Killing That Tough Job
Interview:
A Seminar

By: James Reinnoldt
UWB
November 25, 2013
The Interview Challenge:
2. Preparing for the Interview: The Two Ps
3. Those Crucial Mini Stories
4. The Moment of Truth
5. Body Language Says it All
6. Those Tough Questions They Ask!
7. Asking Good Questions
8. Getting the Bucks: Salary Discussions
9. Closing and Following up
10. The Opportunity of Rejection
11. Salary negotiations
Some Seminar Guidelines

1. Will talk a bit about “unconventional” interview tactics
2. Some of these tactics will work for some, but not for others: they need to “fit” your personality
3. At a minimum it will help you start thinking about a new job hunt; make you aware
4. Get opinions from others: This is subjective!
5. Keep casual: ask questions at any time
Job Hiring Steps
<table>
<thead>
<tr>
<th>The Career Cycle</th>
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<tbody>
<tr>
<td><strong>Getting A Job!</strong></td>
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<tr>
<td>Reading a Classified Ad</td>
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<tr>
<td>Writing a Resume and Cover Letter</td>
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<td>Preparing an Online Profile</td>
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<tr>
<td>Being Interviewed</td>
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<td>Negotiating a Salary</td>
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Some Job Hunting Metrics
The Average Job Posting Generates:

✔ 500+ applications  
✔ 400 fail to make it past the HR “SEO key word” filter (100 make it past)  
✔ 25 get phone interviews  
✔ 8 get personal interviews (with HR)  
✔ 3 “call back” interviews (with management)
Each job posting:

✓ 3 “call back” interviews (with management)
✓ 1 offer

A big percentage of Interviewees fail the interview due to blunders or an inability to “win over” the interviewer.

How?
Like what?
How To Handle Tough Job Interviews: How To Fail
Why do people “fail” interviews?

First Impressions – an interview may fail at the very first minutes

For example, let’s look at the very first bad impressions people usually make:
• Rushing in at the last minute or arriving late to the interview.
• Too casual in appearance, messed hair, wearing wrinkled or sloppy dress and wearing inappropriate shoes.
• Rude or short with the receptionist upon announcing their arrival.
• Do not greet the Interviewer or do not introduce themselves.
• Automatically sitting upon entering the interview environment without invitation.
• Keep checking cell phone, excusing taking a call.
• Inattentive, looking around, fidgeting, and checking the clock.
• Appear to have just awaked, or not slept well.
Why do people “fail” interviews?

Other reasons for interview failures: OR how to fail a job interview?

Did you prepare for the Interview?
Here are some other basic reasons:
• There is a trouble answering the basic questions, such as – when can you start.
• You are uncertain about what job functions the position may involve.
• You have trouble explaining your skills or knowledge relevant to the position.
• You do not know what product or service the company provides.
• When asked about previous employment you are vague or sketchy.
• You have not prepared YOUR questions.
• You appear over-confident as you have already received the position.
• You have forgotten your documents – Resume, Certificates, and references.
• You cannot remember References’ phone numbers or place of business.
How To Handle Tough Job Interviews:
Or: How Not To Fail
The Moment of Truth

Meet Maria
Countless riches and hours on BA/MBA education
Has identified “The Dream Job” at ACE Coffee: Regional Sales Director. Hawaii & Tahiti

Meet Mr. Smith
VP HR ACE Coffee
The Gatekeeper: Decides who gets the “dream job”.

13
Meet Mr. Smith

VP HR ACE Coffee
Had 30 interviews over last two days
Decides who gets the “dream job”

Maria has a 10AM interview on May 10

Problem:
What type of interview will it be?
She needs to be prepared for all types!
Types of Job Interviews
Two Types of Interviews

1. **Unorganized.** Interviewer has not even looked at your resume yet.

2. **Controlled.** The Interviewer takes done his homework. Will take control of the process. He or she asks a question and you answer.
Five Types of Controlled Interviews

1. 1 on 1
2. Panel
3. String
4. Phone
5. Group Presentation

The Challenge Again:
You don’t know which kind it will be, but you need to be prepared!
Group Presentation Interviews

Northwestern Mutual:
2\textsuperscript{nd} Interview:
Overview of yourself
Why Northwestern Mutual?
What value?
The Job Interview

Goals:
Be prepared for all types
Differentiate yourself in a meaningful way
Your Next Interview: Objectives

(1) Differentiation
Get the interviewer to like and remember you more than he/she likes & remembers the other interviewees! (no longer about qualifications. Now about chemistry)

(2) Establish “meaningful” importance
In short: Get out of the “grey”!

(3) Ask for—and get—the job!
Remember Mr. Smith

- VP HR ACE Coffee
- Had 30 interviews over last two days
- Decides who gets the “dream job”
- But often at the end of the interview process..
Interviewer Mindsets

The interviewer has probably already spoken to many candidates

The interviewer is probably tired

The interviewer is weary of “having to pull teeth” all day long

Sometimes he or she isn’t even prepared!

