

EXPRESS INTEREST
AND ENTHUSIASM!



INTERVIEW PREPARATION

*The number one winning
formula in an interview is...*



**ReSearch Solution
From Zero to Filled**



HOW TO PREPARE FOR A TELEPHONE INTERVIEW

Things to Remember

- 01 Don't read too much into the way an interviewer responds to your answers – some people - especially HR professionals have great “poker faces” always act as if things are going excellent.
- 02 Always project a “positive” image. Don't talk negatively about past employers or position responsibilities. You can justify your decisions without "bashing" anyone.
- 03 Smile when responding - even if you have to force yourself or think it's silly - do it - it affects the tone and quality of your voice over the phone.
- 04 Fill out the worksheet on the next page this will help to refresh your memory about your past accomplishments before you get asked the questions. You won't have to appear to be “digging” for answers.
- 05 The money question - If you get asked about your current compensation - answer honestly and accurately – don't hedge. Make sure to include all the things that make up your compensation – Base, Bonus, Vacation, 401K, Stock options. **When they ask what you're looking for in an offer** – tell them you don't have a “hard” number in mind but that you certainly would expect to improve on your current compensation and leave it at that...if you lock yourself into a number that is the number they will use for any offer or consideration when weighing candidates.
- 06 Lastly - and this is **VERY IMPORTANT** - as soon as you hang up the phone please shoot me a quick email that answers the following questions so I am prepared for when the client calls me back.

Why do you feel you can do this job?

Why do you feel you want this job?

What about the company/position is attractive to you?

What red flags came up as a result of your interview?

What questions do you still want answered?

Do you want to continue the interviewing process for this position?

INTERVIEW PREP WORKSHEET INSTRUCTIONS

In the world of interviewing there is one sad but inevitable truth –
the person who is best for the job does not always get the job
the person who interviews the best for the job gets the job!

The interview prep worksheet is designed to specifically help you give the very best interview you can. In order to do that it's important you understand a little bit about what you will experience during an interview, because the number one reason why a candidate bombs an interview has nothing to do with their skills it has to do with how they prepare. During an interview you will begin to feel a certain amount of stress. When you become stressed one of the first things that happens is you will start to lose your ability to access your long term memory (details about things that happen more than 18 months ago). Well right now the most popular style of interview being conducted is a “behavior based” interview - give me examples of what you've done in the past and it's a pretty good indicator of what you're going to do in the future. So you are going to have an interviewer ask you for details about something on your resume from 3 years ago and your brain quite simply won't let you access those memories and the result is a long drawn out pause, and a filler statement like – “Boy that's a good question. Let me think about that a minute.” As your thinking - the interviewer is equating that with a lack of real experience and ultimately a failed interview.

Well this worksheet is designed so that isn't what you're going to experience. Start with the left hand side of the document. What you want to do first is go through your last 3 positions and write down every accomplishment you can remember from those 3 positions. Focus specifically on three areas - namely – where did you **MAKE** the company money? Where did you **SAVE** the company money? And finally where did you **IMPROVE A PROCESS OR PROCEDURE?**

Once you've done that - focus on the right hand side of the page. Look at each individual accomplishment and make some notes on what happened with that accomplishment. Specifically address these issues –whose buy-in did you have to get for the accomplishment? What hurdles did you have to overcome? Were you on time and on budget? What were your actual results vs. expected results? What would you do differently next time?

Once you've written all this down what you have successfully done is now moved all those details that were stored in your long term memory and put them back in your short memory so you can give better examples faster now during your interview. The result will be you'll give a much better interview. If you are scheduled for a telephone interview feel free to have this sheet lying in front of you while you're talking on the phone.

Good luck!!

INTERVIEW PREPARATION WORK SHEET

REVIEWING YOUR PROFESSIONAL ACHIEVEMENTS

Start with your most recent Employer - focus on the issues that will relate to this position.

Company:

Position:

List your Accomplishments/
Achievements while working
at this position here:

List the strategy, implantation,
and development processes you
used to bring about these results:

Company:

Position:

List your Accomplishments/
Achievements while working
at this position here:

List the strategy, implantation,
and development processes you
used to bring about these results:

Company:

Position:

List your Accomplishments/
Achievements while working
at this position here:

List the strategy, implantation,
and development processes you
used to bring about these results:

ANSWERING EXPERIENCE QUESTIONS THE RIGHT WAY

1st
RULE



Answers need to be between 1 – 3 minutes in length. If it's too short no one will believe you, and if you're too long, you'll be considered insensitive and boring. This advice will only work if you've done something comparable. It will backfire if you try to fake it.

