

# MBI

## **Motivation-Based Interviewing 101**

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**Presented by Hiring Expert, CAROL QUINN**

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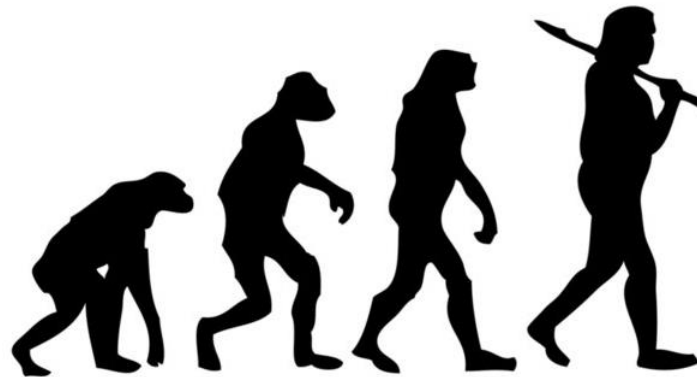
Do we really need  
a new way of  
interviewing?

**YOU DECIDE!**

# Interviewing In The Last Century

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- **Gut Feeling** (Prior to 1980)
- **Hypothetical & Open-Ended Questions** (1980's)
- **Behavior-based interviewing** (Introduced 1990's)



# Recent CareerBuilder Employer Survey

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## 7 Out Of 10

### Top 5 Characteristics Of A Bad Hire

1. Employee didn't produce the proper quality of work.
2. Employee didn't work well with other employees.
3. Employee had a negative attitude.
4. Customers complained about the employee.
5. Employee didn't meet deadlines.

**We have interviewers who are  
unable to screen out *unproductive, uncooperative, pessimists*  
who are *unreliable...and unfriendly*.**

# Interviewing...In The 21<sup>st</sup> Century



Lee Cockerell, Walt Disney World  
Executive Vice President - Operation

“ Your most important responsibility is to hire and promote the right people for your organization.

*Motivation-based interviewing* will ensure that you select the right people who possess the Big Three; Passion, Can-Do Attitude and Skill. ”

# What Is Motivation-Based Interviewing?

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## DEFINITION

**Motivation-based interviewing** is an interviewing method specifically developed for hiring High Performers by assessing the three components they ALL share in common - *skill, attitude and passion*, without taking any extra interviewing time.

### Definition of a “High Performer”

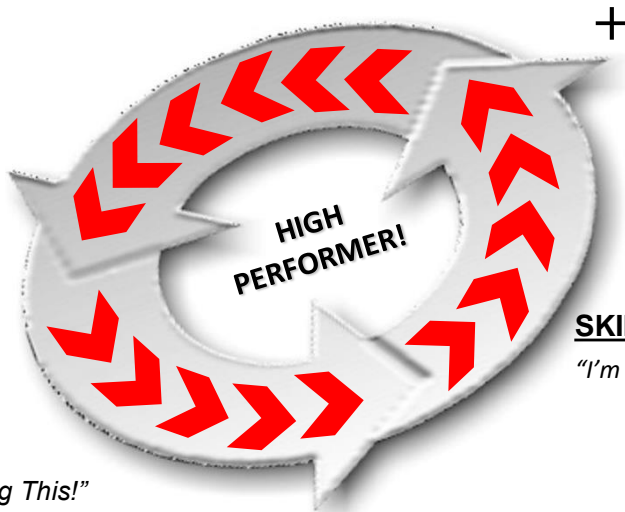
*Someone who is able to produce above-average results.*

