



IMPROVINGBIZ

Performance through People

Helping you to improve your... **Interview Skills**



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Interview Planning

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Understand the Job Description



Job Title:-

Reports into:-

Date:-

Dimensions & Direct Reports:-

Key Internal Relationships:-

Purpose of the job role:-

This role reports to....

The role is based.....

The job purpose is to achieve.....

Success in this role will be measured against.....

Understand the Job Description(2)



Main Responsibilities are:-

- Responsible for
- Responsible for
- Responsible for
- Responsible for
- Responsible for

Knowledge Skills & Experience Required:-

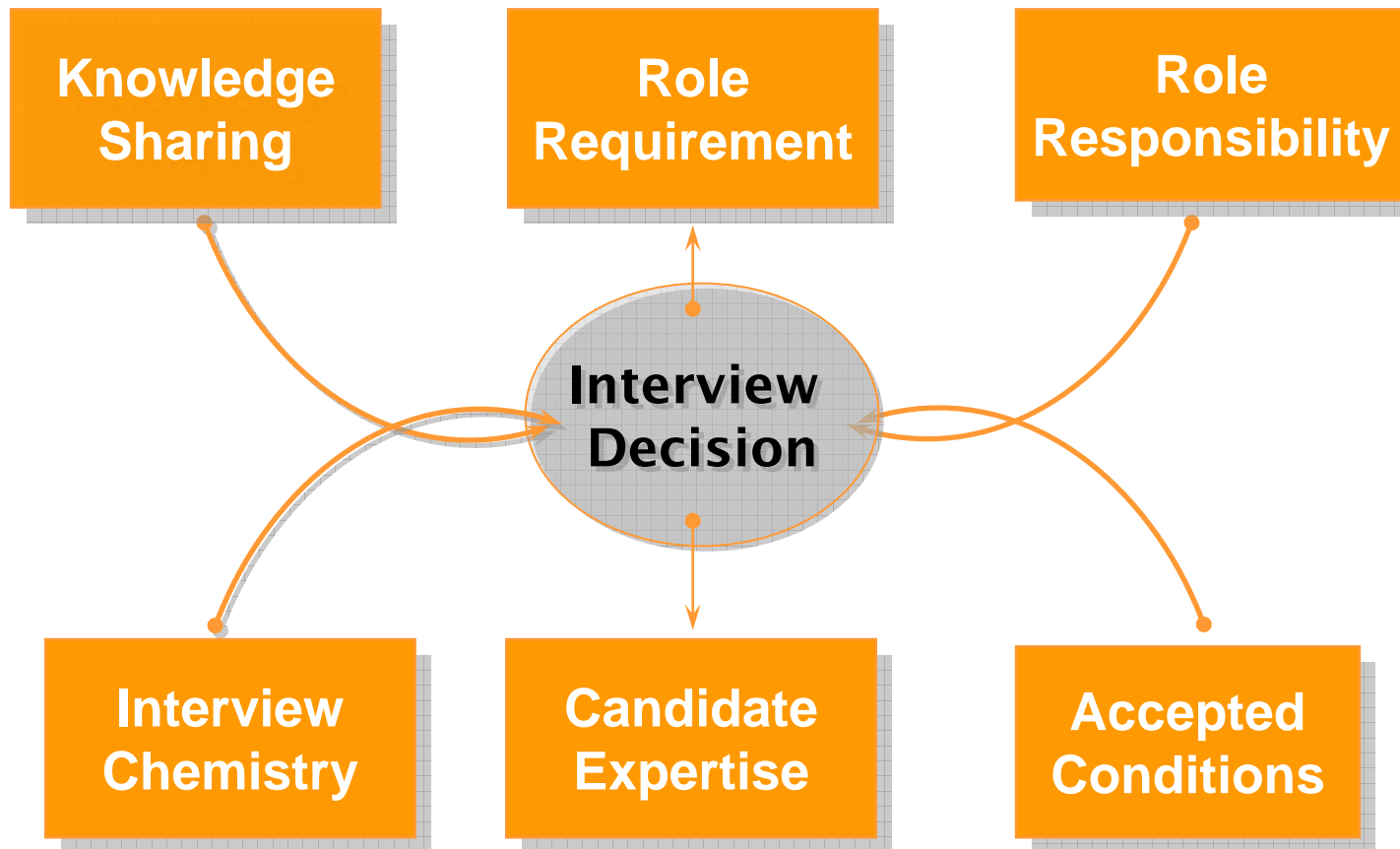
- Experience and knowledge.
- Degree and/or recognized qualification and/or experience
- Complete knowledge of