Really???
Maria Smith

- Bright!
- Competent!
- Manageable
- Eager! Wants the job!
How to Get Out of The Grey
Preparing for The Interview: A Sales Strategy

Assess the needs of the customer and the position

Respond with a “value proposition” or solution
Preparing for the Interview
The Two Key Steps

Step 1:
Assess the company’s needs and the position for which you are interviewing:

The Company’s challenges
The Company’s strategies
The Company’s products
The position for which you are interviewing!
“I want to see if the candidate can articulate the information about our company and the job,” she says. Her reasons for asking are twofold. First, I want some feedback on how effectively the company’s recruiting materials are working.

But even more importantly, I believe that a candidate who has taken the time to thoroughly study the company demonstrates real interest in the job, while one who has not is a poor risk. *I won’t hire someone who does not show real interest or who has not done their homework*”
What Recruiters Say:

“The strongest candidates are prepared not only with great questions, but with a portfolio of materials they could point to during the interview.

For example, the candidate for a senior marketing position had copies of our company’s data sheets and full-page ads and those of our competitors. Using these materials, the candidate asked informed questions about the merits of specific marketing campaigns on behalf of specific products.

“As soon as he pulled out the portfolio, I said to myself, ‘This is my guy!’” Conlin recalls.

In short: Be prepared!
Starbucks Continues Expansion in India with Opening of New Flagship Store in Bangalore

Continuing to expand across India, Company opens its 30th store in market with a contemporary store design honoring the birthplace of coffee in India.

CATEGORY: CUSTOMER EXPERIENCE  |  DATE: Nov 22, 2013

Starbucks Foundation Donates $350,000 to Relief and Rebuilding Efforts in the Philippines

We want to express our heartfelt concern for the thousands of people who have been impacted by the devastating, Super Typhoon Haiyan, in the Philippines.

CATEGORY: COMMUNITY & RESPONSIBILITY  |  DATE: Nov 14, 2013

Fiscal Year 2013 Highlights:

- Total net revenues increased 12% to $14.9 billion
- Global comparable store sales grew 7%, driven by a 5% increase in traffic
- 7% comp growth in the Americas, driven by 8% comp growth in the U.S.
- Comp sales flat in EMEA, traffic increased 3%
- 9% comp growth in China/Asia Pacific, driven by a 7% increase in traffic
- Consolidated operating income increased 23% to $2.5 billion
- Consolidated operating margin expanded 150 basis points to a record 16.5%
- Earnings per share increased 26% to $2.26 per share, including non-routine gains of $0.03 in Q2 and $0.03 in Q4 on the sale of Starbucks equity in Mexico, Chile and Argentina joint ventures
Preparing for the Interview

**Step 2:**
Be prepared to tell your own story in a brief, clear, likeable and meaningful way, regardless of the “type” of interview

- Education
- Skills
- Experiences
- Personal traits

(Note: Cultural differences)
The All-Important Mini-Stories
What is a mini-story?

A mini-story is a brief (2 minutes) and prepared “story” that is built around some key points of your “pitch”

It is used to either answer questions that will come up, or sell your interviewer on your accomplishments and strengths.
What is a mini-story?

Some Topics:

1. Employment & Education History
2. Job Experience
3. Strengths
4. Abilities
5. Challenges (that you overcame)
6. Contributions (that you made to your job)
Organizing the Mini Story

Each Mini Story is made up of three parts:

1. The point (e.g. a strength)
2. An illustration or example
3. What you learned
This approach helps you prepare for all types of Interviews:

1. Uncontrolled & Unorganized.
2. Controlled
3. Combination
Mini Stories and The Controlled Interview
Question 1: Education
Questions and Mini Stories

“So, tell me about your time here at UWB”
Option 1

“ I am a studying for my BBA. I graduate next spring”
Questions and Mini Stories

“So, tell me about your time here at UWB”

- The point
- An example or story
- Show an example of your work!
- What you learned
- Quick summary
“I have really enjoyed my BBA experience. In addition to being in the program’s student government, I also worked on a number of charitable events for the school. I expect my GPA to be 3.7 when I graduate.

My favorite subject was Marketing Management. In fact, we did a fascinating project on the coffee industry in Costa Rica. Here’s a copy.

In sum Mr. Smith, I’d say my time here has been very worthwhile and very educational. I am now well prepared for a career as an accountant…
Options:

“I am a studying for my BBA. I graduate next spring”  Option 1

“I have really enjoyed my BBA experience. In addition to being in the program’s student government, I also worked on a number of charitable events for the school. I expect my GPA to be 3.7 when I graduate.

Option 2

My favorite subject was Marketing Management. In fact, we did a fascinating project on the coffee industry in Costa Rica. Here’s a copy.

In sum Mr. Smith, I’d say my time here has been very worthwhile and very educational. I am now well prepared for a career as an accountant…
Exercise!

Think about this interviewer question:

“So, tell me about your time here at UWB”

• Prepare a thoughtful reply. Write it down if you need to. Remember to:
  • Make a key point
  • Give an example, story or illustration
  • Give a quick summary.