# The “High Performer” Model

## ATTITUDE

*“I CAN Figure Out A Way  
To Achieve This!”*

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## SKILL

*“I’m GREAT At Doing This!”*

## PASSION

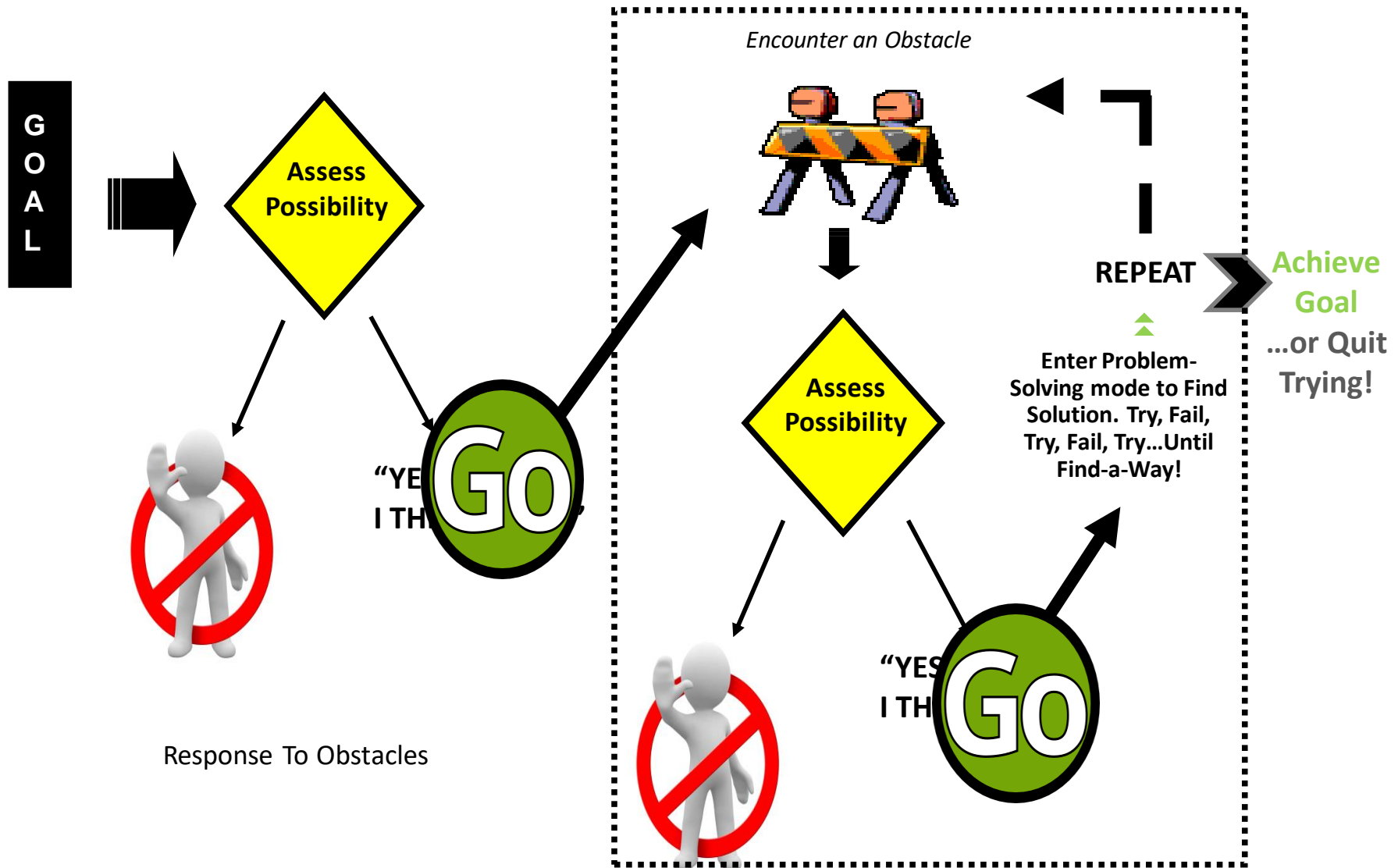
*“I LOVE Doing This!”*

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When these three come together, they create an unstoppable self-motivation that enable High Performers to achieve better results.

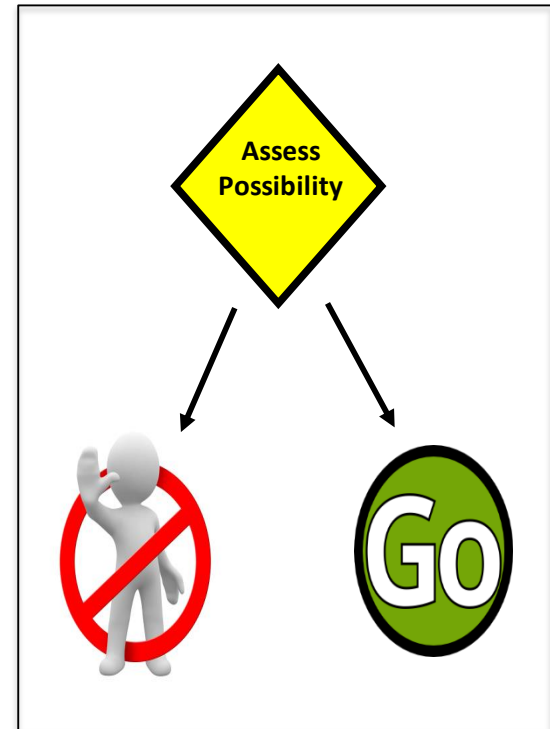
The 3 Components ALL High Performers Share