Special Features / Other Attributes Required:-

- Market awareness
- Business skills
- Finance Skills
- CRM & Stakeholder skills
- Project Management know-how
- Self starter with capability to deliver stretch objectives.
- Presence, creativity and finishing power

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Remember the Interview Structure



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Before the Interview - Consider both sides goals



- Fill the specific role(s) and needs they have
- Assess if you can meet the key deliverables in the role
- Fill the role within their affordability/budget constraints
- Improve on or match the performance of current job holders
- See how close you are to the “Role Benchmark”
- Compare you to other candidates (they have or will see)
- Decide if you will fit in with the culture & team
- Convince them that you are an exact match for the role
- Demonstrate the specific value you can offer
- Show what differentiates you
- Persuade them you can fit in with them
- Explain what challenges & development you want
- Show you have other employment options
- Define your remuneration needs

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Know the Interviewers Business



KNOWN

- **History**
- **Latest News**
- **Main Products / Services**
- **Main Segments**
- **Management Team**
- **Key Financials**
- **Key Competitors**
- **Key Thrusts**

UNKNOWN

- **Strategic Plan**
- **Key Innovations**
- **New Acquisitions**
- **Divestments**
- **Hiring**
- **Firing**
- **Claims**

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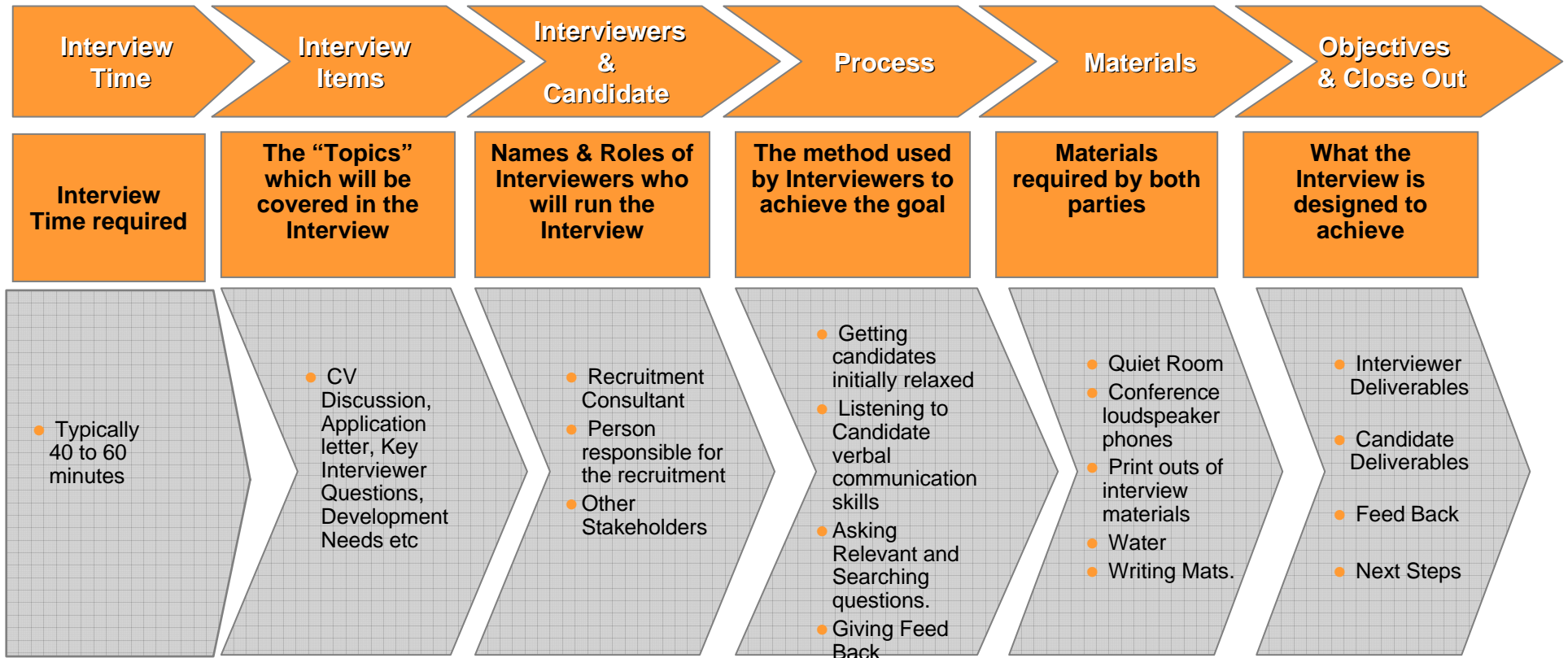
Pre- Interview Checklist