2nd
RULE



Structure your answers using the S.T.A.R.C.H. principle.

S = situation - Explain the situation surrounding your example

T = task - What task were you trying to accomplish

A = action - What actions did you take to accomplish the task

R = results - What were the results of this action

CH = change - What would you do differently this time because of what you learned

IMPORTANT

When giving these answers use both the words "I" and "we" in your examples. If you only use the word "I" during your response you come across as arrogant and not team player. If you over use the word "we" you appear as a follower who is incapable of functioning under their own initiative.

INTERVIEW PREPARTATION

One of the best ways to separate yourself from the competition is to be prepared!

Ok, we made it to the interview, now what. First of all, you need to understand what the interview is all about. Your winning resume, and the way RPM Research presented your abilities, character and background have gained you entrée into the potential Employer's office. The interviewer has already reviewed your resume in detail with me so they are intimately the hard facts of your employment history and skills. The actual interview is a subtler, more subjective aspect of the job-hunting process. During the course of each interview each person you meet will be forming an opinion of you and gauging your compatibility with the needs of the organization and more importantly their ability to work with you within that role. Bottom line – You're trying to make a good impression!!

You need to be sincere, polite and enthusiastic about your knowledge of their company and the industry in order to secure the position. Your resume may well have shown examples of your skills as a team player, but now you need to convince them that you fit their team. In order to make the best impression you can you need to be prepared, know what to expect, and how to handle it if things don't go quite as you had planned.

Preparation

Research the company:

- Check out the company website. Know about their history and growth over the years.
- Check out other company profiles through websites like Hoovers or Dun/Bradstreet.
- Look for relevant press releases in major newspapers or trade publications.
- Read through again any notes you have surrounding the interviewers you will meet. Try to understand their role within the organization and make sure you answer their questions with a bent toward their area of expertise.
- Re-read the job description so you can fit your background most effectively to their needs.
- Be ready with questions for each interviewer but focus on responsibility related issues not “what’s in it for me” questions.

Presenting Yourself

General Rules For Presenting yourself:

- Arrive early
- Bring extra copies of your resume, references, a notepad & pen.
- Be sure you know how to pronounce your interviewer's name
- correctly.
- Be polite to everyone you meet there. They all count.
- Be personable as well as professional. • Do NOT chew gum, smoke, swear or use slang. Assume all questions are asked for a good reason and answer
- accordingly.
- Do not assume that your interviewer knows how to elicit the
- information he/she is looking for.
- Feel free to ask for clarification before answering a question.
- Take some time to formulate your answers before you speak.
- Answer all questions honestly, but in the best, most positive light.
- Do NOT bad mouth old employers.

Proper Attire:

- First Impressions are extremely important. The way you present yourself can be as important as what you say.
 - ✓ **For a woman:** A suit or conservative dress is appropriate. Minimal amounts of jewelry and perfume. Stylish low heel shoes are best.
 - ✓ **For a man:** A conservative business suit, long-sleeved shirt and tie are still best. No jewelry other than a wedding ring and a watch, matching socks and polished shoes are the way to go.

★ If you are unsure as to the attire you were planning to wear-please call me.

SOME REALLY GOOD THINGS TO READ AND THINK ABOUT:

These next few pages are some excellent articles to read prior to going on any interview. They were written by EXPERTS so they are very much worth heeding and applying to this interview.

A Guide to Behavioral Interviewing

"Tell me about a time when you were on a team, and one of the members wasn't carrying his or her weight." If this is one of the leading questions in your job interview, you could be in for a behavioral interview. Based on the premise that the best way to predict future behavior is to determine past behavior, this style of interviewing is gaining wide acceptance among recruiters.

Today, more than ever, every hiring decision is critical. Behavioral interviewing is designed to minimize personal impressions that can affect the hiring decision. By focusing on the applicant's actions and behaviors, rather than subjective impressions that can sometimes be misleading, interviewers can make more accurate hiring decisions.

Behavioral vs. Traditional Interviews

If you have training or experience with traditional interviewing techniques, you may find the behavioral interview quite different in several ways. Instead of asking how you would behave in a particular situation, the interviewer will ask you to describe how you did behave. Expect the interviewer to question and probe (think of "peeling the layers from an onion"). The interviewer will ask you to provide details, and will not allow you to theorize or generalize about several events.

