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competency-based interviewing
has broad worldwide appeal.



THE INTERVIEWER WANTS TO KNOW

1. Can you do the job?
2. Will you do the job?
3. How well will you fit in with the organization's culture and people?

Do your goals and outlook aligned
with the mission of the organization?



THE HIRING NEEDS OF THE ORGANIZATION ARE BETTER SERVED

- Critical competencies can be defined
- Structured interview training can occur
- More good hires, fewer bad hires can be made

The process permits a more systematic
approach to hiring decisions.



“...an observable or measurable knowledge, skill, ability or behavioral characteristic contributing to successful job performance.”

CRA Competency Catalog

They define a competency as an observable or measurable knowledge, skill, ability,



“...the key interpersonal and personal attributes that are necessary for specific jobs across the organization...”

CRA Competency Catalog

personal attributes that are necessary for specific jobs across the organization.



“...the technical knowledge, skills and abilities that are relevant to specific jobs or roles across the organization.”

CRA Competency Catalog

abilities relevant to specific
jobs in the organization.



Example Scoring of Competency

0	No Evidence	No Evidence of Competency
1	Basic	Rudimentary Performance
2	Intermediate	Satisfactory Performance
3	Proficient	Strong Performance
4	Advanced	Masterful Performance

Organizations typically use a four or five level scale to rate competencies.

evidence

noun [U] UK /'ev.ɪ.dəns/ US /'ev.ə.dəns/

B2 anything that helps to prove that something is or is not true:

[+ to infinitive] *There is no scientific evidence to suggest that underwater births are dangerous.*

[+ that] *Is there any scientific evidence that a person's character is reflected in their handwriting?*

(Definition of evidence from the Cambridge Academic Content Dictionary © Cambridge University Press)

An interviewer will probe for
specific evidence that



TIPS FOR ANSWERING

1. Be prepared.
2. Be specific.
3. Use I-Statements.
4. Be meticulously honest.
5. Tell stories.

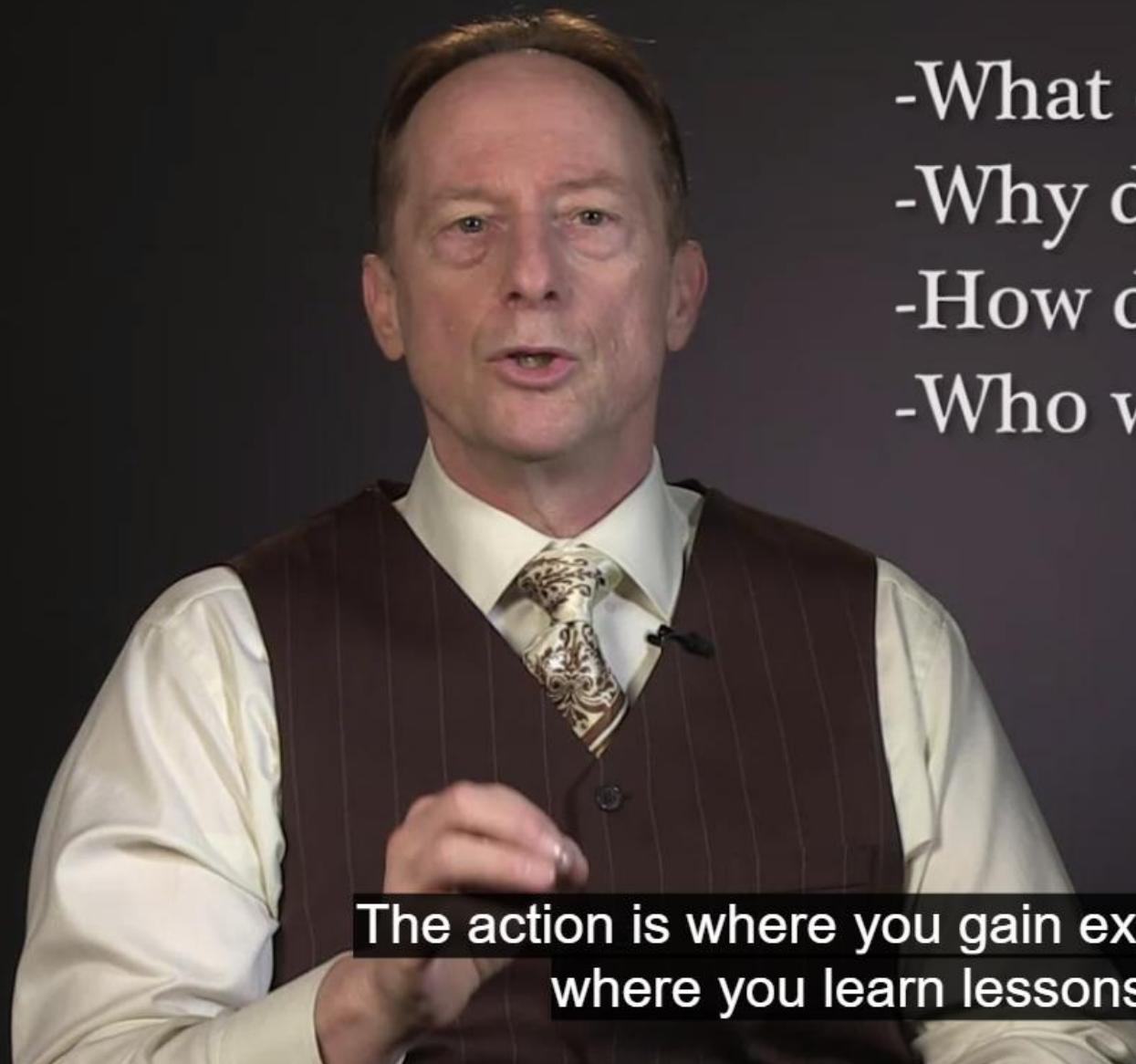
maintain an arsenal of brief,
relevant stories that you can tell.



S	Situation
T	Task
A	Action
R	Results

'STAR' Technique to Answer Behavioral Interview Questions

The strategy is called the S-T-A-R method.



- What did you do?
- Why did you do it?
- How did you do it?
- Who was involved?

The action is where you gain experience,
where you learn lessons.

S	Situation	Detail the background. Provide a context. Where? When?
T	Task	Describe the challenge and expectations. What needed to be done? Why?
A	Action	Elaborate your specific action. What did you do? How? What tools did you use?
R	Results	Explain the results: accomplishments, recognition, savings, etc. Quantify.

'STAR' Technique to Answer Behavioral Interview Questions
**In the fourth step of your story
 you talk about the results,**





THE FACTS MA'AM - JUST THE FACTS

You want to give your interviewer
the details he or she needs, bu no more.

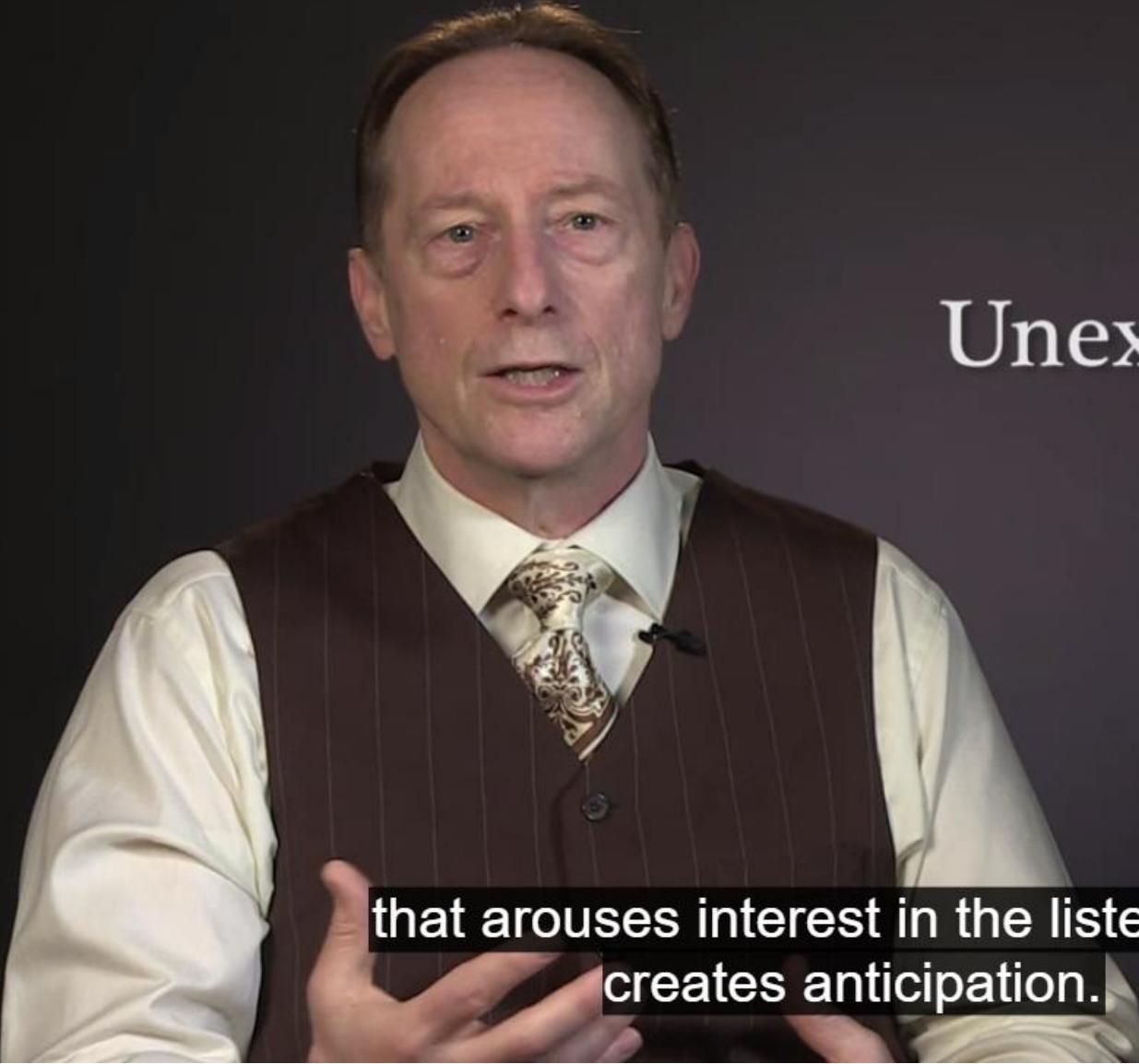
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EVERY GOOD STORY HAS THREE ELEMENTS

- A beginning (the situation and task)
- A middle or process (the actions you took)
- An end (how you resolved the problem)

Namely all stories have a beginning,
a middle and an end.





Unexpectedness

that arouses interest in the listener and creates anticipation.

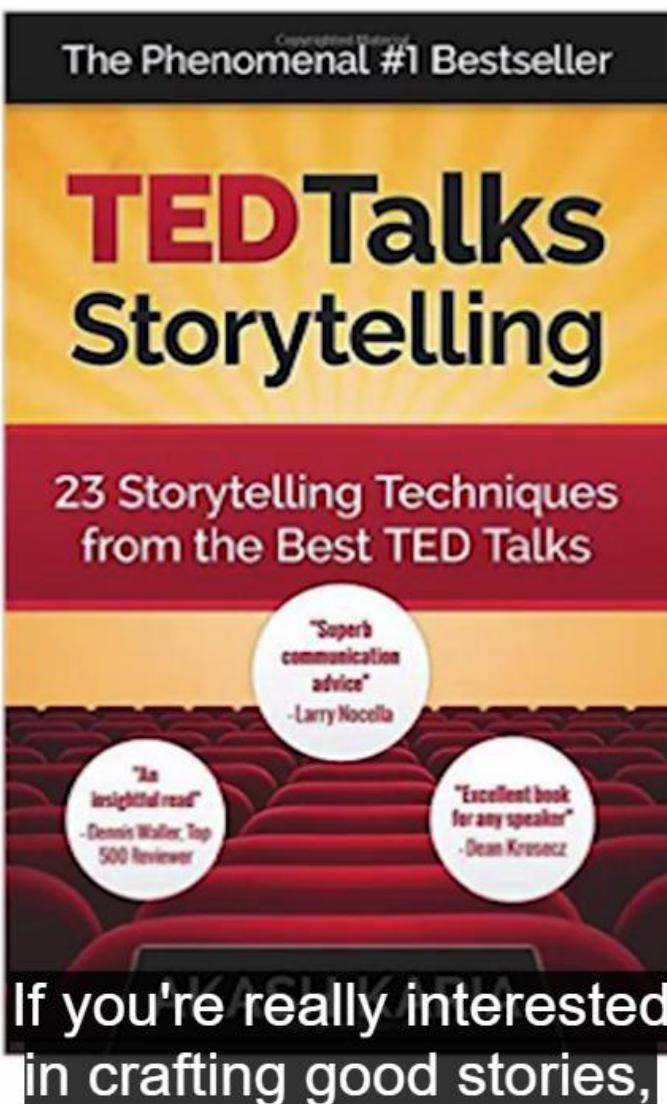
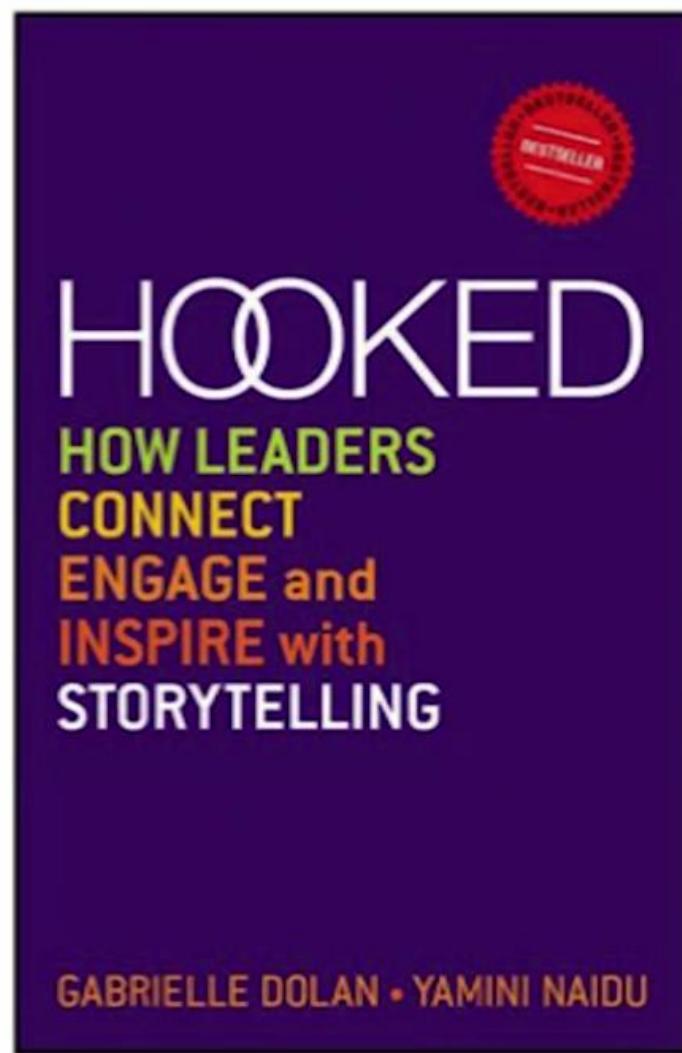