Your answer should be less than two minutes long
Question 2:
Work Experience
Questions and Mini Stories

“Are you working now?” or “I see that you worked for three years at Target”

-The point
-An example
-What you learned
-Quick summary
Option 1

“Well, I have been working at Target for the last three years…”

Option 2

“Yes. In addition to going to school, I have a full-time job at Target where I have been a cashier for three years. It’s an amazing store — and company where I have learned a lot about customer service, just-in-time inventory and even learned how to drive a forklift”
“Oh really. Tell me about what you have learned at Target”
Exercise!

Think about this interviewer question:

“So, tell me about your job”

• Prepare a thoughtful reply. Write it down if you need to. Remember to:
  • Make a key point
  • Give an example, story or illustration
  • Give a quick summary.

Your answer should be less than two minutes long
Exercise

Practice this with your partner (s). Give feedback to one another.

Does it make the interviewee sound enthusiastic?

Did you gain any insights?
Question 3: Strengths and Weaknesses
Questions and Mini Stories

“What is your greatest strength?”

“I guess I am well organized”
“First, most people who know me would say that I am very organized. In my last job at Nintendo, for example, I was working in the West Coast warehouse.

At our Christmas peak we shipped 240,000 Wiis with a less than .01 error rate—the best in the industry.

I believe that sort of experience and skill would serve Amazon quite well in a position of Logistics Analyst.
Exercise!

“So, what would your boss say is your greatest strength?”

• Prepare a thoughtful reply. Write it down if you need to. Remember to:

  • Make a key point
  • Give an example, story or illustration
  • Give a quick summary.

Your answer should be less than two minutes long
Questions and Mini Stories

Some good strengths:

• CPA accreditation
• Microsoft Excel Advanced Certificate
• Computer programming
• Foreign language skills
• Teamwork
• Leadership
• Good planning skills
• Well organized
Questions and Mini Stories

“What is your greatest weakness?”

- The point
- An example
- What you learned
5 Things To Remember When Answering Questions During An Interview...

#4: Answer only the question asked.
Questions and Mini Stories

“What is your greatest weakness?”

“I am a bit too organized and that is a habit that keeps me at the officer later than my spouse would like!..

But I think it is important to have one’s work organized and the next day’s priorities set before one goes home..”
Questions and Mini Stories

Some “good” weaknesses
• Too ambitious
• Impatience with the poor work of others
• Too efficient for other people’s tastes

Or, select an actual weakness and show how you have dealt with it:
Interview Tips - "What is your greatest weakness?"

Video
Other Possible Questions

1. What do you see yourself doing five years from now?

“I want to hear something related to retail,” says Haley Peoples, college relations manager for JC Penney Co. Inc. in Dallas, Texas. “I don’t want to hear ‘I want to be an astronaut’ or ‘I want to win the Academy Award.’”

Peoples says the question is designed to help the interviewer know if the job seeker will be happy in that position, or if he or she wants to work in it only as long as it takes to find something “better.”

2. How do you make yourself indispensable to a company?

“We are looking for both technical and interpersonal competence,” says Doris J. Smith-Brooks, recruiting and advertising manager for Boeing Co. in Seattle, Washington.

Smith-Brooks explains that students who have interned or completed cooperative education assignments generally answer the question best because they know what working for a company entails.

3. What’s your greatest strength?

“Don’t just talk about your strength—relate it to the position,” Ferguson says. “Let them know you are a qualified candidate.”

4. What’s your greatest weakness?

“Say something along the lines of, ‘I have difficulty with this thing, and these are the strategies I use to get around it,’” Ferguson says. “For example, you could say, ‘I’m not the most organized of individuals, so I always answer my e-mails and phone calls right away. I’m aware of the problem and I have strategies to deal with it.”

5. Tell me about a time when your course load was heavy. How did you complete all your work?

“We generally are looking for an answer like, ‘Last semester I was taking 21 credits, so I made sure I had a day planner and mapped out all my assignments,’” says Felix J. Martinez, senior staff recruiter at Abbott Laboratories in Abbott Park, Illinois. “We’re looking for a plan-ahead kind of individual, not someone who just flies by the seat of his pants.”

Martinez says recruiters at Abbott Laboratories use the STAR method of interviewing, which involves getting the interviewee to describe a situation that includes a task that needed to be accomplished, the action taken to accomplish the task, and the result of that action.

“We actually tell the candidate, so they’re aware of what we’re looking for,” he says, adding that the approach can help candidates focus on their answers.

6. Tell me about a time when you had to accomplish a task with someone who was particularly difficult to get along with.
This approach helps you prepare for the two types of Interviews:

1. Controlled
2. Unorganized
Mini Stories and
The Unorganized Interview
Taking Control of the Unorganized Interview

1. Unorganized. Interviewer has not even looked at your resume yet. This can be awkward and an opportunity.

Your approach:

“Mr. Smith, I am sure you are really busy, and I appreciate your valuable time. Would you like me to talk a bit about my background?”
Questions and Mini Stories

Remember: The interviewer wants to know essentially what makes you tick:

• Ability
• Willingness
• Manageability
Taking Control of the Unorganized Interview

The Flow of Job Interviews: The Mini-Stories

The mini-story breaks your life and experiences into “sound bites” of about three minutes each. These will help you in any sort of situation when you are asked to say something about yourself. Each mini-story should have two or three positive points, and ideally have an example and/or something you learned from it. Be upbeat! You will need to practice these at least 4-5 times before your first interview.