The interview will be a more structured process that will concentrate on areas that are important to the interviewer, rather than allowing you to concentrate on areas that you may feel are important. You may not get a chance to deliver any prepared stories. Most interviewers will be taking copious notes throughout the interview. The behavioral interviewer has been trained to objectively collect and evaluate information, and works from a profile of desired behaviors that are needed for success on the job. Because the behaviors a candidate has demonstrated in previous similar positions are likely to be repeated, you will be asked to share situations in which you may or may not have exhibited these behaviors. Your answers will be tested for accuracy and consistency.

If you are an entry-level candidate with no previous related experience, the interviewer will look for behaviors in situations similar to those of the target position: *"Describe a major problem you have faced and how you dealt with it."* *"Give an example of when you had to work with your hands to accomplish a task or project."* *"What class did you like the most? What did you like about it?"*

Follow-up questions will test for consistency and determine if you exhibited the desired behavior in that situation:

“Can you give me an example?”
“What did you do?”. “What did you say?”
“What were you thinking?”
“How did you feel?”
“What was your role?”
“What was the result?”

You will notice an absence of such questions as, “Tell me about your strengths and weaknesses.”

How to Prepare for a Behavioral Interview

Recall recent situations that show favorable behaviors or actions, especially involving course work, work experience, leadership, teamwork, initiative, planning, and customer service. Prepare short descriptions of each situation, be ready to give details if asked. Be sure each story has a beginning, a middle, and an end, i.e., be ready to describe the situation, your action, and the outcome or result. Be sure the outcome or result reflects positively on you (even if the result itself was not favorable). Be honest. Don't embellish or omit any part of the story. The interviewer will find out if your story is built on a weak foundation. Be specific. Don't generalize about several events; give a detailed accounting of one event.

A possible response for the question, “Tell me about a time when you were on a team and a member wasn't pulling his or her weight” might go as follows: “I had been assigned to a team to build a canoe out of concrete. One of our team members wasn't showing up for our lab sessions nor doing his assignments. I finally met with him in private, explained the frustration of the rest of the team, and asked if there was anything I could do to help. He told me he was preoccupied with another class that he wasn't passing, so I found someone to help him with the other course. He not only was able to spend more time on our project, but he was also grateful to me for helping him out. We finished our project on time, and got a 'B' on it.”

The interviewer might then probe: “How did you feel when you confronted this person?” “Exactly what was the nature of the project?” “What was his responsibility as a team member?” “What was your role?” “At what point did you take it on yourself to confront him?” You can see it is important that you not make up or “shade” information, and why you should have a clear memory of the entire incident.

Don't Forget the Basics

Instead of feeling anxious or threatened by the prospect of a behavioral interview, remember the essential difference between the traditional interview and the behavioral interview: The traditional interviewer may allow you to project what you might or should do in a given situation, whereas the behavioral interviewer is looking for past actions only. It will always be important to put your best foot forward and make a good impression on the interviewer with appropriate attire, good grooming, and a firm handshake and direct eye contact. There is no substitute for promptness, courtesy, preparation, enthusiasm, and a positive attitude.

General Overview

Behavioral Interviewing, also referred to as Structured Behavioral Interviewing, is by design a more systematic and standardized process of evaluating job candidates than is typical of the “traditional” interview process. Its primary intent is to increase the success rate of an organization’s in “good” hires and is, therefore, the form of interview being used more often by a wide variety of recruiting organizations. Behavioral interviewing is based on the “Behavioral Consistency Principle” which essentially states that the best predictor of future performance is past performance in a similar circumstance. Therefore, the questions that are asked of you will tend to focus on behavior, and attempt to evoke how you responded to a variety of specific personal and interpersonal situations and what results occurred from your actions.

“HOW DO I KNOW WHEN I’M BEING GIVEN A BEHAVIORAL INTERVIEW?”

It is quite possible that the interviewer may make you aware prior to the interview that you should expect a structured or competency-based interview. However, you shouldn’t have much trouble identifying whether or not you’re being given a behavioral interview even without prior information. If you hear questions that are asking you to describe or recount specific situations in which you carried out a job - relevant action, and are then asked to describe the consequence or result of your action, you know you’re being behaviorally interviewed.

