Turning Any Interview On Its Head
By Maintaining Control

Christ the King Networking Group
How to Prepare

Know the Company

Know Yourself

Know the Market

Know the Interview Team
How to Prepare

Know the Interview Team:

* Be ready for collaborative interviews, organized by:
  – personal/cultural fit
  – technical fit
  – leadership and management abilities

Your responses should match the level and position of the person you are interviewing with and have the appropriate amount of detail:

  – Style information and culture information is valuable to have prior to the interview
  – Vary your level of detail and examples based upon position of interviewer
How to Prepare

What are core competencies?

– More than basic skills, they are the combination of knowledge, skills and behaviors a person uses to perform a job
– They differentiate level of proficiency
– They develop over time and from years of reinforcement
– They have elements of emotional intelligence embedded within
– They also incorporate **behavioral indicators** into their definition

  • How you observe, measure and understand a person possesses this competency
  • These can vary by company

*Example: Organization (competency)*

– Prepares a daily outline of activities
– Prioritizes by urgency and importance
– Plans, implements and adheres to a routine
Secrets of an Experienced Interviewer

Top Interviewers Are Adept At:

– Building and using rapport to relax candidates
– Allowing silence
– Seeking contrary evidence
Behavioral Based Interviews

Behavioral based interviews are back:
- great candidate pool
- improved resumes and tools to pre-screen candidates
- “past behavior is best predictor of future behavior”

Be Prepared:
- know the core competencies for the role: check the job description
- STAR method
- conversation= rapport

Invest in a coach:
- objective and neutral
- clarify stories, amplify successes,
- keep you focused; accountable

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Behavioral Based Interviews

Preparing two examples for each competency is useful:
- multiple interviewers may ask questions re. same competency, then compare notes
- have examples that highlight your skills from multiple perspectives

Be 3-D:
- weave a story into your STAR response
- more memorable
- presents a holistic view of who you are, what you are like to work with
- balance rational and emotional elements in your story
But….my interviewer was totally unprepared/didn’t know what she was doing/talked the whole time/was a total waste of time. What should I do?

– give behavioral examples anyway

– prepare yourself for an interview by reviewing the core competencies for the role

– have 3 or 4 questions ready to ask the interviewer at the end, which help you understand the culture and people

*At the end of the interview, what do you want the interviewer to know about you when they make a hiring decision?*
Example

Q- Describe how you have adapted to a large scale change in your previous role. What was the situation and what specifically did you do to make the shift?

A- Due to declining business, my prior employer had to conduct multiple layoffs. While I remained employed, most of my team was let go. However, we still needed to maintain the customer relationships we had and do our best to bring in more business. This was really challenging on many levels: our processes were deeply imbedded in the organization, our team was very connected, and we worked really well together. Before the layoffs, each member of our team had a specialized role and tasks to complete in the customer relationship cycle. Following the layoffs, it was critical that the process be redesigned. I took the lead on this activity. I spent a lot of time identifying what needed to be done, gaining approvals and communicating the changes to our internal and external partners, but it was worth it in the long run. We now have a more efficient process.
Decoding Culture through Behavioral Interviewing

Example: Communication
- Describe the method most frequently used to inform employees of company changes
- Tell me how the informal channel of communication typically works

Example: Conflict Management
- Give an example of a recent conflict that occurred in your department/organization/on your team. What steps were taken to address it?
- Describe how opposing viewpoints are handled on the management team. Who seems to wield the most influence?

Example: Rewards and Recognition
- How have employees been rewarded for their hard work in the past year?
- What types of contributions get recognized in the company?
Decoding Culture through Behavioral Interviewing

Example: Accountability
- Describe the balance between results, process and accountability in your organization
- How does the organization measure results?

Example: Decision Making
- Give an example of a recent decision that was made within the department/organization/team. Who ultimately made the final decision?
- Describe the overarching style of decision making in the department/organization/team (e.g. collaborative, consensus, autocratic)

Example: Empowerment/Delegation
- Tell me how the organization balances delegation of responsibilities with authority to make final decisions
- Describe the organization’s philosophy on risk taking
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