

*Cultural Competency: The Key to Recruiting and Retaining Diverse Staff*

Culturally competent job seekers are looking to work at a camp that values individual talents and accomplishments, rather than a homogenous set of personality characteristics. A behavioral interview communicates your organization’s commitment to evaluate and promote employees based on their actual job performance, rather than personal connections and politics.

In behavioral interviewing, “the focus is on what the person has done in the past—the person’s *action* (Rasmussen 1996).” What a person has done in the past is the best prediction of future behaviors. And behaviors, more than skills or experience, determine overall job performance.

Think of the last time you fired someone. The reason most likely was negative behavior, rather than a lack of past experience or technical skill. Now think back to when you interviewed that person. What questions did you ask in the interview that screened for these behaviors?

Now think of a top performer. What behaviors and values make them a valued employee? Clarifying the “what” makes for an outstanding employee in your organization and will help you in designing an effective behavioral interview.

**Traditional Versus Behavioral Interview Questions**

<b>Traditional</b>	<b>Behavioral</b>
“What contributions do you think you can make to a well-run camp?”	“What in your background particularly qualifies you to be a camp counselor?”
“What do you think works best for disciplining children?”	“Tell me about a time when you had to deal with the challenging behavior of a child. What did you do?”
“If you could change one aspect of your personality, what would it be?”*	“What three or four adjectives best describe your personality? Give me actual examples of when these traits have aided you in the performance of your job and when they have hurt.”†

\*DeLuca †Adler

**References**

Adler, L. (1998). *Hire with Your Head: A Rational Way to Make a Gut Decision*.  
DeLuca, M. and DeLuca, N. (2001). *More Best Answers to the 201 Most Frequently Asked Interview Questions*.  
Rasmussen, T. (1996). *The ASTD Trainer’s Sourcebook: Diversity*.



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## Training Instrument 13-9

### Your Cultural Continuum

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Culture deeply influences our values and behaviors—but it does not *prescribe* them. Individuals are still free to think, feel, and act in ways that are very different from their cultural norms.

*Instructions:* The lines below represent continua between two extremes for six cultural dimensions. Your goal is to place yourself and what you consider to be the average member of the U.S. culture somewhere along each continuum.

1. Assess your own preferences and place an **O** wherever appropriate along each line.
2. Ask yourself where a typical member of the predominant U.S. culture might place himself or herself along the continuum. Indicate that position with an **X**.
3. When you've completed all six dimensions, discuss your answers with your groups.

#### Communication preferences



#### Need for harmony, dislike of conflict



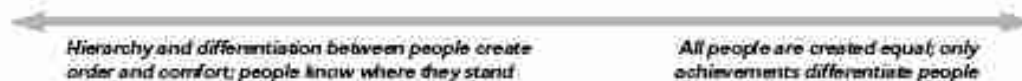
#### Importance of punctuality



#### Equality between genders



#### Equality among people in general



#### Importance of relationships in business negotiations

