

Okay, so you're ready. Now comes the good part. Actually going in there and doing it.

BASIC TECHNIQUES FOR ANSWERING

First, you need to look like you're ready, willing, and able to answer all questions.

Second, you need to answer what he/she asks and to be clearly responsive, not evasive.

Third, you want to be helpful and look for solutions, not defensive, hidden, or obstructive.

Within those parameters there's a lot of leeway. You *do* have many choices. Read again in the previous section how to clarify questions before you answer; how to turn questions around so you get in what you want to say; how to answer only what's asked, sparely and succinctly, and wait for follow-up questions instead of pouring out all you know with the first question.

Power

The power issue is again at the heart of how you answer. Feeling strong and able to withstand what is thrown at you will help you dilute the anxiety over the boss's power. Remember, it's still *your* information, to be delivered *your* way, as much or as little as you decide.

Fear

Answerers often feel fear, and always feel concern for consequence: Fear of what the boss can do and think, and concern for the consequences of how you answer.

Establish Rapport

Don't walk in with a hang-dog, "let's get it over with" look. And don't wait for the boss to start. Greet him/her first. You need to establish contact and show that you aren't thrown by this session, but see it as an encounter with the outcome still to be discovered, by mutual participation.