DEVICES THAT AROUSE INTEREST

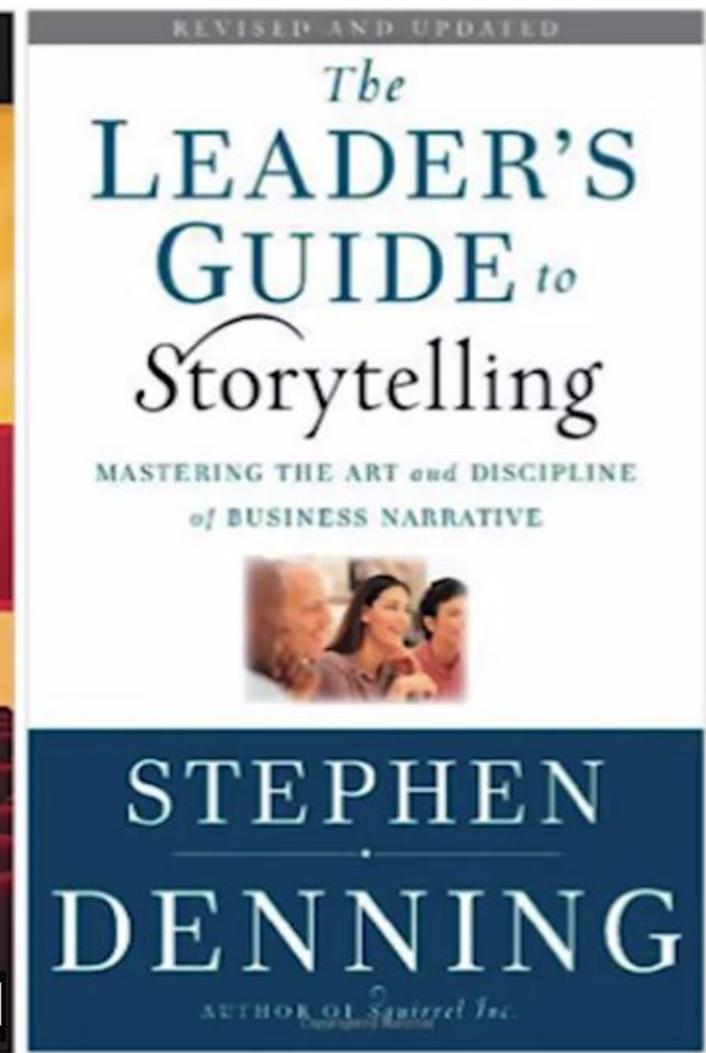
- An unusual character
- A surprising contributor
- An unusual action
- An unanticipated side-effect
- A surprising result
- An interesting twist

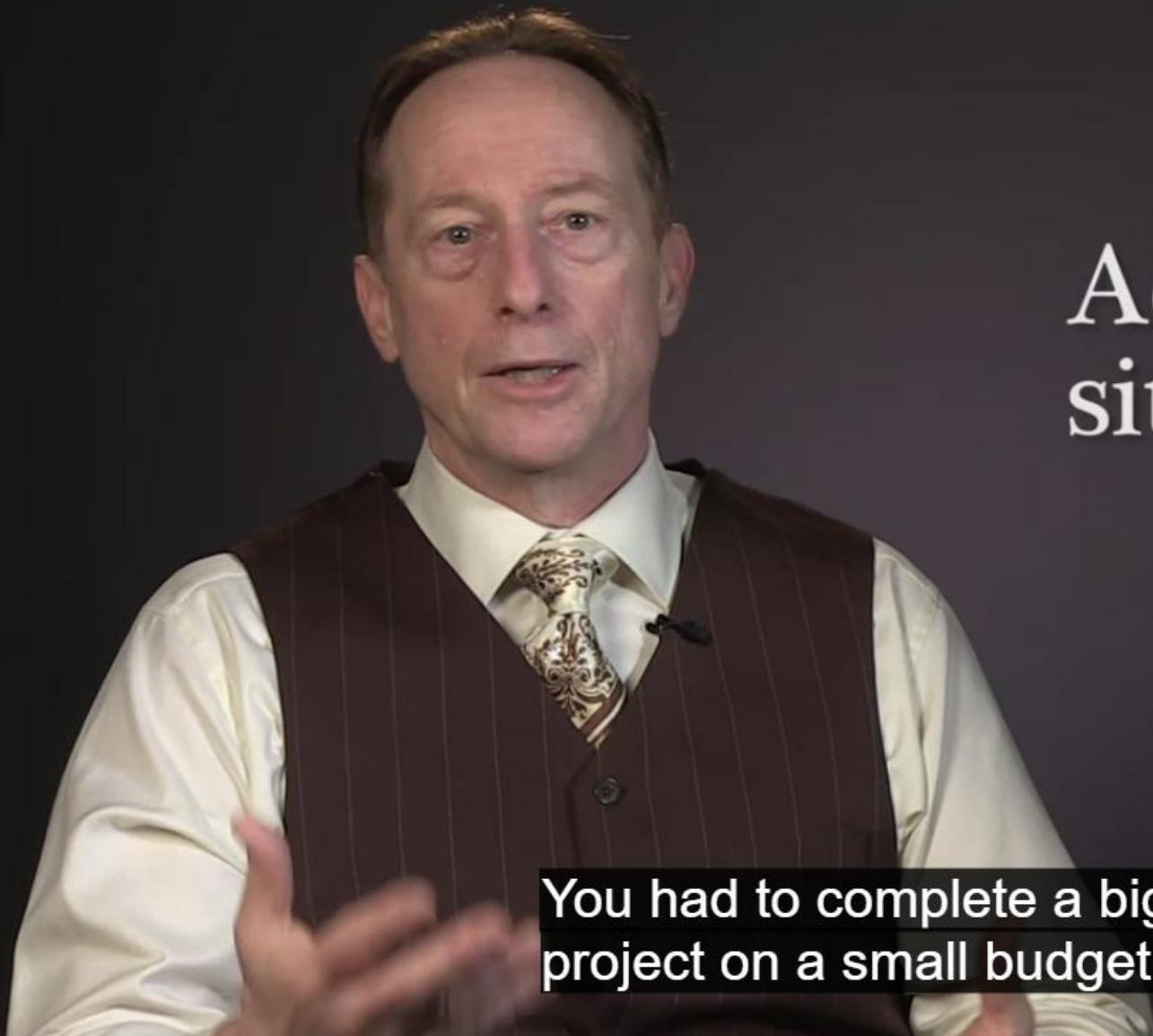
ended up taking a different one because
you were flexible enough to change course.





If you're really interested
in crafting good stories,





Adverse situation

You had to complete a big project on a small budget.



Half your stories
should be positive

where you met goals, the client was happy,
your organization prospered.





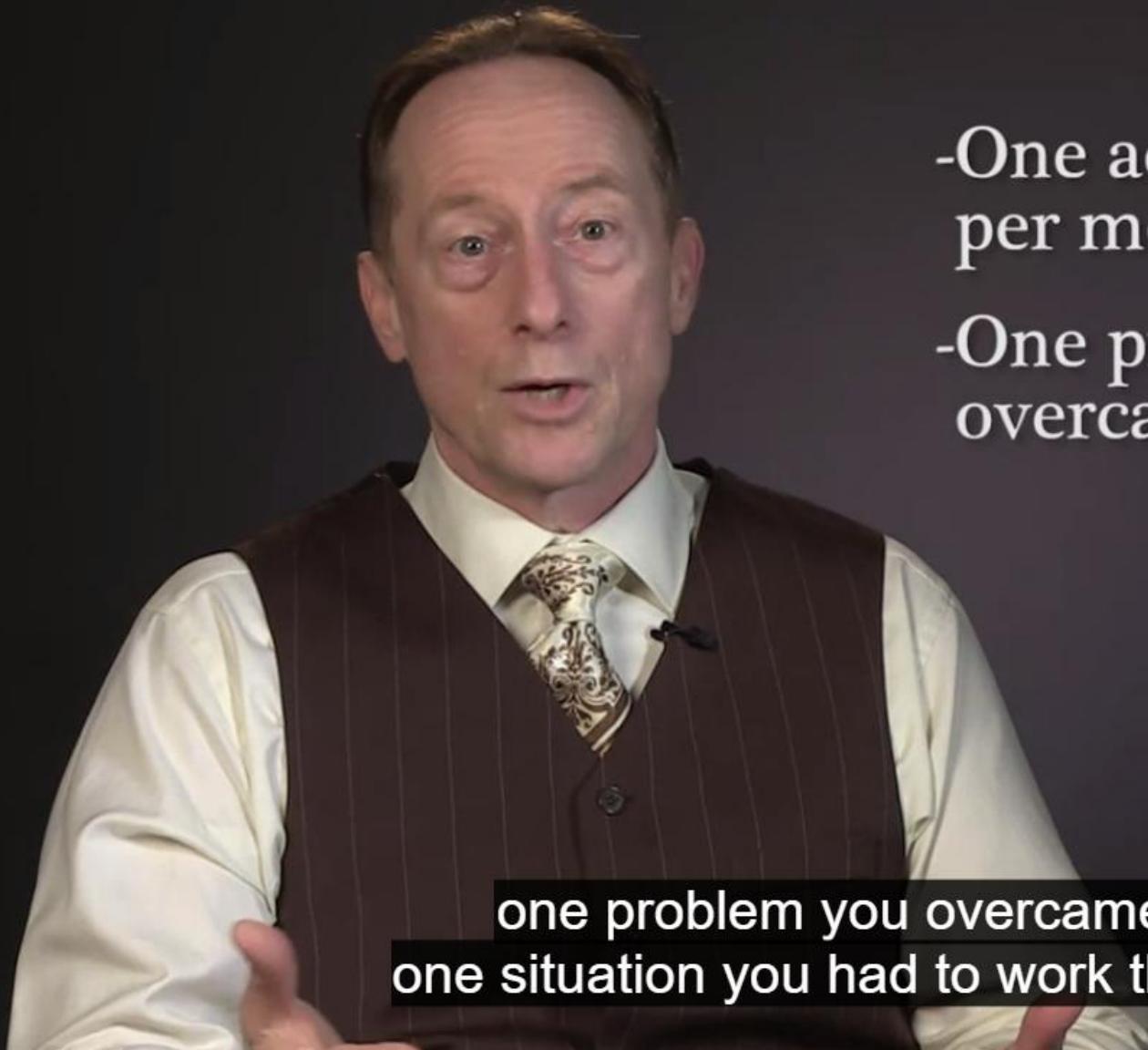
Started out negatively, but
you made the best of them

Or, even better, you managed to
bring about a positive outcome.

**How many stories should I have? How
many do I need?**

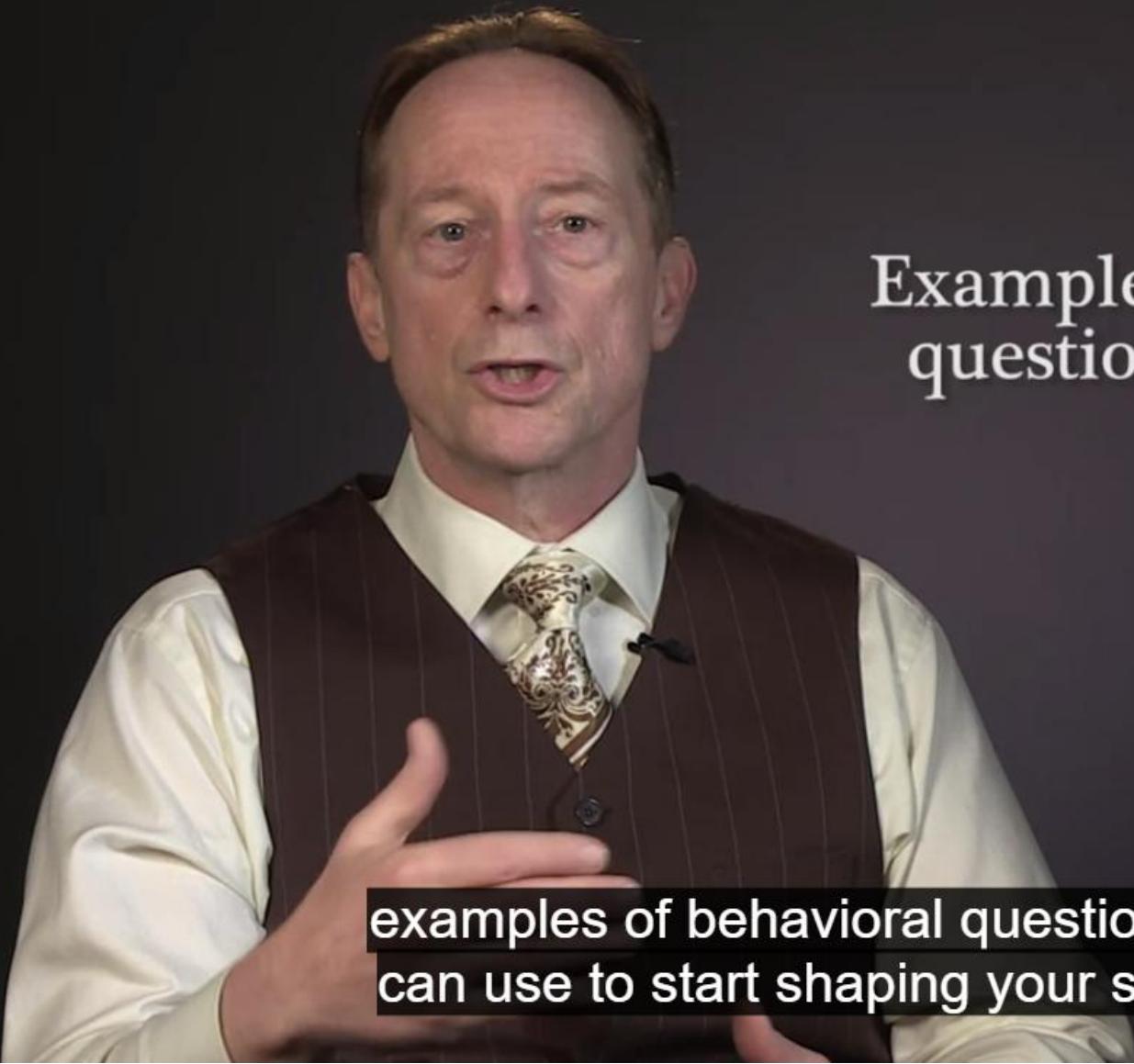
**If you go back over the last year,
you should be able to find,**





- One accomplishment per month
- One problem you overcame

one problem you overcame or
one situation you had to work through.



Examples of behavioral questions you can use

examples of behavioral questions you
can use to start shaping your stories.

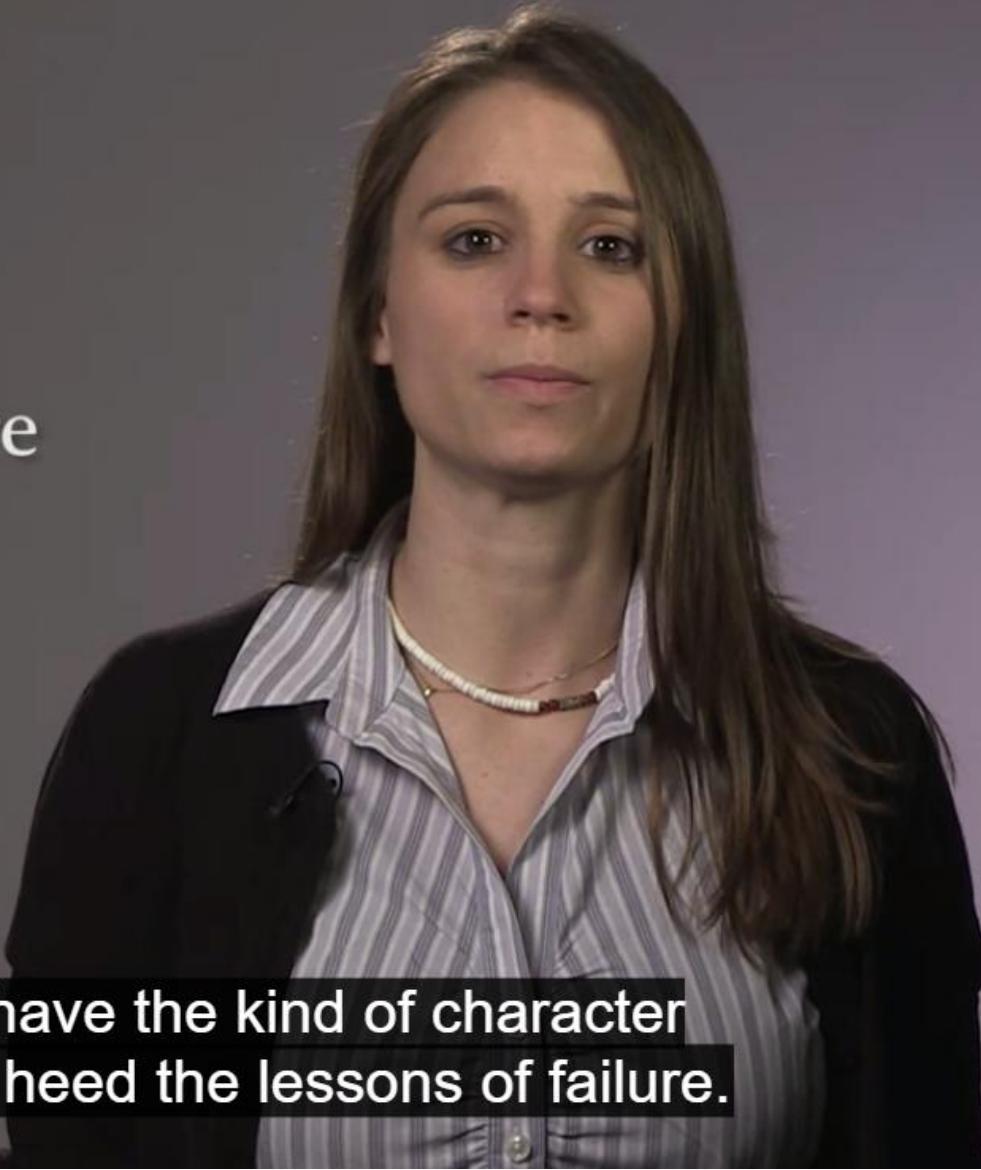
"It's fine to celebrate success but it is more important to heed the lessons of failure."