Meeting Interviewer & Small Talk:

Mini-story: Family life.
Where born. Undergrad degree.

Mini-story: Employment. Job #1

Mini-story: Employment. Job #2

Mini-story: MBA life

Strengths
Think of three. Have an example of each. Then summarize.

Weaknesses
Think of three. Have an example but stress what you learned.

Why you want to work at company X
Match your skills, interests to needs of company as researched.

Questions: Future, training programs. Ask interviewer about how he/she got to company X. Any objections regarding your candidacy?

The Close:
Reiterate your interest! Thank for time. Be positive!!

The Follow-up and Thank you
Thanks. Do some research? Send a brief?
The *Tough* Questions They Ask!
The Case Study Question

Interviewer:
“A tin utensil manufacturer in Malaysia went out of business. Why?”

Don’t guess at the answer

Show how you would solve it; what kind of information is needed (AM)
Interview Question for Compensation Analyst at Google:

“If you have a 3 gallon jug and 5 gallon jug, how do you measure 4 gallons?”

See more for this Google Compensation Analyst Interview
The Most Important Question they ask!
Remember Your Positioning:

You are:

• Bright!
• Competent!
• Pleasant!
• Eager!
The Tough Questions

Interviewer:

So, what can you do for ACE Coffee?
The Tough Questions
The Tough Questions

Or:

I have interviewed 20 candidates today. Why should I hire you?
The Tough Questions

“Why should I hire you?”

1. Recap what you have heard in the interview: The company’s growth, their market expansion, their need for good marketing and sales staff.

2. Then match their situation with your offer:
   - Solid educational background
   - Professional experience
   - Fast learner
   - Drive to succeed
“So Mr. Smith, as I see it, ACE Coffee is under pressure to expand, and that will require more employees who can handle the pressure and multi-tasking.

As I have mentioned, my key strengths include:
1. Strong organization skills *(ability!)* (example)
2. Strong ambition and energy *(willingness!)*
   --and-- (example)
3. Ability to work on diverse and fast-moving teams. *(manageability!)* (example)
The Tough Questions

“Why should I hire you?”

4. Quick summary: “I am confident that I have what it takes to help you become successful”
Getting the Inside Scoop: What to Expect
A free inside look at jobs and companies
Find jobs and see company salaries, reviews, and interviews – all posted anonymously by employees.

Take a look inside a few of our featured companies...

**Salaries**
See how you stack up — salaries and bonuses for specific jobs at any company.

<table>
<thead>
<tr>
<th>Position</th>
<th>Salary</th>
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<tbody>
<tr>
<td>Bain &amp; Company Associate Consultant</td>
<td>$66,000</td>
</tr>
<tr>
<td>QUALCOMM Engineer</td>
<td>$79,000</td>
</tr>
<tr>
<td>BearingPoint Manager</td>
<td>$132,000</td>
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<tr>
<td>Apple Mac Specialist (Apple Store)</td>
<td>$12 /hr</td>
</tr>
<tr>
<td>IBM Software Engineer</td>
<td>$85,000</td>
</tr>
<tr>
<td>Starbucks Store Manager</td>
<td>$43,000</td>
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**Company Reviews**
Take a look inside — detailed company reviews posted anonymously by employees.

**Procter & Gamble**

- **Company Rating**: 3.9
- **CEO Approval**: Bob McDonald 93% “Approve”

A Procter & Gamble No Easy Ride said:

Pros: “Well-respected in the industry, great training”
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<th>Interviews</th>
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<tr>
<td>Amazon.com</td>
<td>12 new (682 total)</td>
</tr>
<tr>
<td>Target</td>
<td>11 new (912 total)</td>
</tr>
<tr>
<td>Google</td>
<td>9 new (766 total)</td>
</tr>
<tr>
<td>Microsoft</td>
<td>9 new (754 total)</td>
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<tr>
<td>Bloomberg L.P.</td>
<td>8 new (520 total)</td>
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<tr>
<td>Deloitte</td>
<td>7 new (529 total)</td>
</tr>
<tr>
<td>Bank of America</td>
<td>7 new (435 total)</td>
</tr>
<tr>
<td>Best Buy</td>
<td>6 new (355 total)</td>
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<tr>
<td>Intel Corporation</td>
<td>5 new (283 total)</td>
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<tr>
<td>Apple</td>
<td>4 new (580 total)</td>
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<tr>
<td>Accenture</td>
<td>4 new (489 total)</td>
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<tr>
<td>JPMorgan Chase</td>
<td>4 new (484 total)</td>
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<tr>
<td>Epic Systems Corporation</td>
<td>4 new (416 total)</td>
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### Software Development Engineer I at Amazon.com

**Posted May 24, 2011**

| 4.0 | Difficult Interview | ↔ Overall Neutral Experience | ✗ Interviewed and No Offer |

**Interviewed May 2011 in Seattle, WA (took 4+ weeks)**

Applied through employee referral. Got email from HR recruiter. Two phone screens which were fairly easy and then five onsite interviews; hard enough to sweat. Questions were focused on algorithms. Prepare everything: career cup, PIE. Don’t really know what they expect.