# Understanding The “Process” Of Achievement



# Two Consistent Laws of Achievement

1. There are ALWAYS obstacles!
2. Only those who find a way to overcome the obstacles get to their goal.



# Obstacles...The Fork-In-The-Road

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- An “obstacle” is ANYTHING that block the path to a goal.
- It’s something we DON’T KNOW HOW to conquer. Not knowing how is what makes it DIFFICULT.
- Why not knowing how, we must decide whether we think we CAN or CAN’T do it. Obstacles are the fork-in-the-road that reveals a person’s attitude.
- Not everyone responds in a way that is effective for overcoming an obstacle.

# How The Brain Responds To Obstacles



3. ONLY “*I can*” thinking activates the *PROBLEM-SOLVING* part of the brain which is located in the frontal lobe. This is the same area that controls & activates motivation.

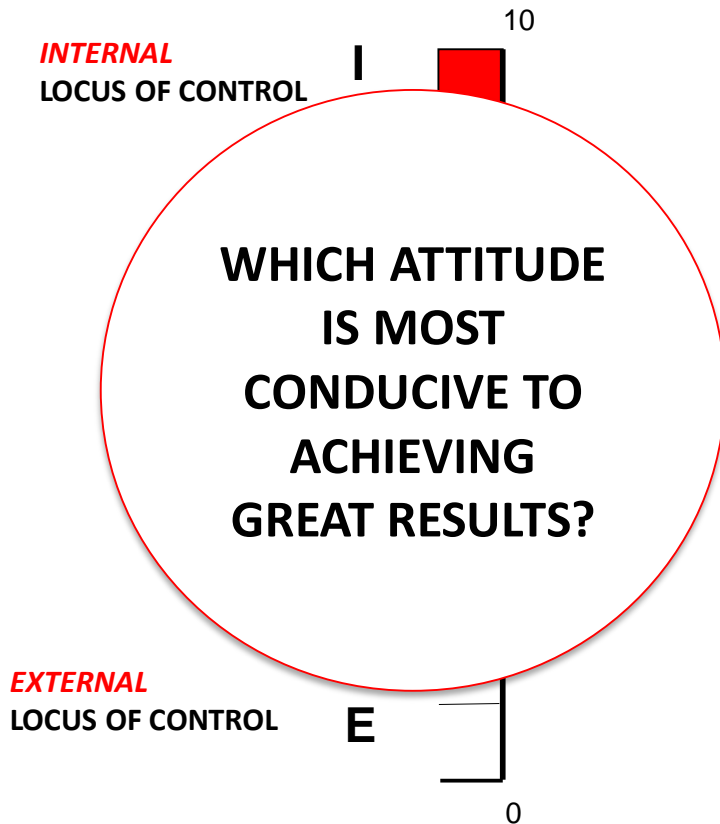
1. “Possibility” is assessed a split-second in the cerebral cortex which predicts an outcome based on a person’s learned way of thinking.

2. This prediction is automatically accepted as being true and correct. The appropriate response to prove this thinking right follows.

The medical research (fMRI) shows how we’re wired to prove our thinking right. It proves the power of attitude!

# The Science Behind “Attitude”

Locus of Control Scale



The **Internal** - “**I Can**” attitude is the *fuel* behind **self-motivation**.

The “I Can” attitude seeks solutions, then takes action to prove the obstacles can be hurdles & the goal can be achieved.

Believes power over results resides within.

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The **External** - “**I Can’t**” attitude blocks self-motivation because it believes the obstacles are insurmountable.

It fails to seek solutions and often times doesn’t even try.

Believes power over results resides externally...not within.

# The Bad Attitude–Bad Results Connection

## Excuses and Blaming Offer Huge Clues

1. Excuses and blaming are offered up as a *substitute* for results.
2. They have an inverse relationship with success.
3. Their purpose is to shift control & responsibility for poor results off of oneself & onto someone or something else.
  - *It's not my fault!*
4. They are a self-proclamation of *powerlessness*. They are used to deny, cover up and rationalize personal ineffectiveness.
5. Excuses and blaming work in partnership with the *external locus of control* ...or the “I can’t” attitude.



