plan to be at the training session on _____ at _____. We will be meeting in the _____ for a ___ hour session. If you are unable to attend, please contact me at _____ as soon as possible.

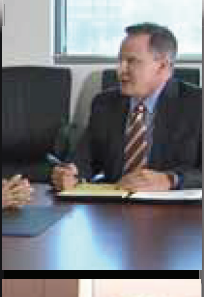
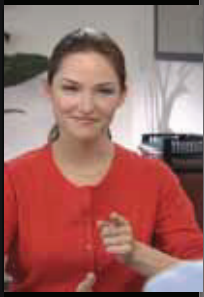
A few goals of the training session are to learn how to:

- Develop a structured interview and to ask behavior-based questions
- Apply behavior-based interviewing techniques such as asking rapport building questions, gaining behavioral predictors, seeking contrary evidence, and recognizing illegal questions.
- Follow the steps to implement behavior-based interviewing.

Agenda:

Introduction	10 minutes
Exercise	10 minutes
View Program	25 minutes
Discussion	30 minutes
Exercise	35 minutes
Session Summary	10 minutes

We look forward to seeing you on _____.



Presentation Tips

Overcoming anxiety

The best way to overcome anxiety about speaking before a group is to be prepared. Although it is natural to be nervous, your sweaty palms will disappear once you focus on what you are saying. Concentrate on communicating your message and your presentation will flow naturally.

Choosing your vocabulary

It's best to use the same comfortable language that you would use when speaking one-on-one. Avoid jargon and overly complicated words or phrases.

Getting rid of the “umms”

One of the most annoying mistakes a speaker makes is saying “umm” every time there is a break between thoughts. Remain silent while you think about what you're going to say next. The silence will seem longer to you than it will to the audience. If you remember this, you'll feel less pressure to fill the silence. You can control your “umms” by jotting down notes beforehand. If you want to include personal anecdotes or examples, write down a few notes to trigger your memory. Beware of writing down too much, however. You'll deliver your message to your note cards instead of your audience.

Controlling the speed and tone of your voice

You'll put your audience to sleep if you speak too slowly, and they won't be able to keep up with the content if you speak too quickly. Approximately 150 words per minute is the best speed (that's about two thirds of a page, typed, double-spaced). Vary your tone often, especially when making an important point. Adding emotion to your presentation will keep your audience involved. Again, strive for a conversational tone.

Sticking to the schedule

Begin class on time and restart the session promptly at the end of the break. Except for emergencies, participants should not be interrupted for messages.

Asking for questions

Ask for questions throughout the session. Be prepared to answer all types of questions, but don't be worried you don't know every answer. You can simply say, “Let me find out for you and get back to you.” Keep in mind many questions are best answered through discussion. An appropriate response might be, “Good question. Let's hear some discussion on that one.” Watch the clock, though. Too many unplanned discussions can eat up your time.

TRAINING SESSION OVERVIEW

Giving The Pre-Test

It is recommended that you give the Pre-Test prior to the training session. That way, you will have an opportunity before the session begins to review participants' answers and get an idea of what they already know. Otherwise, administer the Pre-Test at the start of the session so you can discuss it with them.

Presentation Outline

Open the session. Welcome the participants and introduce yourself to the group. Give a brief explanation of the purpose of the session and quickly review the agenda.

Have participants introduce themselves and state the department or area in which they work. You may want to use an “icebreaker” to get the class warmed up for group discussion and to get to know each other.

Distribute and review copies of the training objectives for this session.

Be sure participants understand what you expect them to learn and what skills they need to display as a result of this training. Knowing what is expected in advance better prepares the employees and helps them to participate successfully.

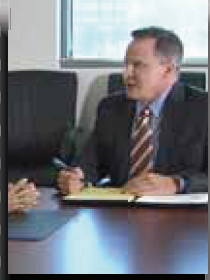
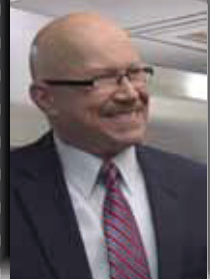
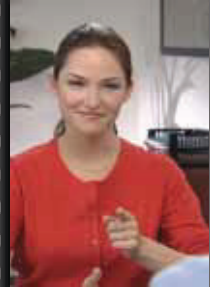
Objectives for this training session are to learn how to:

- Develop a structured interview and to ask behavior-based questions
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- Follow the steps to implement behavior-based interviewing.

Start the program. To avoid unpleasant surprises, it's a good idea to pre-set the volume of your monitor before the training session begins.

Two lists of discussion questions have been developed for this program. “Discussion Questions” allows for a dialogue of thoughts and ideas. “Discussion Topics” is designed to be used after watching the video in its entirety. After determining the best approach for your training group, start the video.

TRAINING POINTS AND POWERPOINT® OVERVIEW



MORE THAN A
GUT FEELING IV

“Past actions are the best predictors of performance.”
—Paul C. Green Ph.D.

Slide 1

MORE THAN A
GUT FEELING IV Objectives

By the end of this program you will be able to:

- Develop a structured interview and to ask behavioral questions
- Apply behavioral-based interviewing techniques such as asking rapport building questions, gaining behavioral examples, seeking contrary evidence, and recognizing illegal questions.
- Follow the steps to implement behavior-based interviewing.

Slide 2

MORE THAN A
GUT FEELING IV Recognizing Turnover Costs

- Low Productivity
- Interview Time
- Reference Checking
- Training Time
- Frustration
- Litigation
- Unemployment

Slide 3

MORE THAN A
GUT FEELING IV Discovering Behavioral Examples

- Identify job-related experiences to predict future behavior.
- Evaluate applicant's ability to perform job requirements.
- Look for real things that a person actually did.
- Listen for specifics over generalities.
- Get examples of times when a job related skill was used.

Slide 4

Our catalogue of training products is constantly being revised and expanded, so we would appreciate any comments on current titles for future ones. For further information on any Media Learning International product, call us at 515-229-0737 or send a FAX to 515-598-7756. Visit us on the web at www.medialearninginternational.com.

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