~Bill Gates

Some in fact, claim that people learn more from failures than from successes.



- Afraid of failure
- Ashamed of failure
- Heed the lessons
of failure



if you have the kind of character
that can heed the lessons of failure.

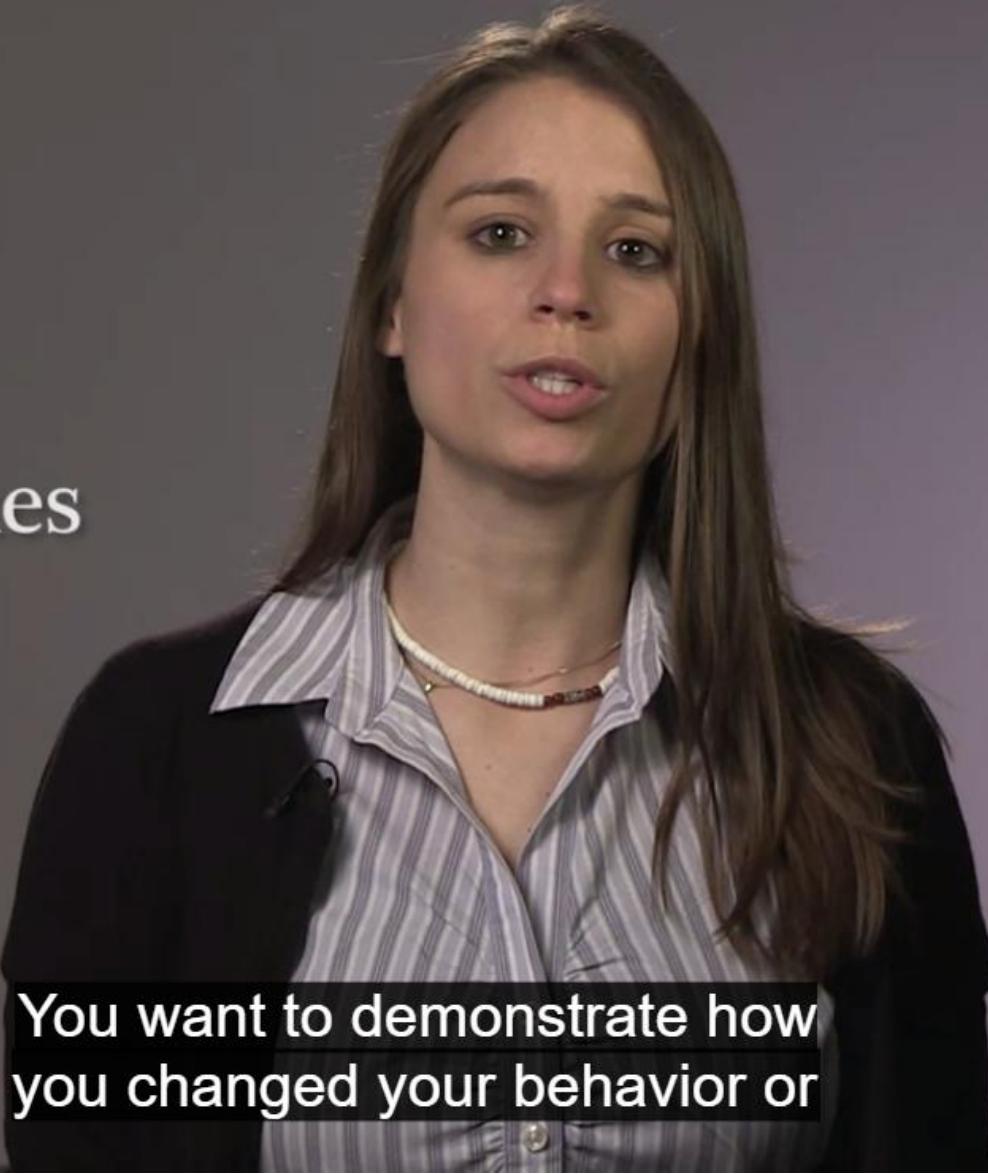
"FAILURE IS SIMPLY THE
OPPORTUNITY TO BEGIN AGAIN,
THIS TIME MORE INTELLIGENTLY."

HENRY FORD

- CAN LEARN FROM FAILURE
- CAN ACKNOWLEDGE FAILURE
- CAN MAKE SMART DECISIONS AND TAKE SMART RISKS
- CAN TAKE RESPONSIBILITY

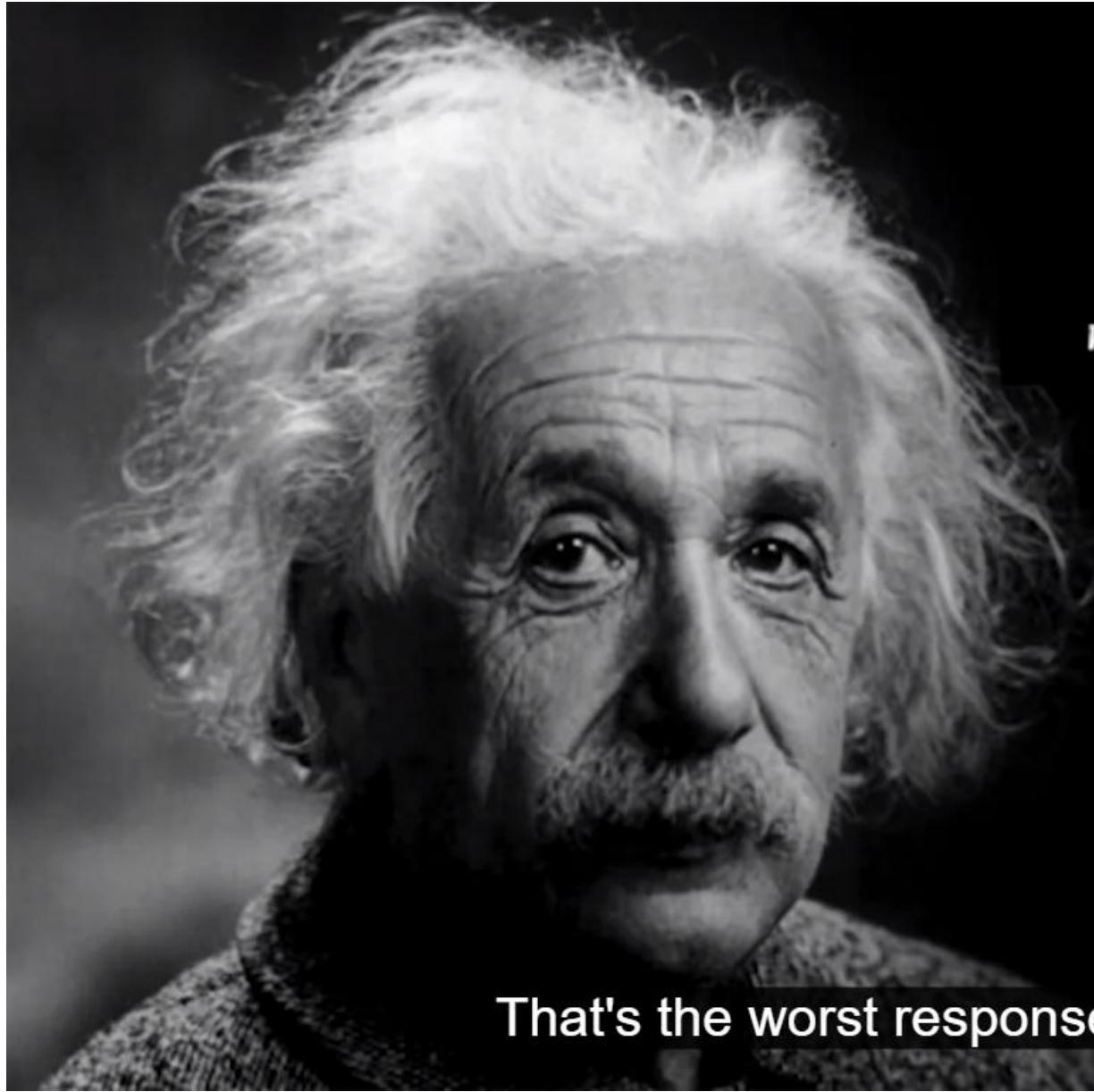
And most importantly,
when you tell the story,





Learn
from mistakes

You want to demonstrate how
you changed your behavior or

A black and white close-up portrait of Albert Einstein. He has his characteristic wild, white hair and a full, bushy white beard. His eyes are looking slightly to the right of the camera with a thoughtful expression.

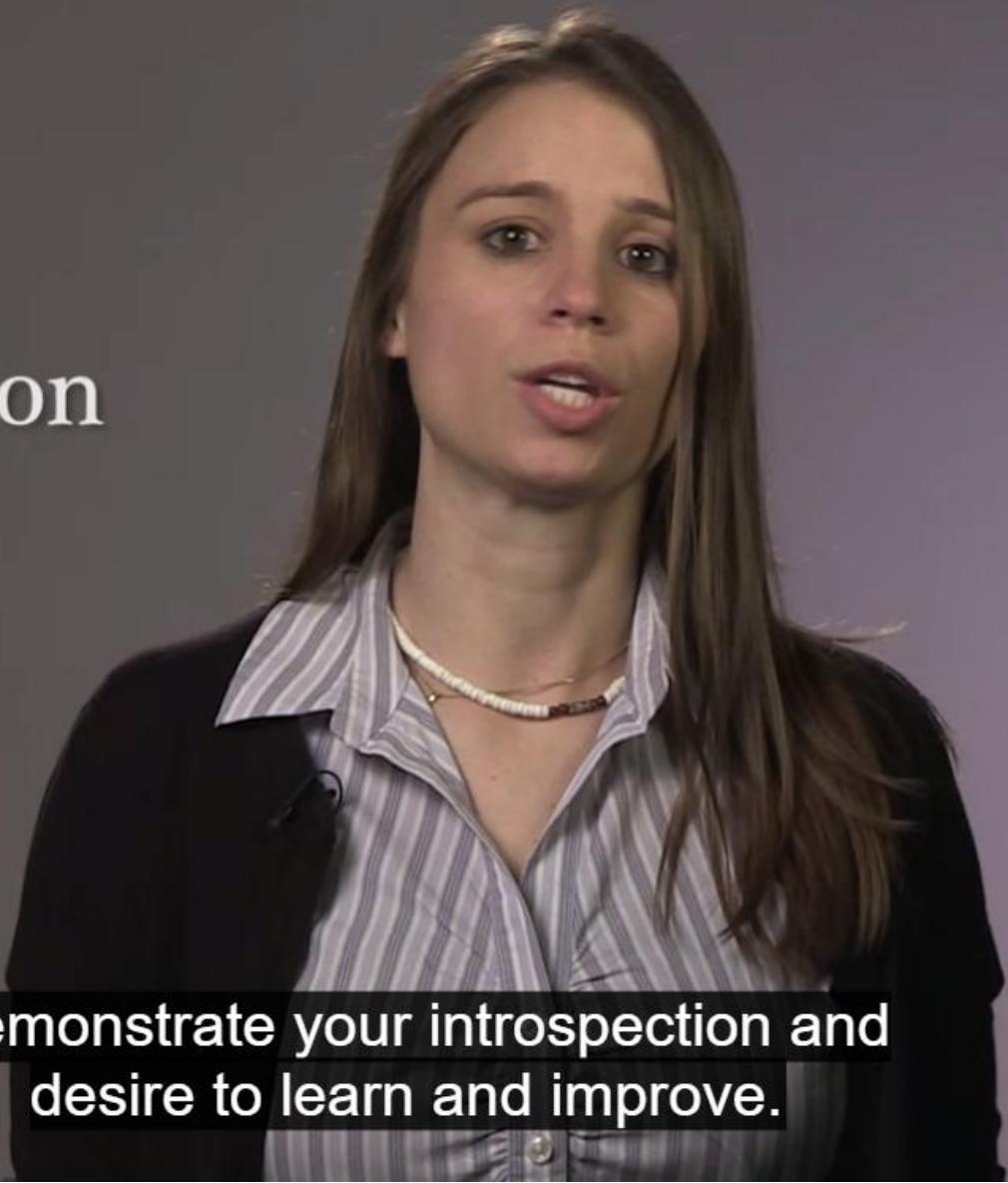
*A person who has never
made a mistake has never
tried anything new.*

Albert Einstein

That's the worst response you can give.



- Introspection
- Learn and improve



Demonstrate your introspection and desire to learn and improve.

PUSH THE PAUSE BUTTON:

STOP AN ACTION TEMPORARILY

Like most idioms it conveys a picture.