Behavioral interviews are designed to assess your “real” ability or skill level in functioning in any number of work related activities by delving into how you functioned in your past jobs or extracurricular activities. As with any sort of interview, there are a number of common behavioral “themes” or “performance dimensions” that most recruiters are likely to be interested in. These include but are not limited to) leadership, interpersonal, communication, multi-tasking, management and cognitive skills, Transition ability (e.g., personal flexibility, tolerance for ambiguity), motivation, decisiveness and commitment.

The kinds of inquiries you’d hear from a recruiter might resemble the following:

- What do you estimate to be your biggest academic achievement at this point? What did you do to contribute to that achievement?
- Cite an example of when you were faced with an unpleasant task. How did you go about facing it? Give me the most recent example of a conflict you had with a coworker or a supervisor. How did you handle it?
- Describe a situation in which you had to use your communication skills in order to make an important point. Tell me about a time when you had to use a persuasive argument to help someone see things your way. How did you do it?

Don't Talk Too Much

by Michael Neece, founder of Interview Mastery

Monster Contributing Writer The gift of gab can be something of a curse during an interview. You could end up talking your way right out of the job.

It's important to remember that interviewers are only human, and their attention tends to wane as you speak. Fully understanding this is critical to effectively communicating during any interview. Your response should be less than a minute and a half when an interviewer asks you to **"tell me about yourself."** Why? You'll have that interviewer's attention for just about 90 seconds.

The average interviewer's attention span looks something like this:

- As you begin speaking, the interviewer is listening with nearly full attention. After about 10 seconds, he begins listening with less intensity.
- After 60 seconds, his mind begins to wander and he's devoting less than half his attention to you. The interviewer starts asking questions about your response or begins formulating his next question.
- After you've been speaking for 90 seconds without interruption, the interviewer is barely listening at all.

An interviewer's attention level can be nearly impossible to detect, because most people are skilled at nodding their heads and saying "hmm" while looking at you, all in an effort to disguise their wandering minds. The longer you speak without interruption, the less attention the listener is giving you. Hence, when you provide a long answer that builds to an important conclusion, often the interviewer is no longer listening. This is particularly important when you respond to an interviewer's request to tell him about yourself, because there is just so much you can say on the subject, and you can't be sure what part of your background the interviewer is most interested in learning about.

Your Questions Are Key

Near the end of your response, it's important to keep the interviewer engaged by asking questions. Skilled interviewers will pose behavioral-event questions, asking you to describe specific examples of your experience. In these situations, your response can easily last much longer than 90 seconds. In such situations, interrupt yourself by asking the interviewer a question like, "Is this the level of detail you are looking for?" or "Is this the type of example you're interested in?" This strategy helps to reengage your listener and promotes two-way communication.

According to Kent Kirch, the global director of recruiting at Deloitte, interviewers are more impressed with your questions than any selling points you try to make. "What's really disappointing to an interviewer is at the end of an interview and I ask the candidate, 'Do you have any questions I can answer for you?' and he says, 'Nope, I think you answered

them all,' and that's the end of it; it's just really frustrating," he says. "It all goes back to preparation, and [your questions] tells the interviewer you thought about this interview before you walked in the door."

Asking questions can also give you a strategic edge. "People love to talk about themselves," says Austin Cooke, the global recruitment director at Sapient. "So if you as a candidate can kind of get interviewers talking about themselves, you're one step up." Your interview goals are to ensure you are understood and to make the best presentation of your talents.

Engaging interviewers in two-way communication by asking questions helps you ensure they are listening while you deliver your response.

Six Interview Mistakes

by Michael Neece, founder of Interview Mastery
Monster Contributing Writer

It's tough to avoid typical interview traps if you're unsure what they are.
Here are a half dozen to watch out for.

01

Confusing an Interview with an interrogation.

Most candidates expect to be interrogated. An interrogation occurs when one person asks all the questions and the other gives the answers. An interview is a business conversation in which both people ask and respond to questions. Candidates who expect to be interrogated avoid asking questions, leaving the interviewer in the role of reluctant interrogator.

02

Making a so-called Weakness Seem Positive.

Interviewers frequently ask candidates, "What are your weaknesses?" Conventional interview wisdom dictates that you highlight a weakness like "I'm a perfectionist," and turn it into a positive. Interviewers are not impressed, because they've probably heard the same answer a hundred times. If you are asked this question, highlight a skill that you wish to improve upon and describe what you are doing to enhance your skill in this area. Interviewers don't care what your weaknesses are. They want to see how you handle the question and what your answer indicates about you.