**Phone screen 1:**
Basics of data structures like stacks, queues, hash tables.
Code: check whether a given string is palindrome or not.
Follow up: Find all substrings in a string that are palindromic.

**Phone screen 2:**
Concepts of operating systems: deadlock, threads v processes
Code: A number between [0-N] is missing in an array of [0-N-1]. Find the missing number.
Design: Poker game.

### Interview Questions

<table>
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<th>View Answers (1)</th>
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**Bar raiser**
Given a NumberPool containing number sequence of numbers from 1 to infinity. Implement an interface, essentially two functions-
checkin(N): which adds number to the number pool and makes it available.
checkout(): returns minimum number from the pool and makes it unavailable.

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**Bar raiser**
1. Given array of numbers, find a, b, c such that a + b = c. Can you beat O(N**2)**?
2. Difference between Quick sort and Merge sort. What modifications you make in Quick sort so that it provides O(N lg N) worst case complexity.

| View Answers (1) |
Senior Office Offshore at Accenture
Posted May 24, 2011

- Average Interview: 3.0
- Overall Neutral Experience
- Received and Declined Offer

Interview Questions

- Describe a project situation with an extremely tight deadline and what you did to make sure that the project was delivered on time?
  View Answers (1)

- What is the most challenging situation you ever come up with in a project? How did you solve it?
  View Answers (1)

Interview Questions

- What is the most difficult challenge you've had to overcome (school, work, life... etc)
  View Answers (1)

- How do you expect your experiences at Accenture to affect the direction of your future?
  View Answers (1)
Sales Associate at Best Buy
Posted May 23, 2011

3.0 Average Interview ↔ Overall Neutral Experience ✗ Interviewed and No Offer

Interviewed Jan 2011 (took 2 days)
Called and went over the position I was interested in, asked if I was still interested. Scheduled an interview for the next day. The interview went alright, although I had to wait over an hour. The questions were all about previous job experience.

Interview Questions
Give an example of a time you went above and beyond for a customer.
Answer Question

How do you know when you've closed a sale?
Answer Question

Other Details
The interview consisted of a Phone Interview and a 1:1 Interview.

More Best Buy Sales Associate Interviews
The Killer Brief!
The Tough Questions

“Why should I hire you?”

3. Quick summary: “I have what it takes to help you become successful”

4. Then hand him the……Killer Brief!
The Killer Brief

“In summary, Mr. Smith, I am confident I can make a great contribution to ACE Coffee.”

“In fact, I gave some thought to the job, and have prepared a brief on how I might spend my first three months at Ace.”
Ace Coffee and the Global Market

Goal: Expand Ace’s global coffee sales through franchising and licensing

Job Priorities (first six months)
1. Conduct market screening exercise
2. Identify top six markets for ACE coffee
3. Investigate tariffs and other trade barriers
4. Conduct online internet survey: assess competitors (using UW alum network as respondents)
Mary, What Questions Do You Have?
Your Questions

1. To whom would I report?
2. How many direct reports will I have?
3. What is the background of those I would supervise?
4. Would it be possible to meet the people who work in the department?
5. What is the average turnover in the department I hope to join?
6. How would you describe the corporate culture (or work environment) here?
7. What do you like best/least about working for [manager’s name]?
8. How responsive is management to employee ideas?
9. How much interaction do you have with supervisors and other coworkers?
10. Do you work more on an independent basis or in a team environment?
11. How would you describe the corporate culture (or work environment) here?
12. How does your organization differ from its competitors?
13. What are the company’s plans for future growth?
14. What problems is your organization facing?
5 Best questions for Sales and Marketing positions

January 15th, 2009  Lori Cappozzi

1. What is the commission structure, and what is my earning potential in 1, 3, 5, or 10 years? Every salesperson needs to understand how commissions and related compensation work.

2. If you put all the salespeople in a line from your best to the merely acceptable performer, what are the earnings of the 50th percentile? The 25th? The 75th? This is a good way to understand your earning potential if you join the company.

3. What percentage of salespeople attain objectives? Every salesperson has a quota. If a larger percentage of salespeople fail to meet quota, it indicates that either the quota is too high or the sales team is inadequate.

4. What percentage of the current people are above and below their set goals? In other words, how does the company handle underperforming salespeople?

5. Can you describe the performance of the sales team? You want to know whether you will be joining a team of superstars or also-rans.

Exploring Questions marketing positions, marketing questions, sales questions
10 Best questions about information technology

January 15th, 2009  Lori Cappozzi  No comments

1. **Will I receive my assignments from IT or from the business unit?** This is a critical question that goes to the very DNA of the information technology resource in the company. Organizations in which the business units have significant input into the technology agenda are generally much more responsive to market conditions than organizations in which IT is more insulated from business realities. On the other hand, the IT function can be a lot more volatile. Which environment do you prefer?

2. **Do developers have little contact with the business unit or significant contact?** This variation of the above question looks at IT contact with business units as a measure of how responsive IT is.