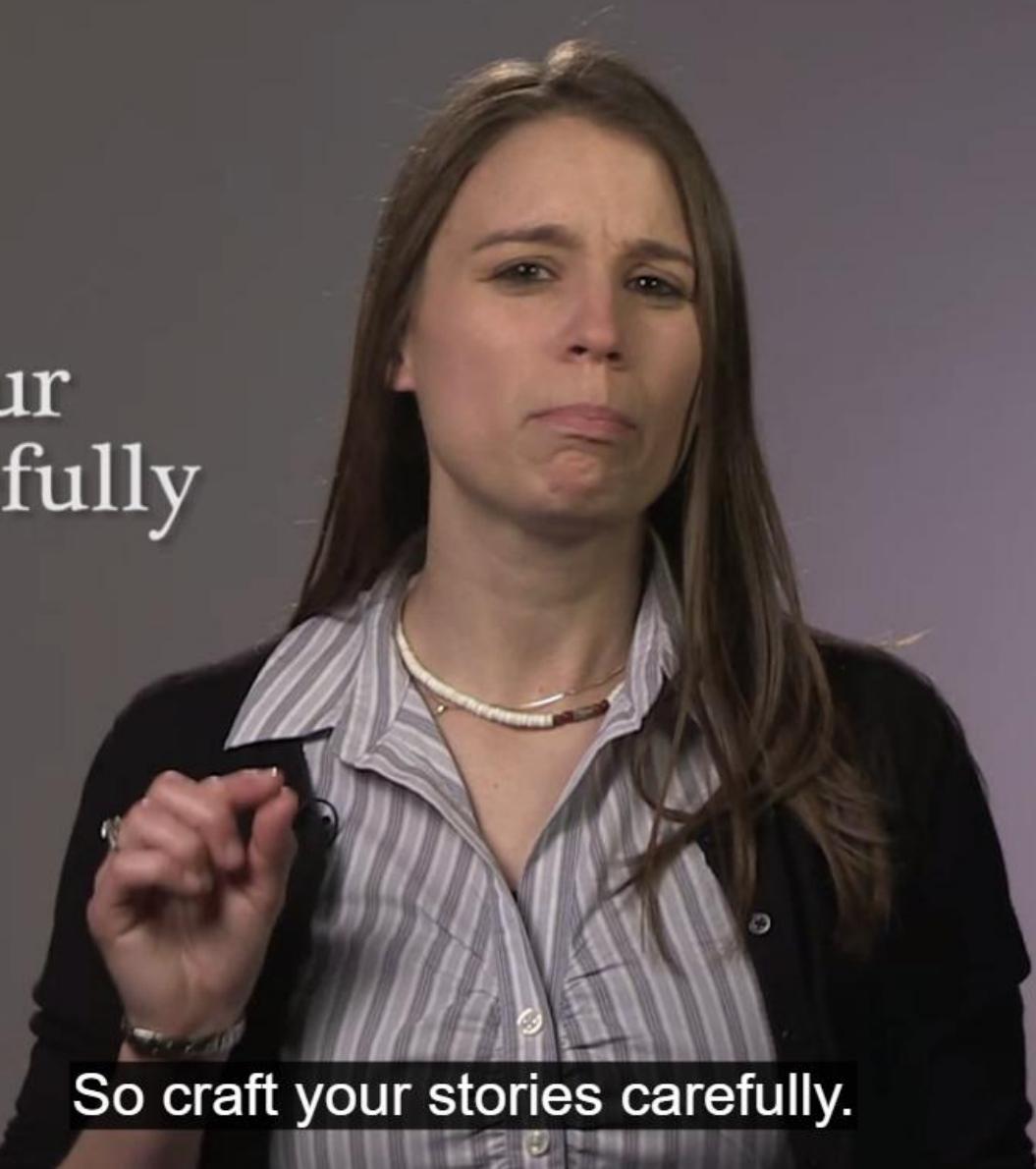


TO BE ON BOARD WITH SOMETHING:

**TO JOIN IN OR PARTICIPATE, TO
AGREE WITH A COURSE OF ACTION**

that means everyone
agrees with the decision.





Craft your
stories carefully

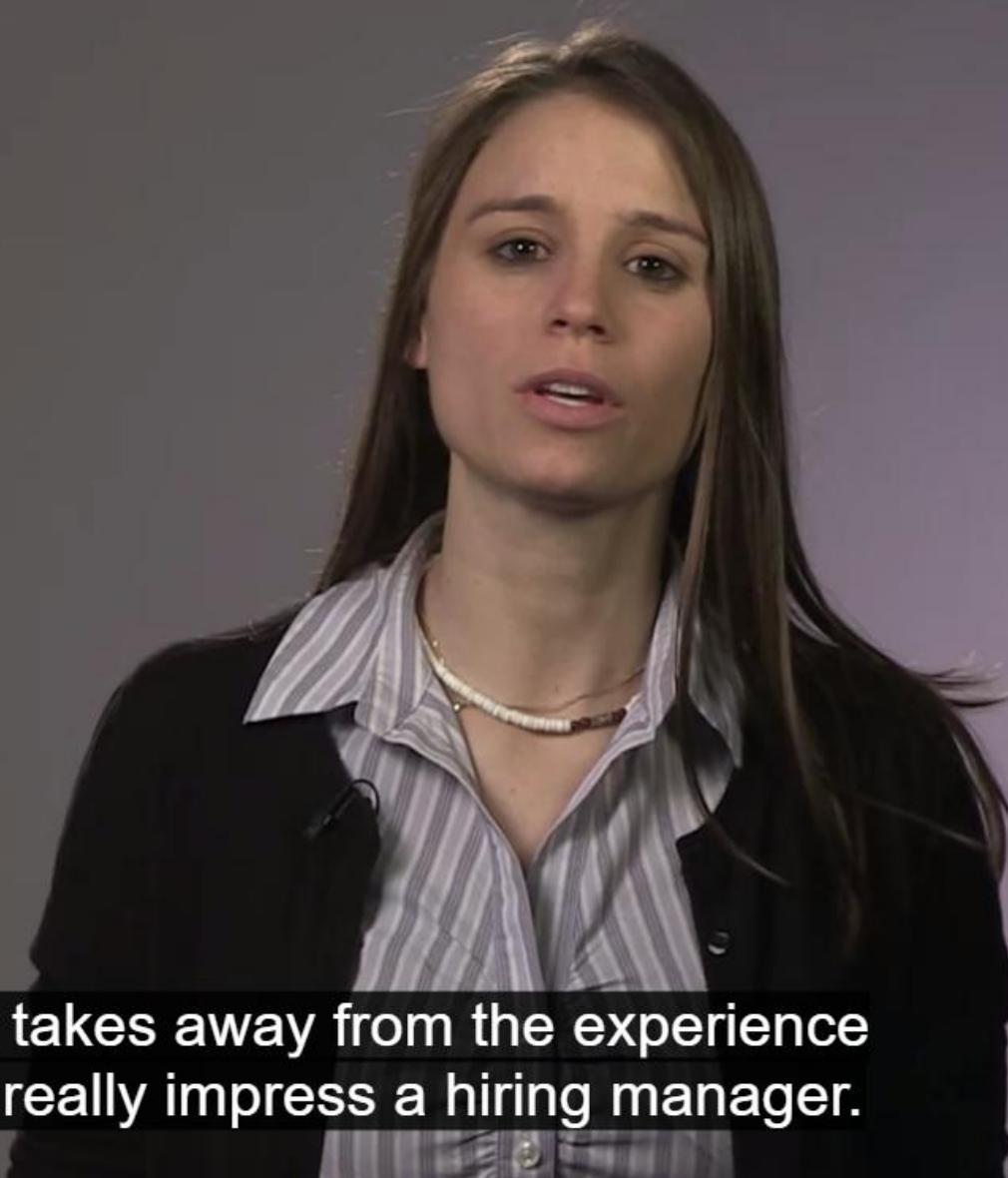
So craft your stories carefully.

- Personal life
- School
- Volunteer work



from school, from volunteer work,
whatever you feel is important.

Situation
Target
Action
Result



**what Jon takes away from the experience
are what really impress a hiring manager.**

When I was working on my bachelor's degree, I became really interested in personal health and fitness.



**this is the sophisticated use
of the English past tenses.**

Past Progressive Tense

(was or were) + (VERB + “ing”)

On-going activity

Another activity

Past

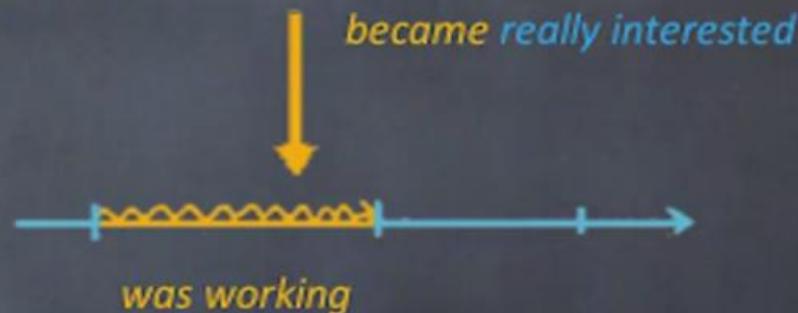
Present

Future

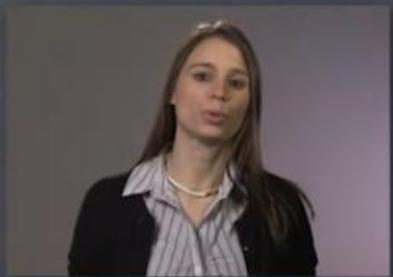
English often uses the past progressive to describe an activity in the background,



When I was working on my bachelor's degree, I became really interested in personal health and fitness.



So while Jon was working on his bachelors degree, he became interested in personal



When I was working on my bachelor's degree, I became really interested in personal health and fitness. I had always been into sports and athletics and found myself playing soccer or going on runs whenever I had the chance.

>> I had always been into sports and
athletics and

Past Perfect Tense

("had") + (Past Participle)

First, a completed activity

...then, another activity

Past

Present

Future

to emphasize that his love of sports and athletics dates back to his childhood.



I was studying business admin at the time. Using things I'd learned from my classes, I developed an action plan with short-term and long-term goals, funding mechanisms, and staffing plans.



>> Notice the three past forms he uses,
the past progressive in was studying,

- Past progressive
- Past perfect
- Simple past



past perfect and simple past is typically used in telling a story.

STANDOFFISH (ADJECTIVE)

BEHAVING IN AN UNFRIENDLY, COLD,
OR DISTANT MANNER.

Steve was very standoffish.



GET/GO INTO THE DETAILS
GET/GO INTO SPECIFICS
GET INTO AN ARGUMENT

go into the details or
specifics about something.



Eye-Opener
Mindset
Win-Lose
Win-Win



eye-opener, mindset,
win-lose, and win-win.

IT'S A REAL EYE-OPENER.

IT'S BEEN A REAL EYE-OPENER FOR ME.

THAT ARTICLE WAS A REAL EYE-OPENER.

Its meaning is almost literal, something that opens your eyes is an eye-opener.



WE NEED TO CHANGE OUR MINDSET.
THE MINDSET BACK THEN WAS DIFFERENT.
HE HAD A CONFRONTATIONAL MINDSET.

A mindset is also almost literal.



IT'S A WIN-WIN FOR EVERYONE.

IT'S A REAL WIN-WIN SITUATION FOR US.

HE CREATED A WIN-WIN SITUATION.

A win-win situation is a situation
where both parties win,



IN THE MIND OF THE INTERVIEWER

1. Can you do the job?
2. Will you do the job?
3. How well will you fit in with the organization's culture and people?



>> Exactly, the interviewer is always considering three questions.

A close-up portrait of Steve Jobs, showing him from the chest up. He is wearing round-rimmed glasses and has a slight smile. His hair is thinning and grey, and he has a beard and mustache. The background is dark.

Innovation distinguishes between a
leader and a follower.

— *Steve Jobs* —

He stands out as an innovator.



what would **YOU**? do

Instead, the interviewer is looking to see how you think the problem through.



move
make always stones
every questions
life know love provides
turn positive wisdom universe
challenges
good easily learn answer handle
work mind see
encounter mistakes life's
creative problem solve
past opportunities solution look
arise
solutions
answers
problems

of your analytical and
problem-solving skills.



We Solve Problems and Resolve Conflicts

What do we *solve* in English?

- solve a problem,
- solve a mystery,
- solve puzzles

What do we *resolve* in English?

- resolve a conflict,
- resolve a dispute,
- resolve differences

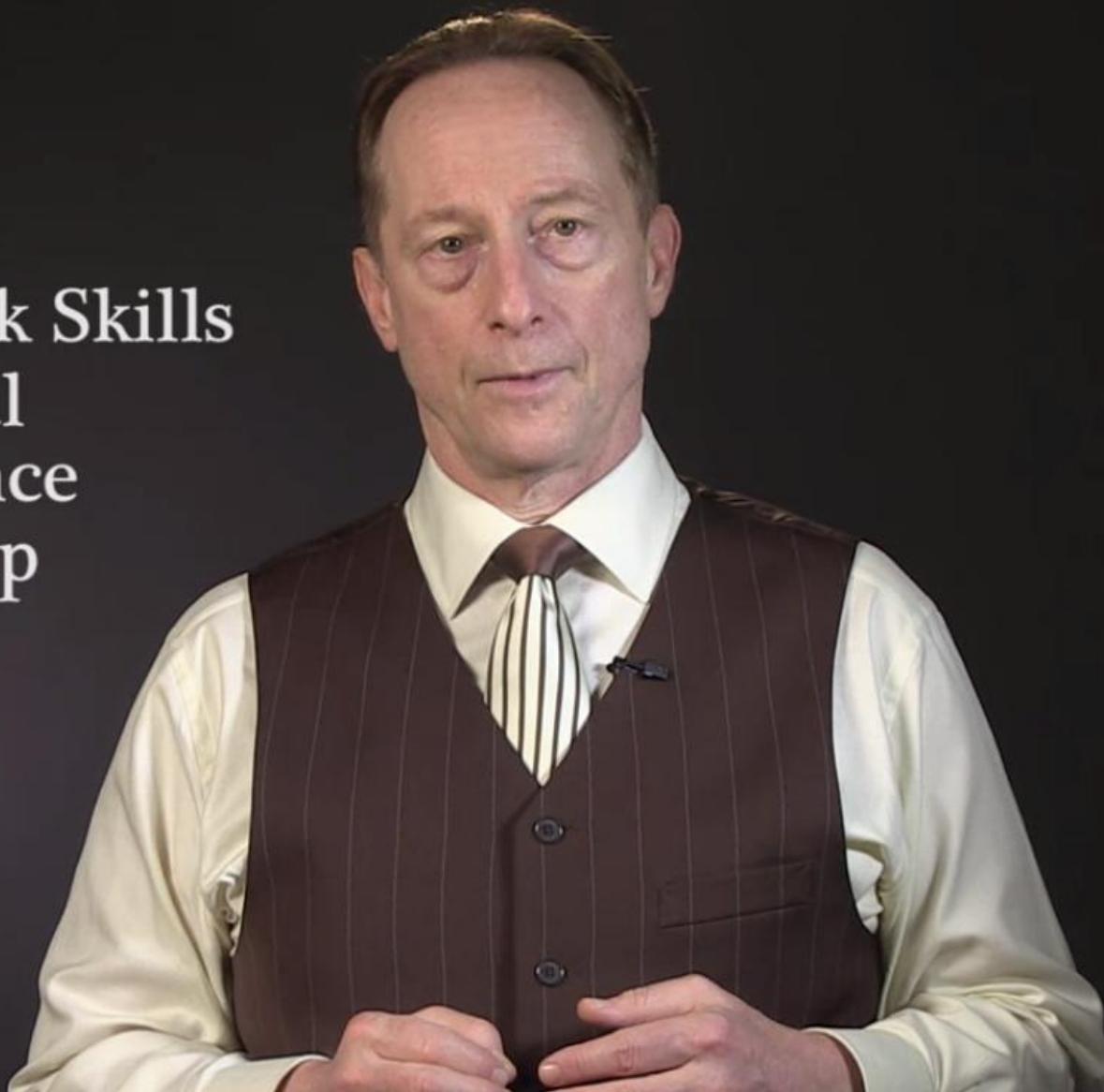
When do we use solving?



"How would you handle a customer who isn't happy with your service even though you've done nothing wrong and they're actually the ones who have made the mistake?"

"You're a team leader. What would you do if the work of one of your subordinate team members was not performing up to expectations?"

- Teamwork Skills
- Emotional Intelligence
- Leadership Qualities





Some situational interview questions do invite an abbreviated S.T.A.R. approach.

Situation
Task
Action
Result

Now there's always the possibility that you do have experience in your background



"You have a 100 coins laying flat on a table, each with a head side and a tail side. 10 of them are heads up, 90 are tails up. You can't feel, see or in any other way find out which side is up. Split the coins into two piles such that there are the same number of heads up in each pile."

**“IF ARROGANCE IS THE
MOTHER OF ALL DERAILERS,
THEN HUMILITY IS THE MOTHER
OF ALL SAFEGUARDS.”**



Makes other people feel
like they don't matter, and



P-R-E-P stands for point,
reason, example, point.



Sometimes, you can use P-E-R-P doing point, example, then reason and point.

POINT YOU WANT TO MAKE
REASON WHY
EXAMPLE STORY TO ILLUSTRATE
POINT RESTATED

You start off by clearly stating
the point you want to make,

What if you were introducing a new idea or policy to your team and you met resistance. How would you handle the situation?