03

Failing to Ask Questions.

Every interview concludes with the interviewer asking if you have any questions. The worst thing to say is that you have no questions. Having no questions prepared indicates you are not interested and not prepared. Interviewers are more impressed by the questions you ask than the selling points you try to make. Before each interview, make a list of five questions you will ask. "I think a good question is, 'Can you tell me about your career?'" says Kent Kirch, director of global recruiting at Deloitte. "Everybody likes to talk about themselves, so you're probably pretty safe asking that question."

04

Researching the Company But Not Yourself.

Candidates intellectually prepare by researching the company. Most job seekers do not research themselves by taking inventory of their experience, knowledge and skills. Formulating a talent inventory prepares you to immediately respond to any question about your experience. You must be prepared to discuss any part of your background. Creating your talent inventory refreshes your memory and helps you immediately remember experiences you would otherwise have forgotten during the interview.

05

Leaving Your Cell Phone On.

We may live in a wired, always available society, but a ringing cell phone is not appropriate for an interview. Turn it off before you enter the company.

06

Waiting for a Call.

Time is your enemy after the interview. After you send a thank-you email and note to every interviewer, follow up a couple of days later with either a question or additional information. Contact the person who can hire you -- not the HR department. HR is famous for not returning calls. Additional information can be details about your talents, a recent competitor's press release or industry trends. Your intention is to keep everyone's memory of you fresh.

Interviewers' Pet Peeves

by Carole Martin

Monster Contributing Writer

You sit facing the interviewer, feeling like things are moving along nicely when all of a sudden the interview takes a drastic turn for the worse. What just happened? You may have hit one of the interviewer's pet peeves, one of those things that automatically triggers a negative response.

Here are seven of the most common peeves provided by experienced interviewers, along with some tips on how to avoid them:

01

Smells: Too Much of a Good Smell Can Be Bad

Pat Riley, author of *Secrets of Breaking into Pharmaceutical Sales*, has a pet peeve story to relate: "Preparing for an interview is not like preparing for a date. I had one interview with a woman who doused herself with perfume (the same perfume my ex-girlfriend used to wear) right before stepping into the small interview booth. The perfume was overpowering and brought back bad memories."

02

Communication: Too Little Leaves Interviewers Exasperated

"My number one interviewing pet peeve is an applicant who won't talk," says Steve Jones, a manager of client services at a software company in Dallas. "I try to ask open-ended questions and prod them for longer answers, but no luck. I've even mentioned to a few that I need more information so I can get an idea of where they're coming from -- still no luck. I always end the interview saying, 'Now it's your turn to ask questions,' and still no luck; they don't have any. Oh well -- next!" "Help me out here," says Jones. "Come prepared to answer questions and talk about yourself."

03

Communication: Too Much Can Be Too Much

"Candidates who ramble are the ones who get to me," says Dotti Bousquet of Resource Group Staffing in West Hartford, Connecticut. "Last week, I was interviewing a candidate and asked her one question. The candidate talked and talked and talked for 45 minutes straight. I was unable to stop her. I had to say, 'Let's wrap this up,' and I stood up while she continued to talk. I walked to the door of the office and opened it. She left, but continued to talk while walking out the door."

The lesson? "Candidates should stay focused, and answer the question asked -- in less than two to three minutes," advises Bousquet.

04

Lack of Focus: Results in Losing the Interviewer

"Typically, candidates are simply too intimidated by the process," says Mark Fulop, project director for a large nonprofit agency. "Relating the answer given to one question back with another -- and asking clarifying or follow-up questions -- shows me that the candidate is confident and thinking about the whole picture instead of enduring an interrogation."

05

Averting Your Eyes: One Way to Avert an Offer

"People who do not make any eye contact during the entire interview" irritate Gwen Sobiech, an agency recruiter in West Hartford, Connecticut. "I realize some people are shy, but to never look at me once -- they look down, around, everywhere, but not at me for the entire interview. I find that extremely annoying. I also tend to distrust someone who will not look at me when I've asked a question."

If you are uncomfortable looking into someone's eyes, look at his "third eye," just above and between the person's two eyes.

06

Slang and Street Speak: Leave Them on the Street

"Poor communications skills really get to me," says Robert Fodge of Power Brokers in Dover, Delaware. "What I mean by this is not merely their language fluency, but more about the use of language. Slang words and street speak just don't have a place in most business environments. Also, candidates who say 'um,' 'like' and 'uh' between every other word lose my attention very quickly."