# Learning To Assess “Attitude” Through Music

**MUSIC TEST** - Listen to the 7 music clips & determine the “Attitude” of the lyrics.



1.) E / I \_\_\_\_\_

2.) E / I \_\_\_\_\_

3.) E / I \_\_\_\_\_

4.) E / I \_\_\_\_\_

5.) E / I \_\_\_\_\_

6.) E / I \_\_\_\_\_

7.) E / I \_\_\_\_\_

# ATTITUDE

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**If people truly  
comprehended the power  
of their own attitude...**

**I am convinced they would  
NEVER have a negative one!**

# Passion: The Third Ingredient



Oprah Winfrey

“ *Passion is energy. Feel the power that comes from focusing on what excites you.* ”

Passion is assessed by determining what motivates the candidate most.

It's considered the single most powerful natural self-motivator there is.

Passion is *not* something you talk someone into feeling when they don't.

Hiring High Performers is about aligning your selection process with how achievement comes about.

# Passion, Attitude & High Performers

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WHO SAID THIS?

**“Because the people who are crazy enough to think they can change the world are the ones who do.”**



**“You have to have a lot of passion for what you are doing because it is so hard...if you don't, any rational person would give up.”**

# How MBI Works

- Properly & consistently phrased skill-assessment questions are used to gather both *skill* and *attitude* information.
- The applicant's **predominant** response to difficult challenges (obstacles) is determined. This is considered the #1 predictor of future success.
- Five specific questions are used to assess an applicant's passion, or *what* motivates the applicant. Ideally you want a *passion – job* match.
- When the predominant “I can” *attitude* joins forces with the *passion* for doing the work, it creates the highest level of self-motivation.
- Just add skill...or teach it .
- Incorporate a “Hire ONLY High Performers” minimum hiring standard which includes all three of the High Performer components - *skill, attitude & passion*.

# Over-Confidence Is Bad!

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THERE'S STILL MORE TO LEARN ABOUT MBI

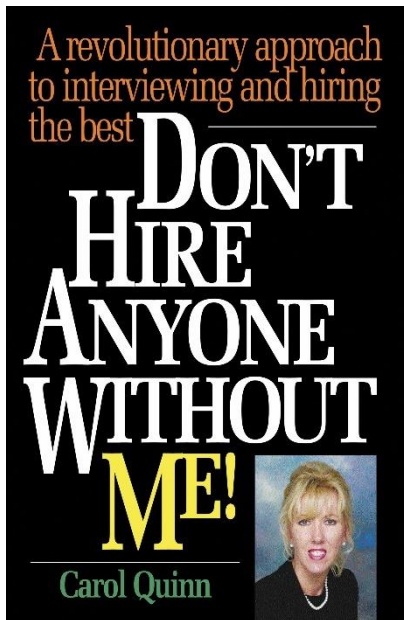
What are the 3 rules  
for writing effective  
interviewing  
questions?

How do you get the  
applicant's guard down  
(& keep it down) so they  
talk more freely to you?

IMPORTANT!  
How do you determine  
*predominant* response?

What are the 5 easy  
questions you ask to  
assess an applicant's  
PASSION?

# Read The *How-To* **MBI** Book



## ADDITIONAL WAYS TO LEARN MBI:

1. Interactive Online Web Course
2. Instructor-led Courses
3. Attend An MBI Train-the-Train Class

Get Your Book  
Signed!

*Carol Quinn*

# JOIN THIS GROUP!

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**Linked In Group**



**Motivation-Based Interviewing**

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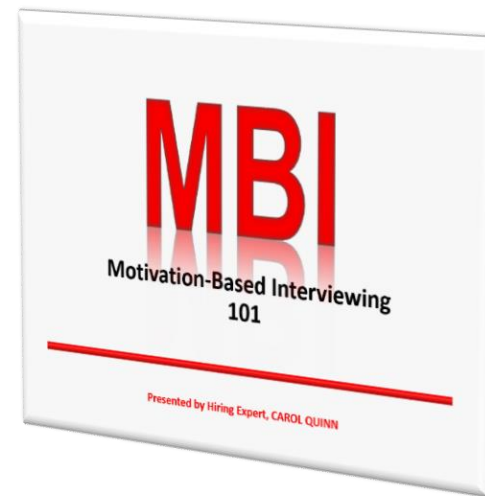
Presentation is available for 7 days after conference:

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