3. **Does the company have a Net-use policy? May I see it?** The answer to this question will give you a good clue about what levels of trust operate in the company. An overly retroactive Net policy may point to a company that is uncomfortable with the uncertainties of the Net.

4. **To whom does the chief information or technology officer report?** If the CIO reports directly to the CEO, this indicates a company that places high strategic value in the IT function.

5. **What are the biggest technical challenges ahead for this department/company?** Get a sense of how the hiring manager defines the technical challenges and be prepared to sell yourself against those outcomes.

6. **Traditionally, companies have used IT to reduce bottom-line costs. But I am excited about the use of IT to advance top-line opportunities such as creating new products and identifying new markets. Can you talk about how IT is used in this company to create top-line value?** Do you want to work in a company where IT continues to be an inward-facing function?

7. **What structured strategies for software testing have you found effective here?** Note that this is a question that makes sense only with an interviewer who has a passion for software testing.

8. **Does the company use an IT steering committee?** The question demonstrates understanding of how some companies develop IT funding and strategies.

9. **Do you have a formal development change management process, or is the process more informal?** Many developers hate formal, structured processes or standards; others welcome the structure. Be clear about the environment you are considering joining.

10. **After months of working long hours, the morale of IT workers can plummet. What rewards have you found effective in recognizing and rewarding exceptional work?**
Turning the Table: Ask About the Interviewer’s Career
A Question to Make The Interviewer Feel Good About You (if good rapport)

“Mr. Johnson, how did you get to where you are today at Boeing?

“Ms. Jones, what do you like most about working here?”
What the Recruiters Say About This Tactic?

Questions about the interviewer

January 14th, 2009  Lori Cappozzi  No comments

Absolutely. People like to talk to people. Most applicants want to know about the interviewer. One big question is how personal can you get without crossing the line? “Asking questions about the interviewer is fine if you keep the questions relevant and focused on the job,” says Bob Conlin, VP of marketing at Incentive Systems in Bedford, Massachusetts. Conlin says he is often asked questions such as:

What convinced you to come to Incentive Systems? What are some of the best attributes of Incentive Systems? Behavioral questions very similar to the type candidates are asked are also fair game to ask the interviewer, says Melanie Mays, president of Empyrean Consulting, a recruiting consulting firm in Dallas, Texas. These questions are best asked after a mutual interest has been established. They should go only to the individual with whom you might be working:

1. Tell me about your career choice. How did you get into recruiting
2. What attracted you to this organization?
3. What are some of the things you especially admire about the company?
4. When was the last time you had contact with the CEO?
Some final (and big!) questions you can ask: Where Do I stand?
A Great Question (if good rapport)

“Mr. Johnson, based on what you have heard today, how do you think I would fit in at Boeing?”

(be prepared to reinforce or offer a rebuttal)

“Ms. Smith, based on what I have heard, I think I have what it takes to meet the challenges and do an excellent job at Boeing. Is there anything I have said that indicates I am not a great candidate for this job?”

Confronted so directly, the interviewer must make a statement about your chances of being hired. If the interviewer doesn’t, he or she isn’t interested in you at all
What recruiters think

January 15th, 2009  Lori Cappozzi

It’s good to be direct when asking for the job, says Tony Stanic, resource manager at CNC Global, in Ottawa, Ontario, Canada. “I think it is good to come across as enthusiastic and direct as possible. The person that appears to want the job the most will get the offer. Try to find out their level of interest in you by asking them directly.” Stanic has been impressed with candidates who could deliver lines such as:

- Do you feel that I am suitable for the position?
- Do you have any reservations about my ability to do this job?

“Don’t be afraid to ask these questions,” Stanic continues. “You may be able to overcome any objections that they may have. It may feel a bit uncomfortable but it’s better to find out what their concerns are than it is to find out that you did not get the job. Asking for the job can be a crucial factor in the interviewer’s decision-making process.”

“There’s a fine line between confidence and arrogance,” says KnowledgePoint’s HR director, Rich Franklin. To be successful in some jobs, you need to be pushy and demonstrate in the job interview how aggressively you can sell. For example, Franklin recruited stockbrokers for Dean Witter for 10 years before he joined KnowledgePoint. Stockbrokers, of course, are salespeople who sell securities. One question from a sales candidate that that impressed him was:
Some final (and big!) questions you can ask:

Asking for the Job!
Asking for the Job

“Mr. Smith, as I see it, ACE Coffee is under pressure to expand, and that will require more employees who can handle the pressure and multi-tasking demands. As we have discussed, I believe that I have the proper skill sets that you need and the keen desire to work for you

Have I given you all the information that you need to offer me the job?”

Note: You should only “ask for the job” if this is a job you’re sure you want, and are prepared to accept right on the spot.
Asking for the Job: Some Options: Very Direct

1. “I’m certain this is the job I want. What can I do to convince you that I’m the right person for this position?”

2. “I’m very interested in this job. Is there anything preventing you from offering me the job right now?”

3. “I am truly interested in the job. What is the next step for consideration? When will you be making a decision? Are there any questions I have left unanswered?”

4. “I feel my background and skills are a good fit for this position, and I’m very interested. What is the next step?”
“After what I’ve learned about you and the job at Boeing, I’m confident I’d be a good fit. I hope to hear from you soon.”