07

Deception: Little Lies Leave a Big Impression

One major complaint among recruiters is when a candidate is not completely truthful; small lies are all too common in the world of recruitment. This includes not being completely forthcoming with relevant information, embellishing accomplishments, hiding jobs or leading the process on with no intention of ever following through. Building trust during the interview is key to getting an offer.

Questioning the Interviewer

Even if you don't ask any questions during an interview, many interviewers will ask you if you have any questions at the end. How you respond will affect their evaluation of you. So be prepared to ask insightful questions about the organization.

- Making a list of any questions you have regarding the company is important (but it should contain only questions you weren't able to find out through your own research or through us) this will help you identify if this is the right position for you.

Good topics to touch on include:

- The competitive environment in which the organization operates
- Executive management styles
- What obstacles the organization anticipates in meeting its goals
- How the organization's goals have changed over the past 3 years
- What obstacles were commonly met in reaching corporate goals
- What resources are available from the company and what must be found elsewhere to reach position objectives.


Generally it is not recommended to ask about compensation or benefits. Questions in this area make you seem more interested in what they can do for you and less enthusiastic about the position. Also, make sure you ask at least some questions so you don't appear to be passive in pursuing the opportunity.

EXPRESS INTEREST AND ENTHUSIASM!



BEFORE THE INTERVIEW . . .

- Research the company including their web page, information from your recruiter as well as your own professional network.
- Be prepared for the frequently asked questions (see following pages) if you haven't interviewed in a while, either role-play with someone or write down the answers.
- Prepare questions about the company, position, project, team, etc focusing on the big picture . . . take them with you.
- Try to get there at least 10-15 minutes before the scheduled time and take into account things like signing in at the front desk, parking, filling out an application, getting lost . . .



OPENING THE INTERVIEW . . .

- Thank the interviewer for taking the time to meet with you establish good eye contact and give a firm handshake.
- As the interview begins, become an active participant; you are interviewing them as much as they are interviewing you.
- Convey to the interviewer what you understand about the position and ask if there is anything else they can add. For example, *“My recruiter has told me that you are looking for a Study Director with 5 years experience developing non-clinical programs; is there anything else that you can tell me about the position.”*
- Ask the interviewer, *“What skills do you feel are important to be successful in this position in addition, what you would like this person to accomplish in the first 3 months, 6 months and 1 year.”*



DURING THE INTERVIEW . . .

- Remember that no matter what they ask you, they are asking you *"What have you done in the past and how does it apply to what we're doing here?"*
- Always give examples of what you have done. For example, *"When I was at Qualcomm, I was the lead developer for a call processing application. There were four people on my team and we designed, developed, tested and delivered the application in a four month period. The application was developed using C on Solaris and FreeBSD."*
- If they ask you about something that you don't have experience with, don't try to cover up. Let them know you don't have experience in that area but give them an example of a time when you had to pickup a new skill and how you applied it in a given period of time.



CLOSING THE INTERVIEW . . .

- As the interview is wrapping up, thank the interviewer for their time and let them know if you are interested in the opportunity, when you could be available to start.
- Also ask them if they think you could be a right fit and what would be the next step?

Ask them if they might need any further information to help them make a decision, In addition, ask the interviewer if they have any concerns regarding how you fit with the requirements of the position and if there are any areas that they would like clarified. Tell them that you would appreciate candid feedback

TWENTY TOUGH QUESTIONS

“Are you Prepared with the Answers?”

01

"Tell me about yourself."

Just talk for two minutes. Be logical. Start at most recent position. Looking for communication skills, linear thinking. Also try to score a point or two (describe a major personal attribute.)

02

"Why are you leaving your current position?"

This is a very critical question. Don't "bad mouth" a previous employer. Don't sound "too opportunistic." Best when major problems, or buy-out, or shut-down. Also good to state that after long personal consideration, your chance to make a contribution is very low due to company changes. Still attempt to score points.

03

"What do you consider your most significant accomplishment?"

This can get you the job. Prepare extensively. Score points. Tell a 2 minute story, with details and discuss personal involvement. Make the accomplishments worth achieving. Show how you a) Saved Time, b) Saved Money, or c) improved process. Discuss hard work, long hours, pressure, important company issues at stake.

04

"Why do you believe you are qualified for this position?"