>> How about this one,
what if you were introducing a new idea or



POINT

Innovation starts with seeing things differently than others ... So I'm not going to fight the resistance. I'm going to welcome it.



I believe that innovation starts with
seeing things differently than others.

REASON

What's important here is trust...the members of my team are all trying to do their best...They might have insights that can make the new idea even better.



that would disrespect my team.

EXAMPLE

I was managing a large project and realized that centralizing workflow through two of our project managers would help ensure quality of our deliverables. There was some resistance...



realized that centralizing workflow
through two of our project managers

POINT RESTATED

Trying to bully people...never works. But by being flexible and looking for the best solution...it's a win-win-win situation. Win for the team. Win for the organization. And a win for the customer.



Maybe I'd say, trying to bully people
into accepting a new idea never works.

POINT RESTATED

Trying to bully people...never works. But by being flexible and looking for the best solution...it's a win-win-win situation. Win for the team. Win for the organization. And a win for the customer.

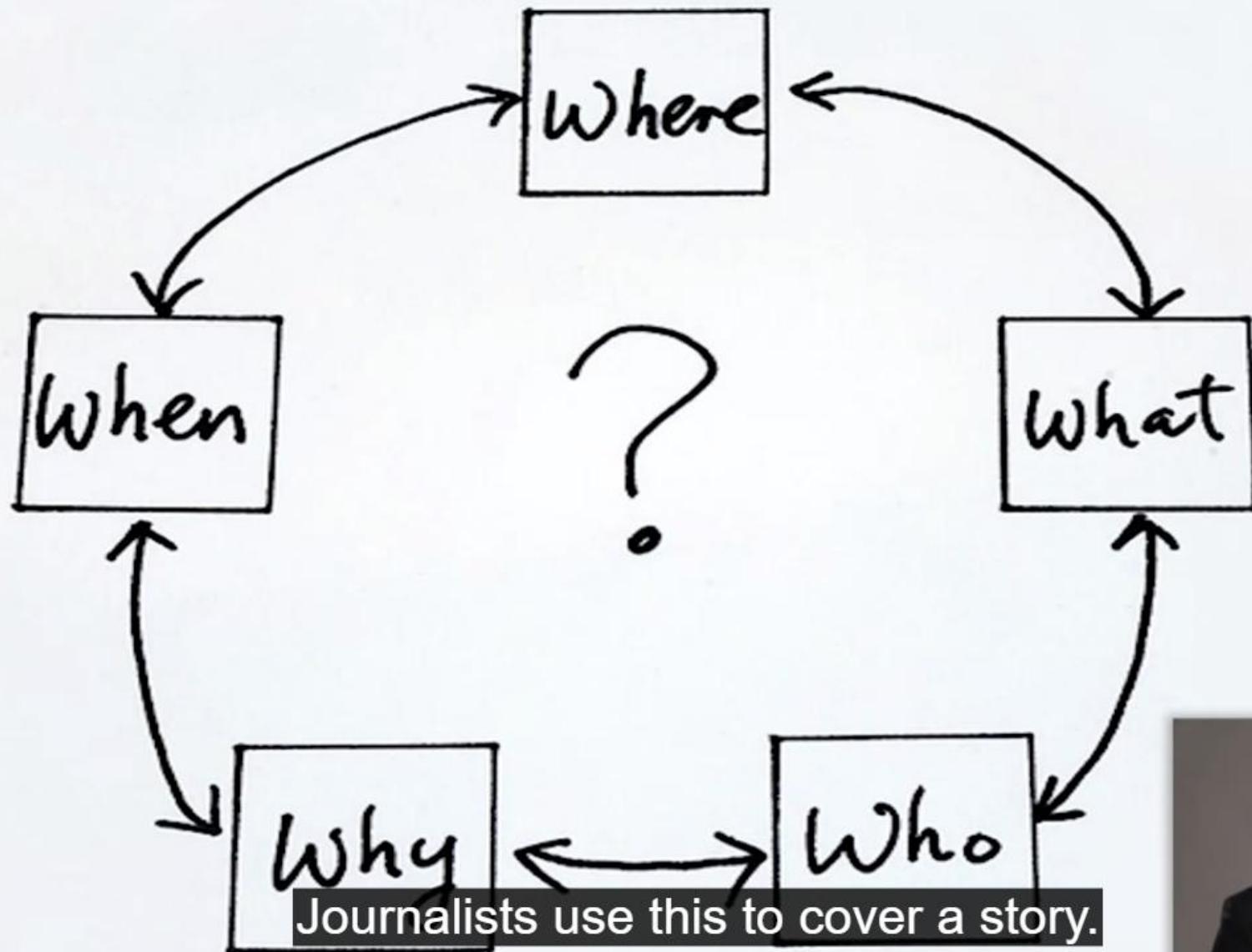


Win for the team, win for the organization, and a win for the customer.

POINT YOU WANT TO MAKE
REASON WHY
EXAMPLE STORY TO ILLUSTRATE
POINT RESTATED

>> Just to recap, you started with
the main point you wanted to make,





What would you do if the priorities on a project you were working on changed suddenly?

What would you do if the priorities on a project you were working on



What would you do if you are unable to build a successful working relationship with a colleague at the office?

What would you do if you are unable to build a successful working relationship



Interviewer: What's your greatest weakness?

Candidate: Honesty.

Interviewer: I don't think honesty is a weakness.

Candidate: I don't give a #\$_@&%*! what you think!

This is just one of the many jokes you can
find on the Internet about this question.



WE WANT TO KNOW

- Can you maintain your composure under pressure?
- Can you do an honest self-assessment?
- Can you plan for and take corrective action?
- Are we taking an unnecessary risk in hiring you?

Is there reason to think that you would represent a greater than normal risk?



Thoughtful and intentional self-examination is a critical discipline in the modern world.

intentional self-examination is a critical discipline in the modern world.



WHAT YOU SHOULD NOT DO

1. Deny Having Any
2. Sidestep the Question
3. Make a Joke of it
4. Psychoanalyze Yourself
5. Confess Your Wrongs

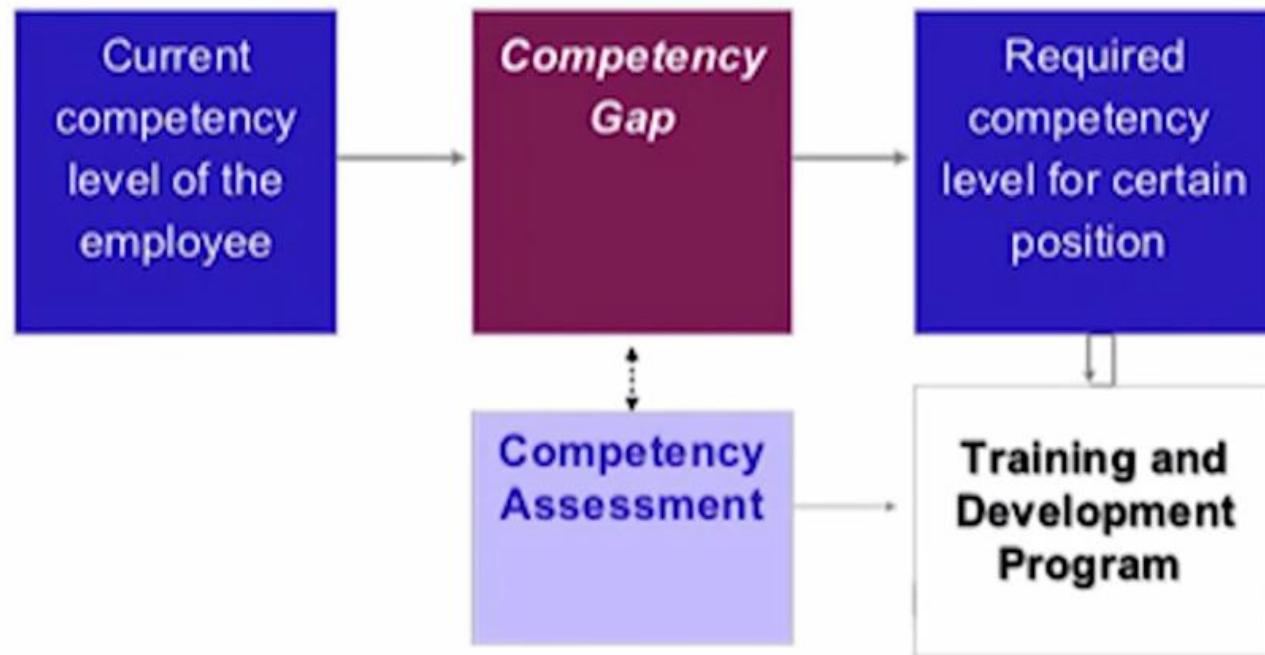
You're not being asked to confess your wrongs to the career police.



I used to have trouble with _____. I received feedback from my boss/my peers/my mentor that _____ was affecting my work. I listened to that feedback and worked hard on strategies to address it. I know that I've been successful in doing so because _____.

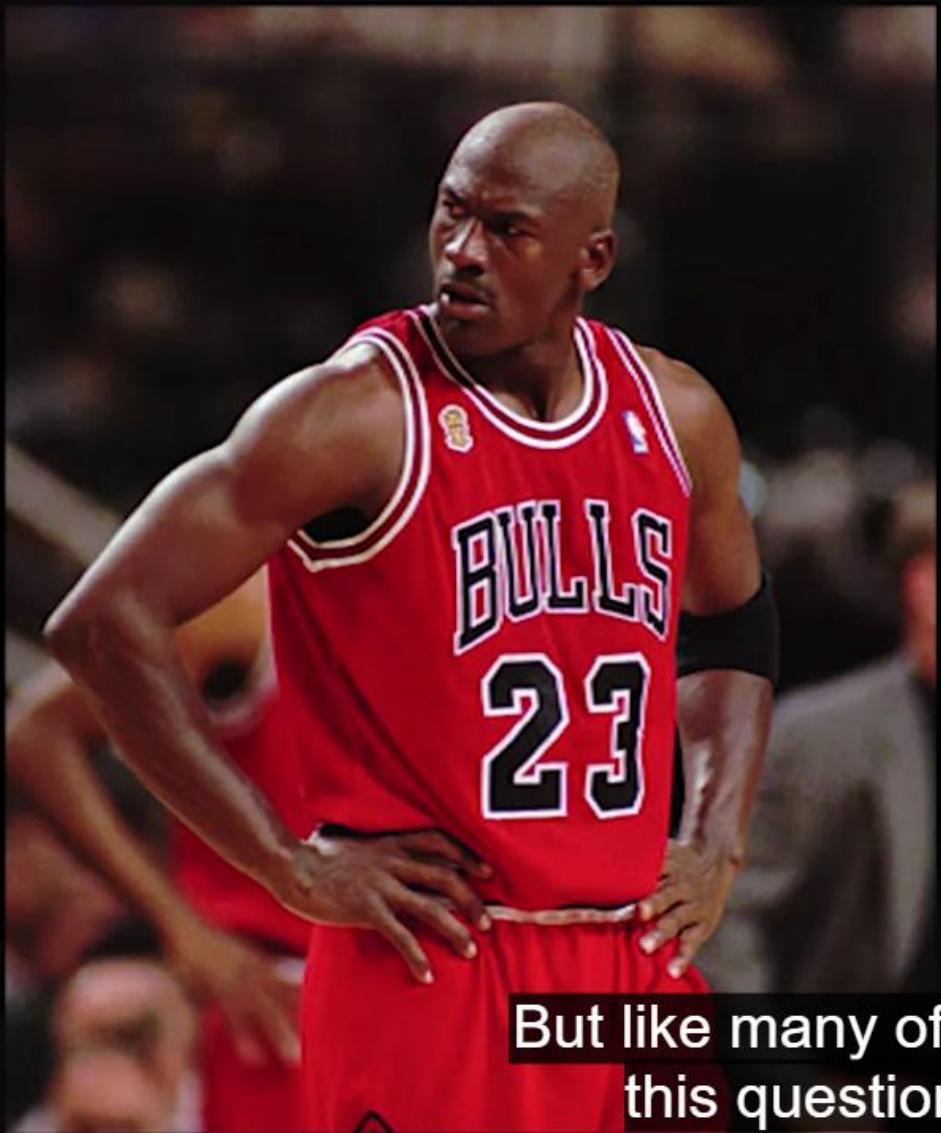
the weaknesses question.

Competency-based Training Framework



You can do a competency gap analysis.





My attitude is that if you push me towards something that you think is a weakness, then I will turn that perceived weakness into a strength.

(Michael Jordan)

But like many of the interview questions,
this question tests your attitude.



USE THE QUESTION TO SHOW

How you maintain your composure under pressure.

How you can do an honest self-assessment.

How you can plan for and take corrective action.

They are not taking a risk in hiring you.

As you learned in the last lesson,





Avoid trying to make
a good quality into a
bad quality

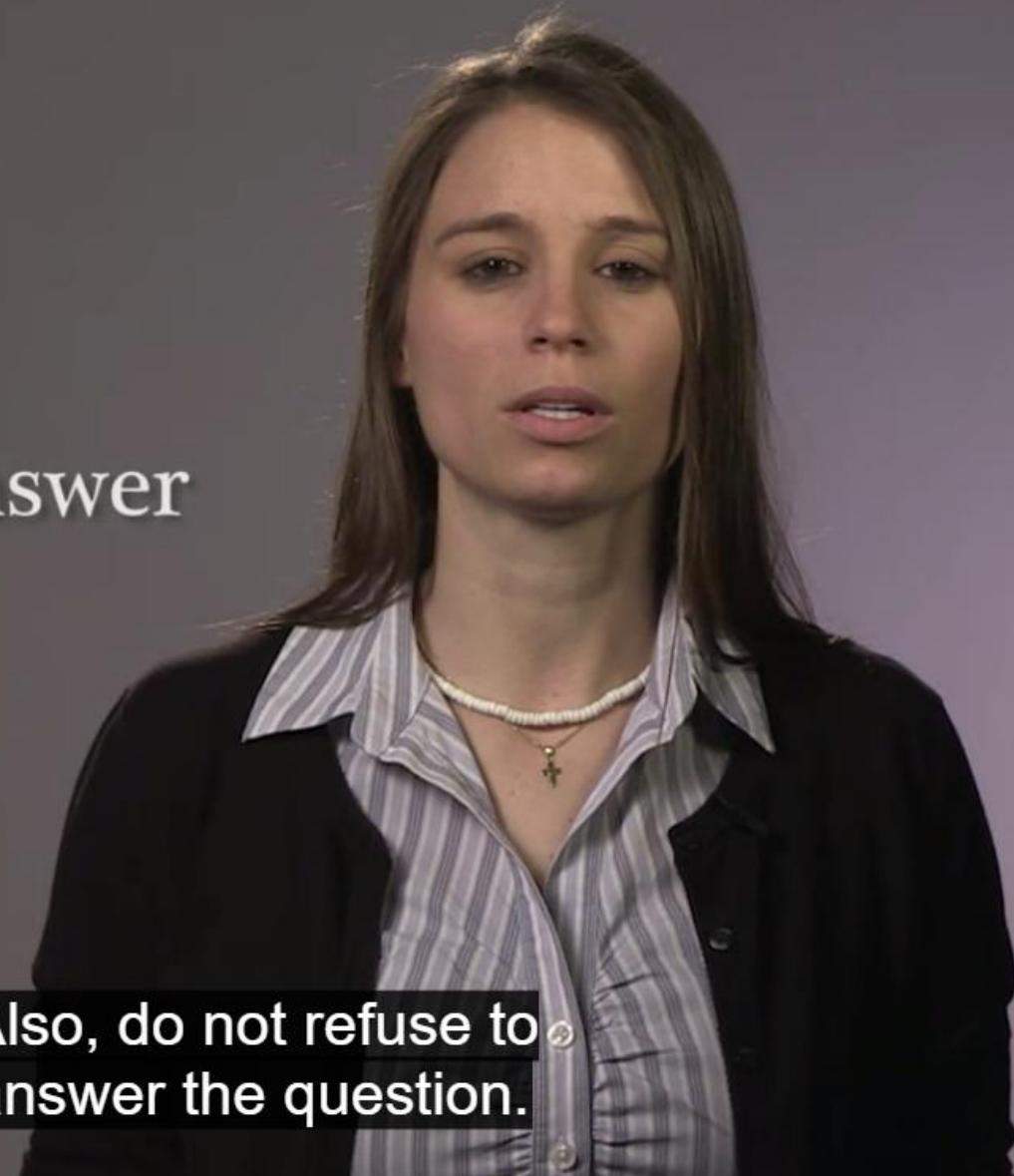
you believe the hiring manager
wants to hear into a bad quality.