- Research completed (Reputation, Structure, Management, Financials, Products, Customers, Suppliers etc)
- What is the purpose of the interview from their side?
- What is the purpose of the interview from your side?
- What are the role requirements and responsibilities?
- What are the overall Vision, Strategies and Priorities
- Who are the internal customers for the role?
- How will performance in the role be measured?
- What are three key goals to be achieved?
- What value can I bring to the role?
- What is the pay / remuneration they will offer and what will I accept?

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Interview Preparation



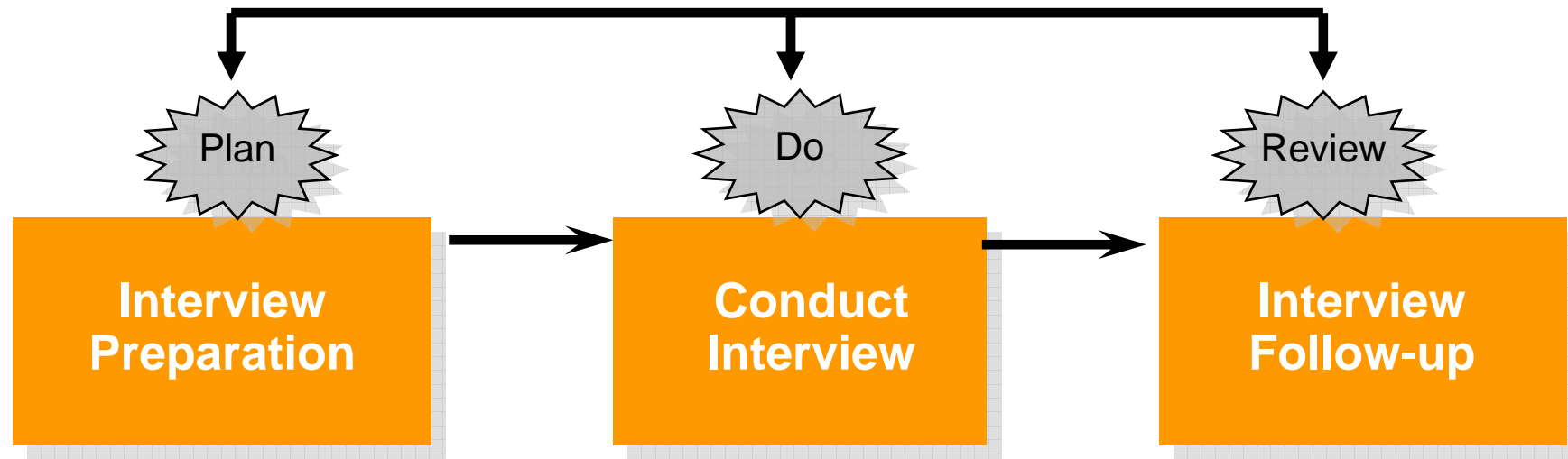
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Interview Doing