“I am really interested in this job and working with your team. Do you have any more questions for me?”
Post Interview
Post-Interview Follow-Though

Get out of the “grey”!
At a minimum, send a thank you note: Immediately

Send a 1 page brief on:
• How you would spend your first three months
• How the company should improve its web site
• How their products are priced versus the competition
• How you would help tackle a marketing problem
Dear Mr./Mrs. X,

It was a pleasure to meet you today. I enjoyed our discussion about this exciting position. I would like to thank you for taking the time to get to know a little about me and what skills I can offer your firm. As we discussed, my area of expertise lies in Finance and Investments.

As we discussed I can be instrumental in helping your company achieve its goals through:

• Prepare financial strategies.
• Prepare various financial documents, procedures and presentations.
• Effectively manage special projects.
• Analyze problems and develop appropriate solutions.
• Ability to multi-task.
• Provide exceptional interpersonal skills.

The position is an exciting one for which I feel very qualified. It would be an honor to join your team. The range of skills that I can bring to your organization would allow you to focus on your goals and ultimately increase your bottom line profits.

I will call on [enter day/time if applicable] as you suggested to see if a decision has been made or to arrange a second interview. Thank you again for your time. I look forward to seeing you again very soon.
Rejected?

危机
Handling Rejection: Employer

1. Send a thank-you note

2. Ask them to keep you in mind

3. Ask for feedback on how you might better prepare yourself for a similar job in the industry? (but don’t expect to get any…)
Handling Rejection: Head Hunter & Your Future

- Send a thank-you note
- Ask them to keep you in mind for other jobs
- Enlarge the recruiter’s territory—and perhaps put yourself in his or her debt—by taking one or more of these steps:
  - Recommend another good candidate for the job.
  - If you can offer a sales lead, do it.
  - If you know of a new Web site, alert the recruiter.
  - Send an article you think the recruiter might find helpful.
- If nothing else, ask if there is anything you can do to help the recruiter or his or her company.
Other Types of Interviews
Video Interviews
Video Interviews

1. Prepare as you would for any interview
2. Dress appropriately
3. Get rid of cats, kids and other distractions
4. Put lighting in front of you; not in back
5. Have a good back-drop: neutral or book case
6. Set camera so you have a full profile; don’t lean into camera
7. Do a dry run with a friend; get used to web camera and Skype
Phone Interviews
Phone Interviews

Software Development Engineer I at Amazon.com
Posted May 24, 2011

4.0 [ ] [ ] [ ] [ ] Difficult Interview ↔ Overall Neutral Experience × Interviewed and No Offer

Interviewed May 2011 in Seattle, WA (took 4+ weeks)
Applied through employee referral. Got email from HR recruiter. Two phone screens which were fairly easy and the five onsite interviews; hard enough to sweat. Questions were focused on algorithms. Prepare everything: career cup, PIE. Don’t really know what they expect.

Manufacturing Technician at Intel Corporation
Posted May 20, 2011

3.0 [ ] [ ] [ ] [ ] Average Interview ↑ Overall Positive Experience ✔ Received and Accepted Offer

Interviewed May 2011 (took 1 week)
The company emailed me to set up a time for a phone interview. After the phone interview questions we set up an in-person interview. That interview was with two people. The questions during the phone and in-person interview were both a combination of behavioral and technical/logic/problem solving questions. A week later the company emailed to set up a time to review the job offer over the phone.
Phone Interviews

1. Prepare as you would for any interview
2. Get rid of cats, kids and other distractions
3. Use regular phone: Not Skype or speaker mode
4. Smile when you speak; get some energy going
5. Speak in sound bites; let them interject questions
6. Do a dry run with a friend
Other Preparations
The Interview

What is the best time slot?
• First interview in the morning
• Second interview in the morning
• First interview after lunch

Worst slot?
• Last one at the end of the day
• Last one before lunch
The Introduction

“You only get one chance at a first impression”

--Mark Twain
The Interview

What to Bring: (leather briefcase best)

• Four copies of your resume
• Paper/nice pen for notes

The arguments for taking notes

January 14th, 2009  Lori Cappozzi

“I’m hugely okay with note takers as long as it doesn’t delay our process,” says Seattlejobs.org’s president Janice Brookshier. “After all, I’m going to be taking notes.” A job interview is not a social occasion. It is a business meeting. And in American business culture, taking notes in support of a business meeting is considered not only appropriate, but often a sign of professionalism.

The most important thing is to ask permission. “I never have a problem with people who ask permission to take notes during an interview,” says Sandra Grabczynski, director of employer development at CareerSite.com, an online recruiting service in Ann Arbor, Michigan. “It generally impresses me that the applicant is taking the opportunity seriously.” Whipping out a notebook without asking permission may strike some interviewers as presumptuous.
The Interview

• What to Bring: (leather briefcase best)
  • Four copies of your resume
  • Paper/nice pen for notes
  • A few examples of your work
  • Some reference letters
  • Company dossier
  • List of questions to ask
  • Your “killer brief”
  • Generic “thank you” letter (will explain)
The Introduction

1. Walk slowly and deliberately
2. Handshake (no cold hands!).
3. Greet by surname
4. Wait to be invited to sit down
5. Establish rapport if you can
6. Ask it it is okay to take notes

(make sure your cell phone is off)
Salary Issues
Discussing Salary Issues

Salary is seldom brought up in the first interview. Don’t bring it up.