Pick two or three main factors about the job, and about you that are most relevant. Discuss for two minutes, with specific details. Select a technical skill, a specific management skill (organizing, staffing, planning), a personal success attribute to mention.

05

"Have you ever accomplished something you didn't think you could?"

Interviewer is trying to determine your goal orientation, work ethic, personal commit, and integrity. Provide a good example where you overcame numerous difficulties to succeed. Prove you're not a quitter, and that you'll get going when the going gets tough."

06

"What do you like or dislike most about your current position?"

Interviewer is trying to determine compatibility with open position- If you have an interest in the position be careful. Stating your dislike of overtime or getting into details, or that you like "management" can cost you the position There is nothing wrong with liking challenges, pressure situations, opportunities to grow, or disliking bureaucracy and frustrating situations.

07

"How do you handle pressure? Do you like or dislike these situations?"

High achievers tend to perform well in high pressure situations. Conversely, the question would imply the position is pressure packed and out of control. There is nothing wrong with this as long as you know what you're going into. If you do perform well under stress, provide a good example with details, giving an overview of the stress situation. Let the interviewer "feel" the stress by your description of it.

08

"The sign of a good employee is the ability to take initiative. Can you describe situations like this about yourself"

A proactive, results oriented person doesn't have to be told what to do. This is one of the major attributes. To convince the interviewer you possess this trait you must give a series of short examples. describing your self-motivation. Try to describe at least one example in depth. The extra effort, strong work ethic and creative side of you must be demonstrated.

09

"What's the worst or most embarrassing aspect of your business career? How would you have done things differently now with 20/20 hindsight?"

This is a general question to learn how introspective you are. Also to see if you can learn from your mistakes. If you can, it indicates an open, more flexible personality. Don't be afraid to talk about your failures, particularly if you've learned from them. This is a critical aspect of high potential individuals.

10

"How have you grown or changed over the past few years?"

This requires thought. Maturation, in technical skills, or increased self-confidence are important aspects of human development. To discuss this effectively is indicative of a well-balanced intelligent individual. Overcoming personal obstacles or recognizing manageable weaknesses can brand you as an approachable and able employee.

11

"What do you consider your most significant strengths?"

Be prepared. Know your four or five strengths. Be able to discuss each with a specific example. Select those attributes that are most compatible with the job opening. Most people say "management" or "good interpersonal skills," in answer to this. Don't unless you can describe the specific characteristics of management (planning, organizing, results, staffing, etc.) or how your relationship skills have proven critical to your success.

12

"What do you consider your most significant weaknesses?"

Don't reveal deep character flaws. Rather discuss tolerable faults, that you are working towards improving. Show by specific example how this has changed over time. Better still, show how a weakness can be turned into a strength. For example, how concentration on details results in higher quality work even though it requires much overtime.

13

Deadlines, frustrations, difficult people, and silly rules can make a job difficult How do you handle these types of situations?"

Most companies, unfortunately, face these types of problems daily. If you can't deal with petty frustrations you'll be seen as a problem. You certainly can state your displeasure at the petty side of these issues; but, how you overcome them is more important. Diplomacy, perseverance, and common-sense often prevail even in difficult circumstances. This is part of corporate America, and you must be able to deal with it on a regular basis.

14

"One of our biggest problems is _____ it? What has been your experience with it? How would you deal with it?"

Think on your feet. Ask questions to get details. Break it into sub-parts. Highly likely you have some experience with the sub-sections. Answer these, and summarize the total. State how you would go about solving the problem, if you can't answer directly. Be specific. Show your organizational and analytical skills.

15

"How do you compare your technical skills to your management skills?"

Many people tend to minimize their technical skill, either because they don't have any, or they don't like getting into the detail. Most successful managers possess good technical skills and get into enough detail to make sure they understand the information being presented by their group. Try for a good balance here if you want to be seriously considered for the position.

16

"How has your technical ability been important in accomplishing results?"

Clearly the interviewer believes he needs a strong level of technical competence. Most strong managers have good technical backgrounds, even if they have gone away from detail. Describe specific examples of your technical wherewithal; but, don't be afraid to say you're not current. Also, you could give an example of how you resolved a technical issue by "accelerated research."

17

"How would you handle a situation with tight deadlines, low employee morale, and inadequate resources?"

If you pull this off effectively, it indicates you have strong management skills. Need to be creative. An example would be great. Relate your toughest management task, even if it doesn't meet all the criteria. Most situations don't Organizational skills, interpersonal skills, and handling pressure are key elements of effective management. Good managers should be able to address each issue, even if they were not concurrent. Deftly handling the question is pretty indicative of your skills.