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Interview Process



- Interview goals and agenda
- Determine process required to meet your objectives
- Identify inputs required
- Understand who will attend and what their role is
- Plan your Logistics

- Follow each agenda item using the defined process
- Ensure you listen & contribute
- Make notes on key points and decisions as you go.
- Ask if anything is unclear

- Interview review (what went well & what did not)
- Write back saying thank you within 24 hours
- Follow-up on next steps
- Plan for outcome

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Appearance



- Check your appearance is right for the occasion / style of the interview.
- Remember the five senses
 - Sight ((Hair, nails, clothes, briefcase, etc will be scrutinised...))
 - Smell (!)
 - Touch (Handshake)
 - Feel (Movements)
 - Hear (Voice/Tone)
- Maintain good posture – not rigid and not too relaxed....

Interview Beginning



- Get their attention
- Build rapport
- Remind yourself of your goals
- Remember their specific needs

DO

- Enjoy the experience. Speak clearly and confidently & make it a pleasure for the other person to listen to you.
- Fully engage, listen and empathise. You are selling something to them – YOU!
- Directly answer the question – and do not over communicate.
- Ask if you adequately answered the question asked.
- Thank people for their time

DON'T

- Mutter or speak in a monotone
- Monopolise the conversation or be too quiet.
- Waffle. If you don't know the answer then say so.
- Use Irritators – when other people are speaking such as OK, Yeah, Right...
- Interrupt
- Use Slang or Modern Sayings
- Make Jokes

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Getting & Staying Confident



- **WE ALL HAVE SUCCESSES AND FAILURES**

Be proud of your best achievements and openly dissatisfied where you failed to perform. Be pragmatic - failures are opportunities to do it better next time.

- **BREATHING PROPERLY OVERCOMES NERVES**

Release negative thoughts by getting rid of the air in your lungs “Sssshhh the Negative Breath Out!”. Then take a full deep breath from the stomach & move on !

- **WALK TALL AND VISUALISE SUCCESS**

Chin Up, Purposeful, Focussed, Smiling and a Big Celebration when what you wanted starts happening.

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Thinking on your feet



- **Don't be a "A RABBIT IN THE HEADLIGHTS"**
 - Extroverts: – Do – Think – Do
 - Introverts: – Think – Do – Think
 - Poor Self Esteem – You feel picked on & defensive
 - Good Self Esteem – You see the opportunity to display your know-how
- Stay up to date, inquisitive, read about everything from current affairs to gossip. Keep up with the news, do prep about the people you will meet and have some thoughtful questions prepared.
- **Think twice and say once! – Don't shoot from the hip**

Fast Thinking Tips



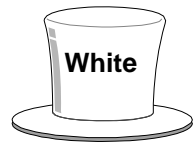
- **Buy Time**
 - Ask the person to clarify the question. Pick out the key points to show you have understood.
- **Simplify the Question or Be Honest**
 - If the question is hard & unanswerable, focus on a general response offering a specific example. Or be honest and if you don't know just say so.
- **Think in Threes**
 - Focus on three main points to justify an argument or when proposing a solution.
- **Be Brief – Don't Waffle – Explain your Reasoning**
 - Simple, to the point and how you got there

Summarising your CV



- Make sure you can summarise your CV;
 - Key Academic Achievements – Main Academic Only
 - Key Personal Achievements – Main Roles and Responsibilities Only
 - Strengths – Only 2 or 3 Key Strengths
 - Development Needs – Only 2 /3 Key Education or Experience Needs.