"I care too much about work."

"I work too hard sometimes."

I care too much about work or
I work too hard sometimes.

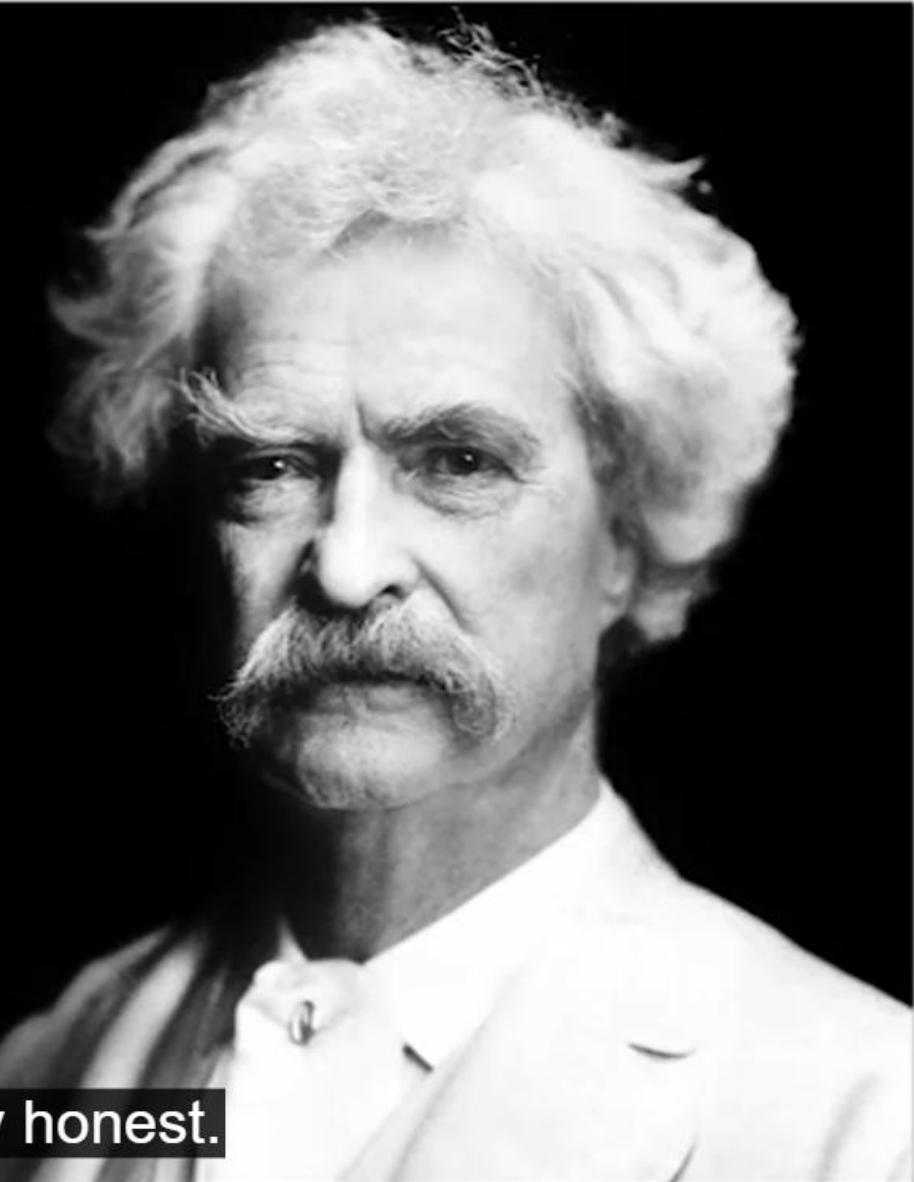


Do not refuse to answer
the question

Also, do not refuse to
answer the question.

*"The principle of give and take
is the principle of diplomacy -
give one and take ten"*

Mark Twain



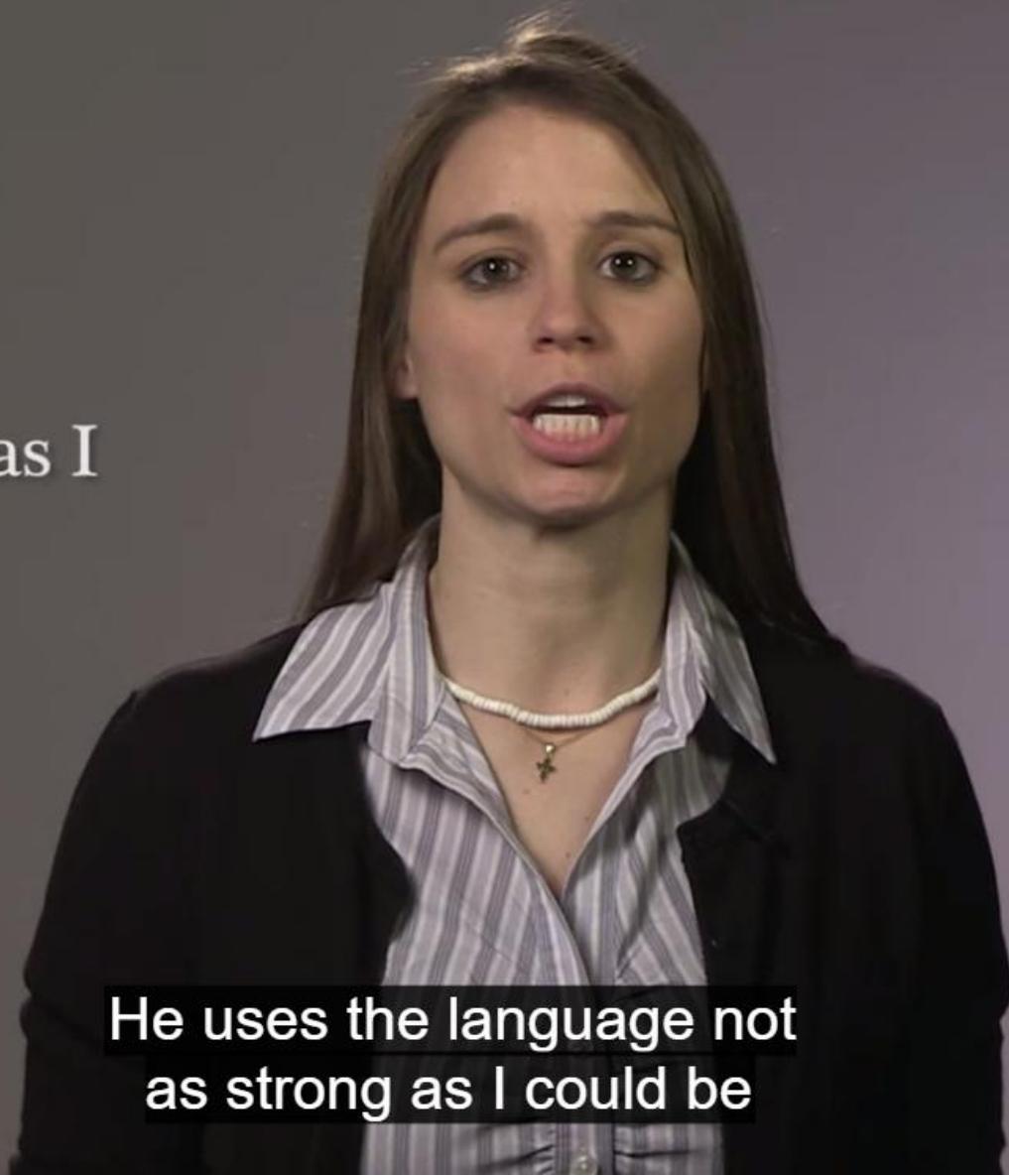
being diplomatically honest.

-Qualities

-Competency gaps



minor competency gaps rather
than personal weaknesses,



"Not as strong as I
could be..."

He uses the language not
as strong as I could be

- 
1. Voicing a thought
 2. States that he has a plan

attending a Health IT Conference
to address the shortcoming.

We use hedges to soften what we say. They make what we say less direct.

English allows you to soften negative information in different ways.



I was wondering if I could
have a word with you?

even stronger, I want to talk to you.



Maybe we should have a word with him about it?

We use this formulation to soften the suggestion.



Diplomatic Positive Language

by choosing more positive language.

INSTEAD OF

I'm bored with my
job. It's too easy.

TRY SAYING

I'm seeking fresh
challenges.



re-phrase your statement
into a positive outlook.

Professionalism Maturity

maturity, which is what the hiring manager is looking for.

INSTEAD OF

The place where I work is too small.



TRY SAYING

I'm looking for an opportunity to contribute to a larger organization.

INSTEAD OF

There are things that
I don't like at work.

TRY SAYING

I enjoy a great deal
about my current job.



With this simple change of perspective

Describe the most difficult boss
you ever worked for and how
you dealt with them.

One of the interview questions you won't
look forward to answering is this one.



VERSITY OF
MARYLAND



Self-confident
Solves problems
Gets results

that he's self-confident,
solves problems, and gets results.

VERBAL HEDGE: A WORD OR PHRASE THAT MAKES A STATEMENT LESS FORCEFUL OR ASSERTIVE.

BOOSTER: A CONSTRUCTION USED TO SUPPORT A CLAIM OR EXPRESS A VIEWPOINT MORE ASSERTIVELY AND CONVINCINGLY.

Just as we used hedges to soften negative information,



"UNQUESTIONABLY, THERE IS PROGRESS. THE AVERAGE AMERICAN NOW PAYS OUT TWICE AS MUCH IN TAXES AS HE FORMERLY GOT IN WAGES."
(H. L. MENCKEN)

The adverb unquestioningly here makes Mencken satire stronger and more pointed.



"THE SUPREME QUALITY FOR LEADERSHIP IS
UNQUESTIONABLY INTEGRITY. WITHOUT IT, NO
REAL SUCCESS IS POSSIBLE."
(PRESIDENT DWIGHT EISENHOWER)

The same adverb used by Dwight Eisenhower
makes his claim about integrity



I realize that the experience I have working with the group of clients that your company targets may be limited,

say you acknowledge that the clients you have experience working with are not those



but my extensive personal experience traveling to different countries and cultures has allowed me to interact with a similar population.

where English generally puts unimportant information.

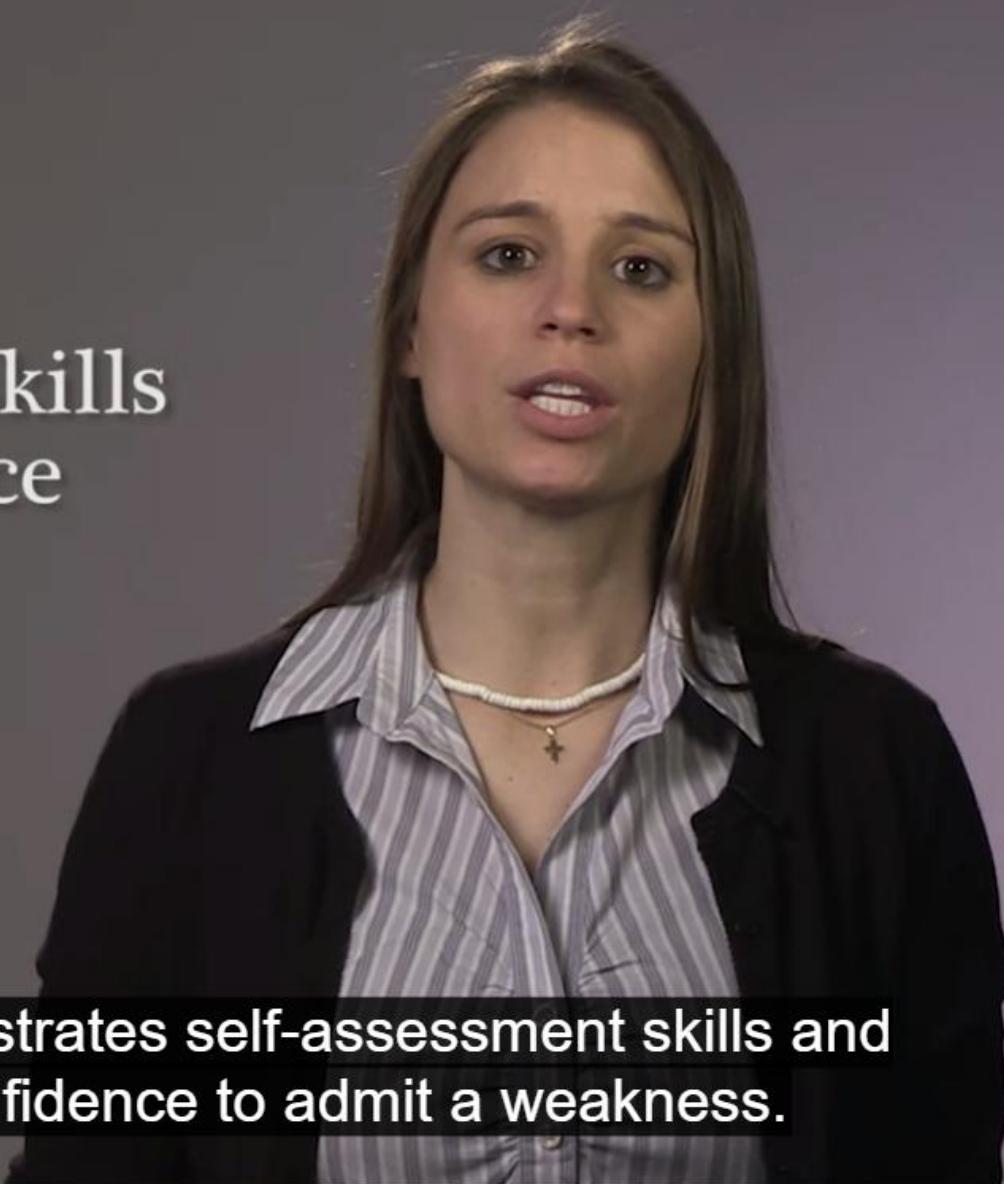


While it is personal experience, it will unquestionably help me meet the needs of the clients at your company.