18

"Are you satisfied with your career to date? What would you change if you could?"

Be honest. Interviewers want to know if he can keep you happy. It's important to know if you're willing to make some sacrifices to get your career on the right track. Degree of motivation is an instant selection criteria.

19

"What are your career goals? Where do you see yourself five years from now? Ten years? "

Most importantly, be realistic! Pie-in-the sky stuff brands you as immature. One or two management jumps in three to five years is a reasonable goal. If your track record indicates you're on line for senior management in ten years, it's okay to mention. However, if you've had a rocky road, better to be introspective.

20

"Why should we hire you for this position? What kind of contribution would you make?"

Good chance to summarize. By now you know their key problems. Restate them and show how you would address them. Relate to specific attributes and specific accomplishments. Qualify responses with the need to gather information. Don't be cocky. Demonstrate a thoughtful, organized, strong effort kind of attitude.

Dress for success - reflect a professional image.

THIRTY- THREE WAYS TO SUCCEED ON INTERVIEWS!

- 01 → Be early for interviews (12-15 minutes).
- 02 → Express interest and enthusiasm (empathy).
- 03 → De-emphasize money and fringe benefits (open on salary).
- 04 → Compliment past employers or minimize if unpleasant.
- 05 → Maintain good eye contact.
- 06 → Extend a firm, friendly handshake.
- 07 → Express appreciation for interviewer's time.
- 08 → Give direct responses to questions.
- 09 → Ask questions about position and the company.
- 01 → Be receptive to the possibility of transfer to other locations.
- 10 → Exhibit confidence and poise (at easy1 calm).
- 11 → Be assertive without being overly aggressive.
- 12 → Exhibit tact.
- 13 → Express yourself clearly (voice1 diction, grammar).
- 14 → Express a career purpose and goal.

- 15 → Express willingness to "earn your stripes."

- 16 → Demonstrate mature attitude.

- 17 → Exercise courteous, well-mannered behavior.

- 18 → Make short, direct responses to questions on unfavorable factors in record.

- 19 → Indicate participation in company activities (team play).

- 20 → Demonstrate decisiveness.

- 21 → Fill out company application neatly and completely.

- 22 → Show interest in finding a good career opportunity.

- 23 → Express interest in long term opportunities (goals).

- 24 → Show understanding, compassion.

- 25 → Reflect high moral standards.

- 26 → Show interest in the company or industry you are interviewing with.

- 27 → Be energetic; well rested.

- 28 → Avoid prejudicial comments.

- 29 → Show broad interests (work and play).

- 30 → Take criticism as a professional statement.

- 31 → Get an offer then make a decision about the company

- 32 → Jobs are WON and LOST in the interview. Below are a number of reasons that

TWENTY-NINE WAYS TO BLOW AN INTERVIEW

have resulted in past failures. You can turn each negative into a positive and make them work for you. TAKE THIS WITH YOU AND REVIEW IT PRIOR TO EACH INTERVIEW

Poor personal appearance.

- 01 → Lack of interest and enthusiasm. (Passive and indifferent).
- 02 → Over emphasis on money. (Interested only in best dollar offer).
- 03 → Negative comments about current or past employers.
- 04 → Failure to look at interviewer when conversing.
- 05 → Limp, fishy handshake.
- 06 → Late for interview.
- 07 → Failure to express appreciation for interviewer's time.
- 08 → Failure to ask questions during the interview about the company, the position, the future.
- 09 → Vague responses to questions such as the inability to quantify accomplishments.
- 10 → Over aggressive, conceited "know it all" complex.
- 11 → Inability to express self clearly. (Poor voice, diction, grammar).
- 12 → Lack of planning for career. (No purpose or goals).

13 → Unwilling to start at the bottom; expect too much ... too soon.

14 → Make excuses; evasive; hedge on unfavorable factors in record.

15 → Lack of tact.

16 → Lack of courtesy, ill-mannered.

17 → Lack of maturity.

18 → Lack of vitality.

19 → Indecision.

20 → Sloppy application blank.

21 → Merely shopping around.

22 → Want job only for short time.

23 → No interest in company or industry.

24 → Cynicism

25 → Low moral standards.

26 → Intolerance. (Strong prejudices).

27 → Narrow interests.

28 → Inability to take criticism.

29 →