However, do research on what similar positions in your area pay.

Glassdoor.com is a good source. Have a realistic salary range in mind (with your minimum base)
## Intel Corporation Salaries in Seattle, WA Area

**Overview | Salaries | Reviews | Interviews | Photos | Jobs**

Salaries posted anonymously by employees and employers.

### Find by Job Title or Keyword
- Marketing

### Find by Location
- Seattle, WA Area

**3 Salaries: 1–2 of 2 Job Titles**

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Avg. Salary</th>
<th>$90k</th>
<th>$95k</th>
<th>$100k</th>
<th>$105k</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Marketing Engineer</strong></td>
<td>$91,529</td>
<td>$86k</td>
<td>$90k</td>
<td>$97k</td>
<td></td>
</tr>
<tr>
<td>2 Intel Corporation Salaries in Seattle (90 in US)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Technical Marketing Manager</strong></td>
<td>n/a</td>
<td>Details hidden to protect anonymity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Intel Corporation Salary in Seattle</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

### Salaries for Most Popular Jobs

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Avg. Salary</th>
<th>$20k</th>
<th>$60k</th>
<th>$100k</th>
<th>$140k</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultant at IBM</td>
<td>$82,681</td>
<td>$60k</td>
<td>$120k</td>
<td></td>
<td></td>
</tr>
<tr>
<td>364 IBM Salaries</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consultant at Booz Allen Hamilton</td>
<td>$60,429</td>
<td>$44k</td>
<td>$88k</td>
<td></td>
<td></td>
</tr>
<tr>
<td>184 Booz Allen Hamilton Salaries</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teller - Hourly at Wells Fargo</td>
<td>$10.00/hr</td>
<td>$6</td>
<td>$14</td>
<td></td>
<td></td>
</tr>
<tr>
<td>156 Wells Fargo Salaries</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pharmacy Technician - Hourly at CVS Caremark</td>
<td>$9.82/hr</td>
<td>$8</td>
<td>$15</td>
<td></td>
<td></td>
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<tr>
<td>96 CVS Caremark Salaries</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Financial Analyst at IBM</td>
<td>$60,480</td>
<td>$36k</td>
<td>$100k</td>
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<tr>
<td>83 IBM Salaries</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Manager at Hewlett-Packard</td>
<td>$93,690</td>
<td>$46k</td>
<td></td>
<td>$140k</td>
<td></td>
</tr>
<tr>
<td>76 Hewlett-Packard Salaries</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>
Discussing Salary Issues

Interesting Statistics:

Four out of five (80%) of companies are willing to pay more money than their first offer…

Yet only one out of five (20%) of the applicants ask for more money!

Your objective: negotiate for a better offer!
Discussing Salary Issues

Your strategy is to get them to name a number or a salary range. Why?

• If your own number is too high, you can be immediately rejected

• If you are too low, you could end up with less than they had in mind!

• On application just say “competitive” or “will be discussed once I learn more about the job”
Discussing Salary Issues

Their question: “Mary, what are your salary expectations?”

Your answer: “What is the salary range that your firm pays for the types of qualifications I offer?.

Their answer: “The range for an MBA with five years’ experience at ACE Coffee is between $80K and $95 K. What do you think?”
Discussing Salary Issues

Ace’s Range

$80 K

$95 K

Your Range

$ 95 K Target

$ 75 K Minimum

Now you have a basis for negotiation
Discussing Salary Issues

Video

Interview Tips - "What salary range are you seeking?"
Discussing Salary Issues

Your Opening:

“First, thank you for your interest in me as a candidate. I am quite excited about the prospect of working for Ace Coffee.

While salary is only one part of the compensation package, I would like to discuss it to get your feedback.

I have done some research (show examples) and found that candidates with my background are currently attracting an average starting salary range of $90-95 K, and I’d appreciate your opinion on the matter…”
Discussing Salary Issues

Their phone offer: “We’d like to offer you $80K per year”

Your answer:

“Thank you. That is very kind. I’d like some time to review it. Can I come to see you on June 10th?”

Your **objective** on June 15th:

*Try to get more money without seeing the door close in your face (unless their salary offer really is below your expectations)*
Closing any Salary Gap

What else can you ask for?

• Signing bonus
• Salary review after 6 months with a 10% boost if you perform to expectations
• More vacation
• Better insurance policy
• Higher 401K contribution
A Recap
Recap

1. Prepare your mini-stories
2. Research the company
3. Be on time & make a good impression
4. Ask great questions
5. Ask about the interviewer’s own experiences
6. Ask for the job!
7. End on a positive note!
Recap

1. Prepare your mini-stories
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3. Be on time & make a good impression
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5. Ask about the interviewer’s own experiences
6. Ask for the job!
7. End on a positive note!
Good Luck!