Then you conclude with the boosted claim demonstrating that you



Self-assessment skills and confidence

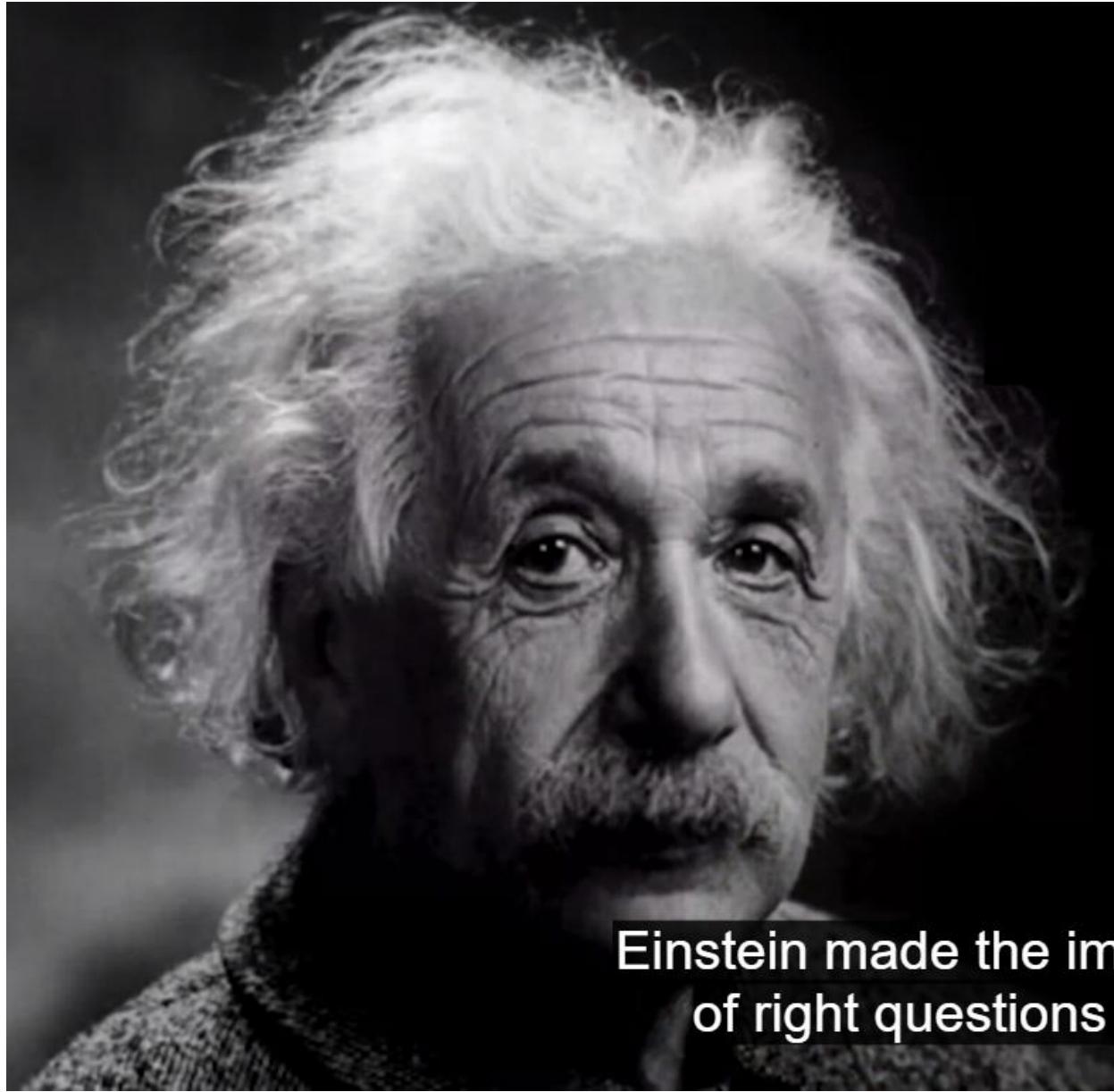


He demonstrates self-assessment skills and
the confidence to admit a weakness.

*Focus on what you can do, not on
what you can't. Then do it!*

focus your attention on what you can do,
not on what you cannot do.



A black and white close-up portrait of Albert Einstein. He has his characteristic wild, grey hair and a full, bushy beard. His eyes are looking slightly to the right of the camera with a thoughtful expression. The lighting is dramatic, highlighting the texture of his hair and the lines on his face.

If I had an hour to solve a
problem, and my life depended
on it, I would use the first fifty-five
minutes to formulate
the right question.

Albert Einstein

Einstein made the importance
of right questions clear.



TWO WAY

The interviewer wants to know if you would be a good fit for the organization.



Prepare questions to ask



Having no questions sends the message
that A, you have no independent thought.

THE INTERVIEWER WANTS TO KNOW

1. Can you do the job?
2. Will you do the job?
3. How well will you fit in with the organization's culture and people?

The overarching strategy you've learned in this specialization,



YOU WANT TO KNOW

1. Can I do the job?
2. Do I want to do the job?
3. Does this job fit in with my career plans?
4. Will I fit in?
5. Can I live on what they want to pay me?
6. Do I feel secure about taking a job with this organization?

Number 6, the salary offer might be great,
the stock options could make you rich.



Remember:
You are investing
your time

If you wouldn't invest your
money in the organization,

Press Esc to exit full screen



Nothing is worth more than this day.

(Johann Wolfgang von Goethe)

as the German poet Goethe said,
nothing, is worth more than this day.

To evaluate the organization's viability, think like an investor. After all, that's what you are.

If the organization is a publicly traded company, evaluate it like an investor.



First interview: General questions

what the culture is like, and
what the organization deems valuable.

Second interview: Be more specific

you should hone in on specifics you need
to decide if the fit is right for you.



THREE LAST TIPS

1. Get the interviewer talking.
2. Assume the position is yours.
3. Think like an interviewer.

Tell me about some of the recent problems you faced and how you've overcome them.



How has this position developed since
it was created?

Jon, I understand the first
question is about the position.



What have past employees done to succeed in this position?

You want to know about what kind of employees succeed in the position.



What have you enjoyed most about working here?

You want to know what your interviewer enjoys about working at the organization.



Can you give me some examples of projects that I would be working on?

Why are you asking about the top priorities over the first 90 days?



What are the top priorities for a person in this position during their first 90 days?

Is that why you're asking for examples of projects you'd be working on?



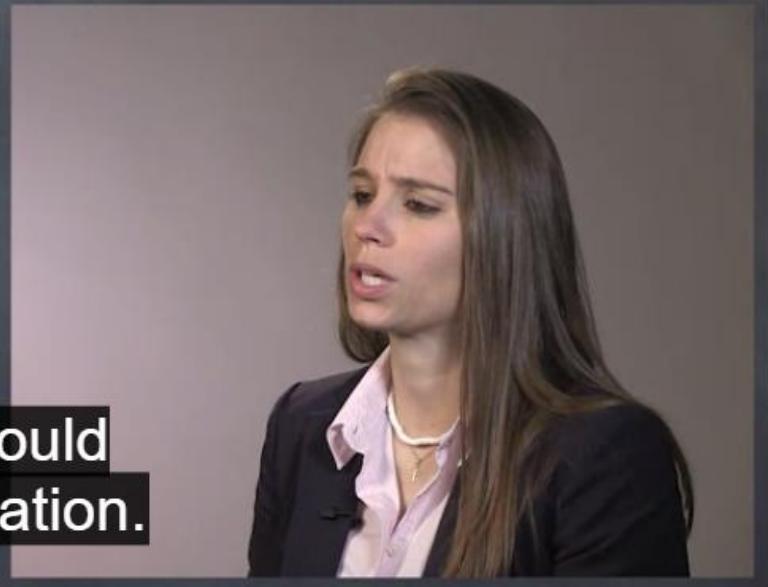
What are the company's goals for the next five years?

>> What makes this an effective question?



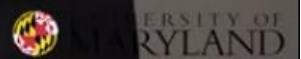
What are the most important issues that you think the organization faces?

We're digging into what it could mean to work for the organization.





Money.





>> The second question you should avoid asking is, can I telecommute?



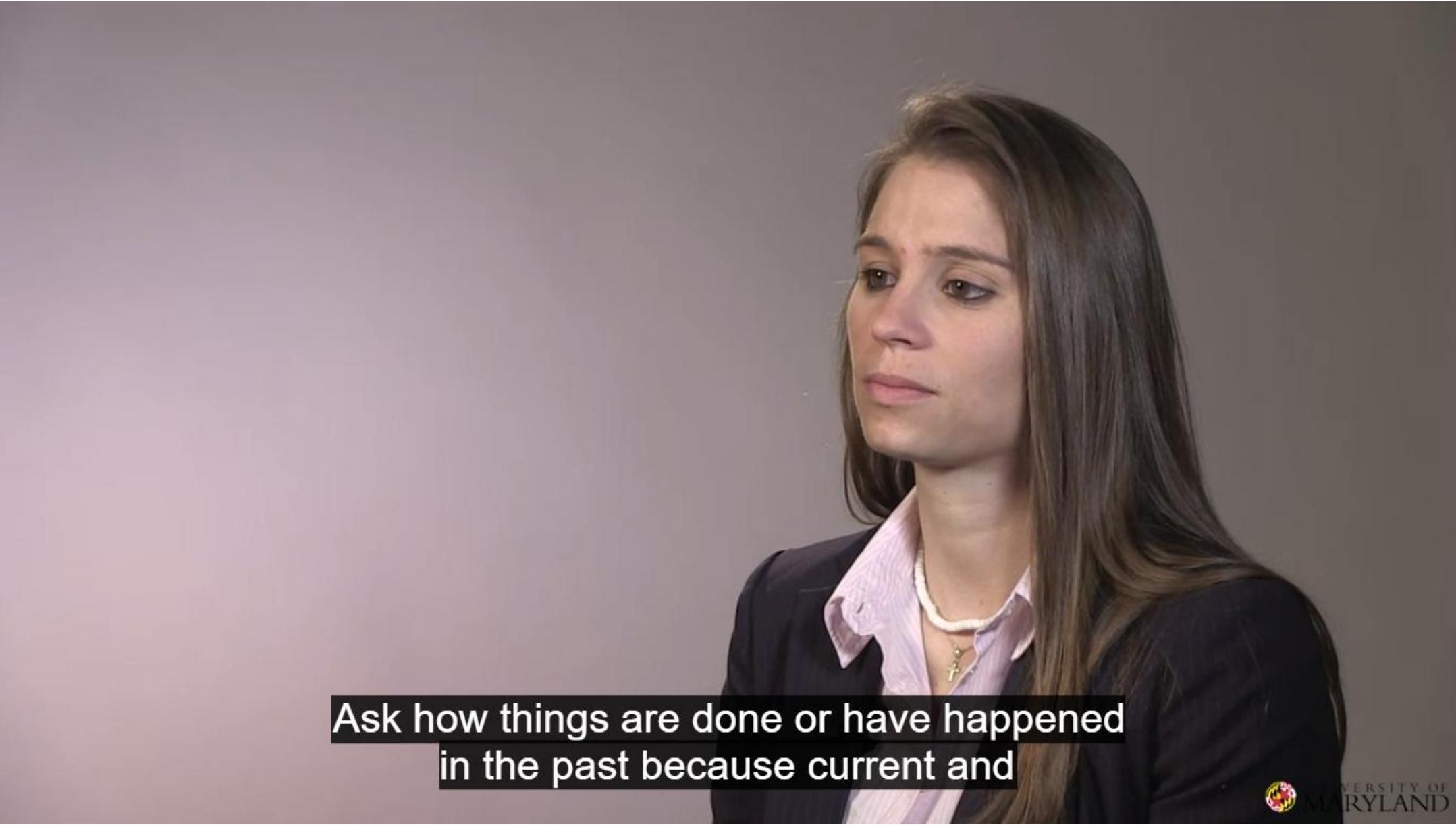
>> What kind of organization is this?



>> Well that would be how
much vacation time do I get?



**It's not asking any questions
during your interview.**



**Ask how things are done or have happened
in the past because current and**

NOT ALL ORGANIZATIONS ARE COMPANIES

1. Governmental agencies
2. Not-for-profit organizations
3. Most educational institutions



Some for-profit organizations may call themselves firms, or businesses,

*Know the nature of the organization and
make sure to use the appropriate
terminology.*



If you don't, you again communicate your lack of knowledge about the organization.

*Is there anything else I can
provide you with?*

First, you'll want to ask if there's
anything else you can provide.



Reiterate Your Interest in the Position

Next you'll want to reiterate your interest in the position.



Can you tell me what the next steps in the process are?

Lastly, you'll want to ask about the next step in the process.



*When do you expect to make a
final decision and fill the position?*

This is a standard question to ask,
but an important one.



Given my qualifications, skills, and experience, do you have any concerns about my ability to become an important member of this organization?



any concerns about my ability to contribute to the organization.

WHAT YOU PROBABLY DON'T KNOW

- Roughly 40% of job seekers settle for too little.
- Recruiters are trained to get you to blink first.
- Employers expect you to negotiate.

Suppose you're buying a used car.



- “I’d feel more comfortable discussing salary after I understand my responsibilities better.”
- “From what I know about the position and the organization, I don’t think we’ll have any trouble agreeing on a fair salary.”
- “I’m aware of what salaries are for this position within the industry. I’m sure that if salaries here are comparable, we’ll have no trouble coming to an agreement.”

"How much am I making now? I'm sorry, but the employment contract that I'm under with my current organization does not allow me to reveal my compensation. However, I'm sure that when the time comes to discuss salary, we won't have a problem finding a number we can both agree on."

**the sharing of sensitive company
information with the public.**



What if they ask for my desired
salary on the application?



INFORMATION ASYMMETRY: WHEN RELEVANT INFORMATION IS KNOWN TO SOME, BUT NOT TO ALL PARTIES INVOLVED.

The first is information asymmetry,

DO YOU NEGOTIATE?


61%
OF PEOPLE AGREE THE
ECONOMY IS A LARGE
FACTOR IN WHETHER
THEY WILL NEGOTIATE

THIS YEAR, 20% OF
WORKERS ADMITTED
THAT THEY NEVER
NEGOTIATE SALARY

As this slide shows only a minority
of job seekers always negotiate.



PERCENT OF WORKERS WHO
ALWAYS NEGOTIATE

WHY PEOPLE ARE AVOIDING NEGOTIATIONS

FEAR OF LOSING JOB/OFFER



IT'S UNPLEASANT



LACK OF CONFIDENCE



NOT SKILLED NEGOTIATOR



OTHER



FIRST OFFER GOOD ENOUGH

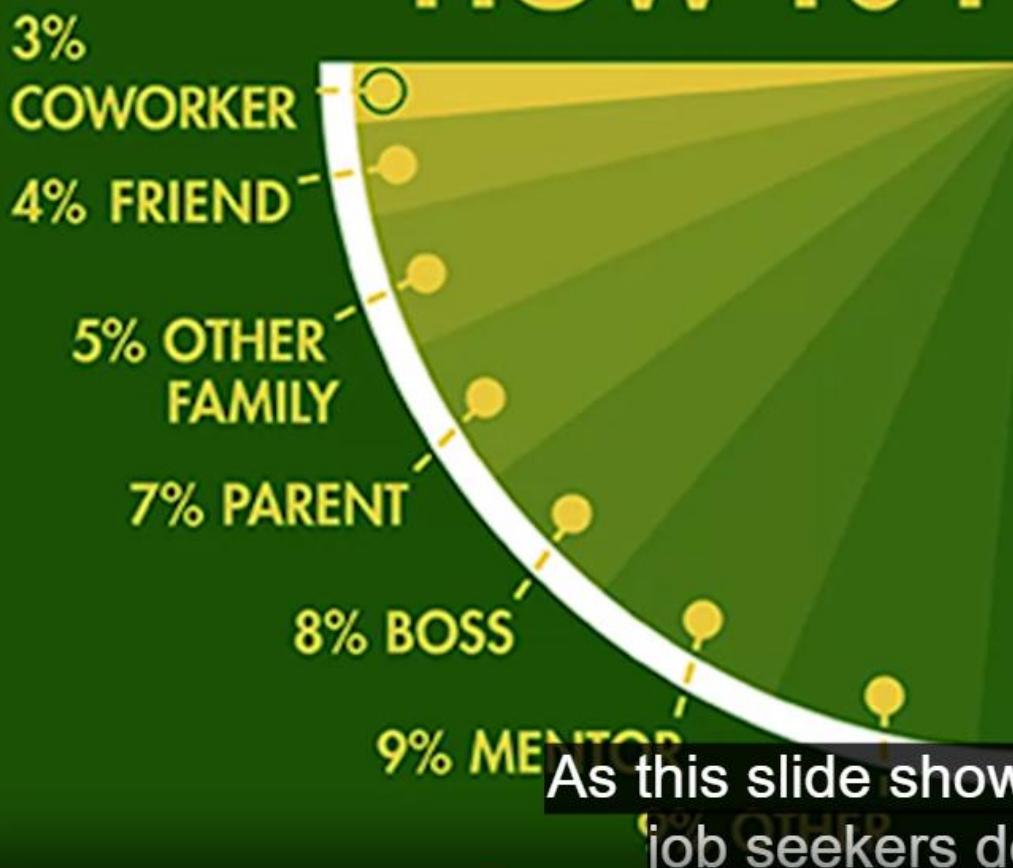
A row of six yellow human-shaped icons.