Thinking Skills - Use the 6 Thinking Hats



... white paper

This is the logical hat, coolly concerned with data, facts, and figures ... not emotion



... tired and emotional

The opposite - red hat thinking legitimises personal feelings and intuition about the topic



... black robed judge

Judgement and caution. Always logical, the black hat looks for risks and dangers. Questions how the proposal will fit the facts, match experience, the system, the system in use, present policies etc



... sunshine

The voice of optimism. The logical inverse of the black hat. Explains why something will work, locates the benefits. Finds the value in current events



... trees, growth

The spirit of creativity, always seeking alternatives, provocation, change



... cool skies

The process master - observing from the outside the balance of thinking, the clock, the dynamics etc. Keeps the problem in perspective

Likely Searching Questions



- Make a list of the searching questions you can expect to be asked (they will all start with WHO, WHAT, HOW, WHEN & WHY) and have a considered not parrot like response...

Examples

- *“Why do you want to work for our business?”*
- *“What are your greatest strengths?”*
- *“What has been your biggest disappointment?”*
- *“What do you want to be doing in the next 3 years?”*

During the Interview



- Relax ! – Treat it as a two way learning process between equals.
- Don't waffle – Answer the specific question.
- Demonstrate your deep interest in the role and the business.
- Use specific examples to demonstrate your knowledge and capability.
- Use relevant experience and people references.
- Don't be afraid to ask
- If you do not know something say so - show the process to find the answer
- Don't use slang or buzz words that can irritate or annoy
- Don't be afraid of silences
- Be prepared answer questions about your emotional side – “what makes you happy?” or “what makes you angry?”



- **EXPLORE**
- **ACKNOWLEDGE**
- **RESPOND**

EAR - Source: Finch, Blanchard

Demonstrate Passion!



- Be really energised about the key things that have attracted you to this business.
- Be prepared to talk about your passion – and how it can be used to realistically add value.
- Passion is not just about the business you are applying to. It is about UNDERSTANDING, INSIGHTS, LEADERSHIP, FOCUS & GOALS FOR THINGS THAT ENERGISE YOU & DRIVING CHANGE to achieve a better result & the associated removal of roadblocks & mediocrity.

Development Needs



- Identify the areas where you need to develop
 - Further Academic & Professional Degrees/Associateships
 - Personal Effectiveness Skills
 - Expert Areas
 - Languages
 - Real World Experience
- Understand how your employer can help!!!

Closing the Interview



- Ensure all your questions have been answered and concerns addressed.
- Ask for the interviewer for a summary of the interview.
- Ask if they have any further questions.
- Ask for confirmation of next steps and how they will be following up
- Ask whether there is recommended further reading – annual report, articles about the areas that came up in the interview.
- Thank the interviewer for the time they have spared you and say how much you have enjoyed the discussion.

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Post Interview Assessment

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Example of Post Interview Assessment



L'Oreal Marketing Role – Candidates Paul and Jane Human Values Assessment

- Interactive – **Jane had better English and communication, investigative & questioning skills**
- Change Agent – **Paul showed a commitment for change and high ownership of new challenge**
- Integrity & Ethics – **Both were honest & open in the interview & gave their own opinions**
- Solution Provider – **Jane was able to give 1st hand examples of solutions & delivering projects**
- Entrepreneurship – **Paul gave good examples of proactivity and ownership of stretch goals**
- Leadership – **Jane had more team experience than Paul & a desire to lead**

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Example of Post Interview Assessment



L'Oreal Marketing Role – Candidates Paul and Jane Marketing Assessment

- L'Oreal Business Knowledge & Commitment – **Jane was well informed & understood the job role & challenge**
- L'Oreal Business Strategy – **Paul understood /questioned the L'Oreal business strategy**
- Marketing Expertise & Capability – **Paul is in the developing category with some knowledge through his University Degree and other work experience**
- Consumer Knowledge – **Jane has Consumer experience**
- Brand Management & Advertising – **Jane has knowledge in this area**
- Customer Relationship Management - **Jane has good CRM knowledge**

Overall my assessment is that Jane should be offered the role and will deliver more value within our culture when fully trained & with more experience