This slide depicts the reasons that people give for not negotiating.

26%

ADMIT THEY DO NOT
KNOW THE INDUSTRY
STANDARD FOR THEIR
POSITION'S SALARY

WHO TAUGHT YOU HOW TO NEGOTIATE?



As this slide shows another reasons job seekers do not negotiate

“How much are you looking to make?”

Let's say the negotiator tosses the ball
to you with a question like this.



“What range did you have budgeted
for the position?”

Remember Raymond,



“Well, our budget has some flexibility in it.
Can you give me the range you were looking for?”



“Well I’ve done some research, and I think that what I would bring to this job will make it worth your while, but you’re in the best position to say what ABC Corp. values for a position like this. What kind of range are you comfortable with?”



““Thank you so much for the offer. I would like to take a day or two to think it over before I respond.”

You'll Work from Three Basic Parameters

- Your absolute minimum
- How much they want you
- How much you want the job

You'll work from three basic parameters,
your minimum acceptable number,



Your Minimum Number Varies Based On

- Your current salary
- Your market value
- Upcoming increases or bonuses
- Your feelings about changing jobs
- Perks that are in play

Any perks that you might be giving up or
additional perks available at



Determine How Badly They Need You

- Did they call you, or did you call them?
- Have they been trying to fill the job for a while?
- 10 = They are desperate for you – you're perfect
- 0 = They don't need you at all

Maybe they're interviewing you as a favor
to someone who works at the company and



Determine How Badly You Need Them

- How full is your job-seeking pipeline?
- 10 = You are desperate for the job
- 0 = You don't need the job at all

Maybe you're interviewing
as a favor to someone.



Your Aggression Factor =

How much they need me

minus

How much I want the job

$0 \leq A.F. \leq 10$

Subtract how much you need the job,
on a scale of 0 to 10,



Everything is
negotiable



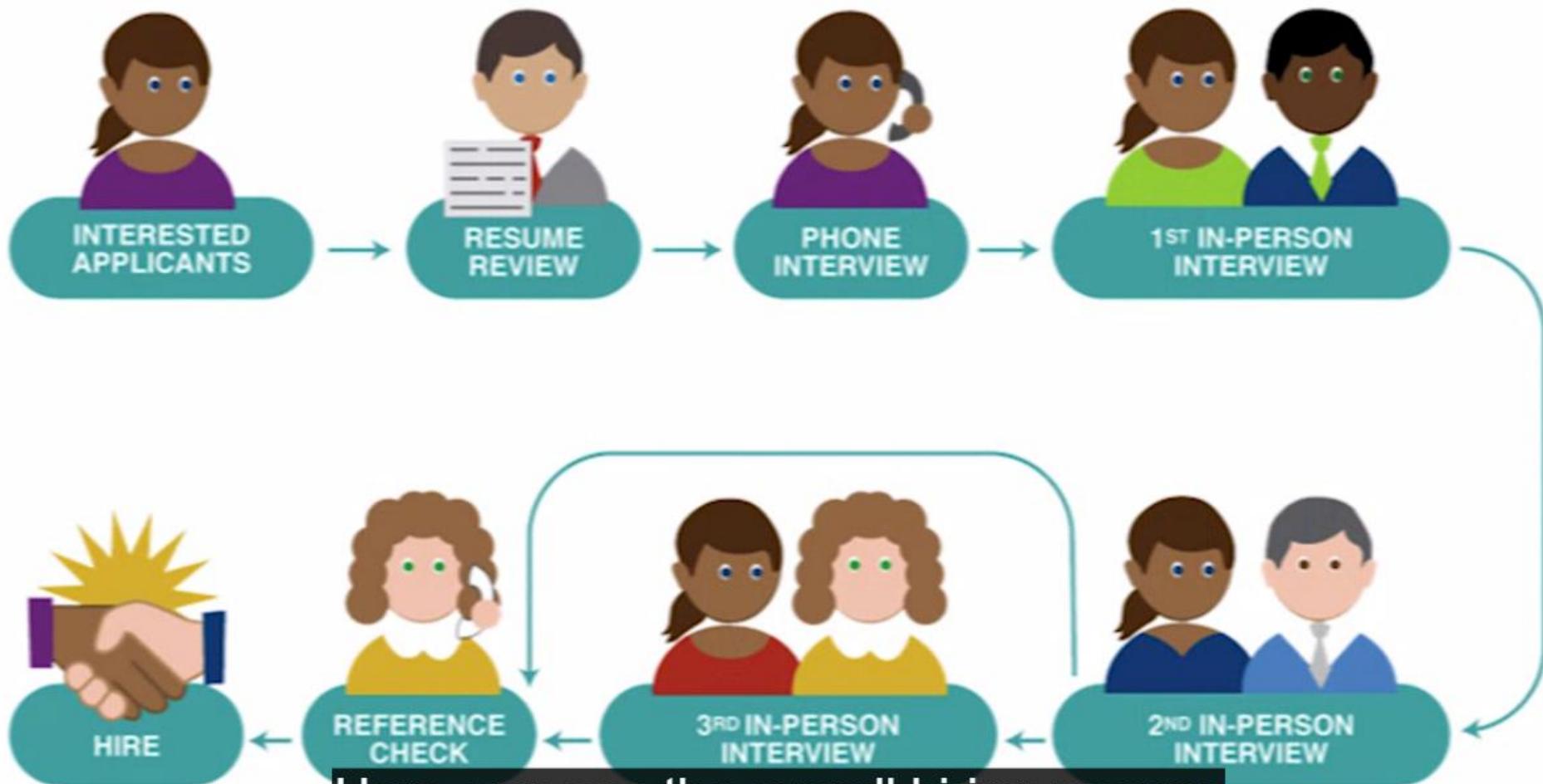
Everything is negotiable.



Common Perks to Negotiate as Compensation

- the timing of your first review
- attendance at conferences or conventions
- membership in professional associations
- reimbursements for education
- bonuses, stock options
- a relocation package

a hiring manager to provide perks like these than to give you a higher salary.



Here, you see the overall hiring process
you learned about in the first course.

Phone interviews are just as important, if not more so, than face-to-face interviews.

Phone interviews are just as important, if not more so, than face-to-face interviews.



Phone interviews call for all the skills you've learned up to this point.

Phone interviews call for all the skills
you've learned up to this point.



A phone interview is your first business conversation with the organization.

And remember,
just like an in person interview,



A close-up portrait of Steve Jobs, smiling and wearing his signature wire-rimmed glasses. He has short, light-colored hair and a beard. The background is dark.

Every good conversation starts
with good listening.

Well, first and foremost,
you have to be a good listener.



"Phone interviews are tricky. Before you agree to your next one, read this book!"

—Anne Fisher, "Ask Annie" career/workplace columnist,
CNNmoney.com

THE ESSENTIAL
**PHONE
INTERVIEW
HANDBOOK**

- ✓ Master the Faceless Interview
- ✓ Be Prepared No Matter When They Call
- ✓ Protect Your Professional Presence

PAUL J. BAILO, MBA, MS eagerness to make a good impression can work against you on the telephone.

"Take a few seconds to understand the question before simply blurting something out."



PREPARATION WILL HELP MAKE THE PHONE INTERVIEW A SUCCESS

1. Set the stage with the interviewer.
2. Be clear on the interview format.
3. Try to think like the employer.
4. Prepare for possible scenarios.



“Excuse me, but I missed that last point.
Could you please repeat that for me?”

So do not be afraid to use it.



*Before the interview, take a spoon of honey
or take a cough drop to keep your throat
clear and concise.*

This advice also comes from Paul Bilo.



*A first impression on the phone is
like a first impression in person.*

This phenomenon parallels what
research has shown happens in



Preparation:

- Reduces stress
- Increases confidence
- Helps you be at your best





— The —

MOST IMPORTANT 2 MINUTES OF YOUR INTERVIEW

lost in the first three to five
minutes of an in person meeting.

A strong phone handshake communicates self-confidence and builds rapport.

shake hands, a phone handshake
can be just as effective.



MAKE A GOOD FIRST IMPRESSION WITH YOUR PHONE HANDSHAKE

1. Greet the caller energetically.
2. Use small talk to establish rapport.
3. Let the opening run its natural pace.
4. Get to know the person behind the voice.

Does it sound like the interviewer is reading from a script, or does his or



THE INTERVIEWER IS LISTENING FOR THREE FACTORS

1. Your sincere interest in the job.
2. How you verbalize your qualifications.
3. How aggressively you pursue the position.

Third, how aggressively do
you pursue the position?



TO CONVEY A STRONG PHONE PERSONALITY

1. Talk directly into the mouthpiece.
2. Maintain a relaxed, confident posture.
3. Mirror the interviewer's voice pattern.
4. Sound like someone you'd like to meet.
5. Be a conversationalist.

Number 5, be a conversationalist.



Press Esc to exit full screen

*Take a tip from the warm-up practices of
professional speakers.*

Professional speakers exercise their
voices before speaking and so can you.

"Hello, ___, I'm sorry I missed your call. I understood we were scheduled at ___ o'clock, but when it reached ___, I assumed something had come up...When is good for you to reschedule?

Say something like, Hello, Mr. Smith, I'm sorry I missed your call.



*People whose time is valuable do not have
time to wait around for a phone call.*

Make your interviewer believe you
are a driven, goal based individual,



Media offline

メディアオフライン

Média hors ligne

Offline-Medien

脱机媒体文件

Medios sin conexión

Oggetto multimediale non in linea

미디어 오프라인

Медиаданные в автономном режиме

Mídia offline

Hi John, thanks for joining us again.





Tips for Managing the Conversation

Daniela C. Wagner-Loera and Jon Geense
Maryland English Institute
University of Maryland, College Park



[MUSIC]

THE FIVE P'S

1. Prior
2. Preparation
3. Prevents
4. Poor
5. Performance

Remember the five P's: prior, preparation, prevents, poor, performance.



*Use your list of key selling points to guide
the conversation.*

**Make a list of your key selling points
then work with that list in the interview.**



The interviewer is listening for your enthusiasm. He or she is listening for evidence of your research.

**stories that showcase your confidence,
experience and enthusiasm.**



- Remember 5 P's
- Prepare your documents
- Use your story file

be prepared to use your story file,
preparation allows you to be confident.

Thank you for this meeting, Ms. Jones. I like what I've heard today and I'd like to join your team. I know I'd be an asset to your organization because you need someone who can X, Y, and Z.

You can use a quote like this to express your enthusiasm for the position, and



As you know, I have (match your qualifications with the employer's needs). Before I leave, do you have any more questions about my background or qualifications or can I supply you with any more information?

Language, like you see here,
gives you another opportunity to reiterate



Always ask about the next step.

Remember that your goal is not only
to leave a strong positive and



Get exact contact
information

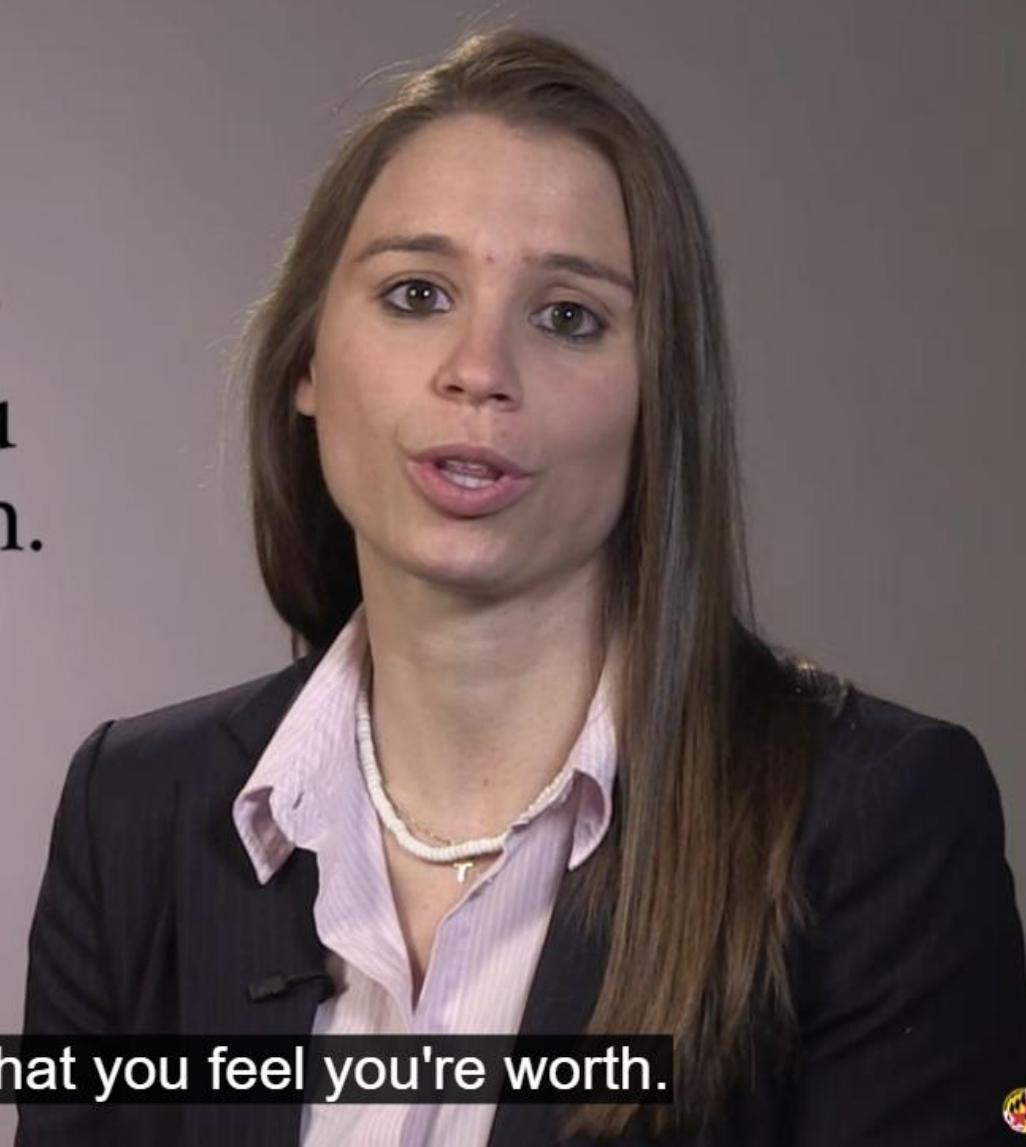


I would feel more comfortable discussing a salary figure after meeting with the key people I would be working with and knowing more about the position.

You can use any of the strategies you learned about earlier.



Don't despair or
defend what you
feel you're worth.



defend what you feel you're worth.



Entice a buyer

**On the phone, your job is to entice
a buyer, not to close a sale.**

"Jon, I think the way I'd like to leave this is that if we feel there's a possibility here, we'll get back in touch. Does that make sense?"

Jon, if you're hearing an ending like this



"Mr. Smith, I appreciate how hectic your schedule is, but I think we would both benefit if you could spare me some time to meet. May I call your secretary to schedule a brief 15-minute meeting with you next week?"

“Jon, I’ve listened carefully to what you’ve told me today and I have to be honest with you. I don’t think we have a good match here. We’re going to have to take a pass this time around.”

"Ms. Jones, I'm surprised to hear you say that. I must have done a poor job of communicating the competencies that make me perfect for this job and my enthusiasm for it. We obviously need to meet in person to discuss this more. Which would work better for you, Monday at 10 or Tuesday at 3?"

Thank you for spending time with me on the phone today talking about the __ position. I enjoyed the conversation and have a better understanding of the job. I'd love to come in for an on-site interview, and would welcome the opportunity to further discuss my candidacy.



in which you also reiterate your interest in the organization and position.

- How to prepare
- How to project
- How to speak
- How to manage
- How to close

how to successfully close them.

