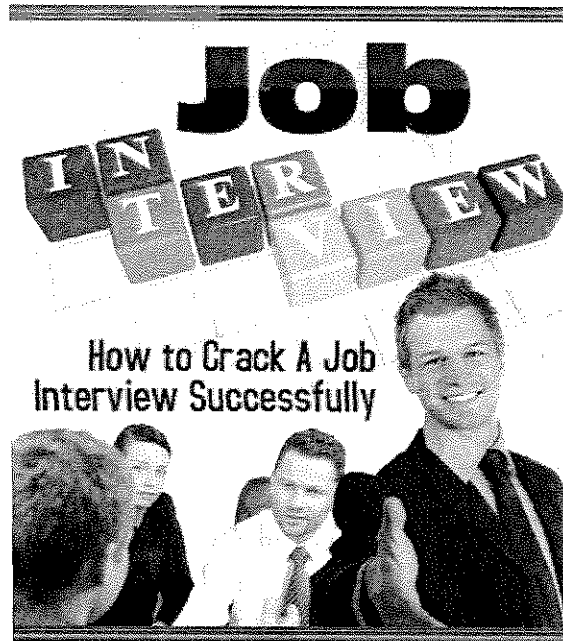


# Resumes and Interviewing

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Preparing for and completing a successful interview

# The Interview

## Parts to an Interview

- Preparation
- Interview
- Post Interview

## Preparation

### Research the company

- Public library or local bookstore to locate and read information about the company/organization.
- Access books, journals, magazines, newspapers and any reference materials useful for investors -- and job-seekers!
- Read and/or check online resources for major business publications, such as Forbes, WSJ, or Money.
- Use the company's Web site.
- Search competitors' web sites.
- Google the company.

## Networking

- Utilize your school's alumni database.
- Contact any society or network friends who work for the company
- Check with family and friends who might know someone who works for the company

## Who will be interviewing you?

### **Baby boomers — Born 1946 to 1964**

- Felt compelled to challenge the status quo.
- Responsible for many of the rights and opportunities now taken for granted.
- Because of their large numbers, they faced competition from each other for jobs.
- Baby boomers all but invented the 60-hour workweek, figuring that demonstrated hard work and loyalty to employers was one way to get ahead.
- Their sense of who they are is deeply connected to their career achievements.
- As a whole, this generation is politically adept when it comes to navigating political minefields in the workplace.

### **Generation Xers — Born 1965 to 1980**

- Generation Xers are technologically savvy, having ushered in the era of video games and personal computers during their formative years.
- They have witnessed skyrocketing divorce rates, their parents being laid off after years of dedicated service and challenges to the presidency, organized religion and big corporations instilled a sense of skepticism and distrust of institutions.
- They don't expect employer loyalty; they see no problem changing jobs to advance professionally.
- In contrast to the baby boomers' overtime work ethic, generation Xers believe that work isn't the most important thing in their lives.
- They're resourceful and hardworking, but once 5 o'clock hits, they'd rather pursue other interests.

## The Interview

### What to wear and take

- Rule of Thumb: Always dress one step above the company's dress code policy.
- If you're unsure or have not obtained dress code information, ALWAYS wear a suit and tie.
- Polished shoes (black, brown or cordovan).
- Remove all unnecessary jewelry.
- Take a portfolio with you. Make sure you have a full notepad.
- Take a pen **and** a pencil.
- Have several copies of your resume.
- Bring a small bottle of hand sanitizer.

### Getting to the Interview

- If you're not sure of where you'll be going, do a dry run.
- Be sure to figure in rush hour travel time if necessary.
- Be sure to arrive ½ hour prior to your interview start time.
- If asked to take a tour, try to do that prior to the actual interview.
- Allow yourself extra time in case the interview extends longer than planned

### Once you're there...

- Befriend the secretary or person waiting with or by you.
- Take charge by picking your chair and try to keep interviewers side-by-side if in a multiple interviewer situation.
- Collect business cards from everyone with whom you interview.
- Pay attention – Be aware of both verbal and nonverbal cues.
- Make sure to concern yourself with thoroughly answering the interviewer's questions.
- Stay focused on those.
- If you are unsure of a question, ask the interviewer to better explain his question. Don't assume.
- Be prepared to switch gears quickly.
- Ask about timeframes for filling the position.

- Discuss how and when you will be notified of a decision.
- Offer additional information or materials from you.
- It's not smart to discuss salary or benefits unless the interviewer broaches the subject.

### Things to consider while interviewing

- Show respect. Acknowledge that you have less experience and can learn from them. You may be quite bright, but you can always learn something new.
- Choose face-to-face conversations. Many baby boomers find e-mail or voice mail too impersonal and prefer speaking with someone face to face.
- Give them your full attention. Multitasking may help you accomplish a lot during the day. However, if you're typing away at an e-mail while your baby boomer colleague is talking to you about a project, chances are you'll wind up at odds with that colleague. Giving your full attention at the times it's needed actually may be more efficient in the long run.
- Play the game. Workplace politics are a fact of life. As a generation Xer, you may be completely turned off by politics, but sometimes, you've just got to play the game. Baby boomers are diplomatic and particularly adept at navigating politically charged environments.
- Learn the corporate history. Unless you've been with a company since its inception, know that plenty of things transpired at the organization long before you set foot in the door. Find out what's gone right and what's gone wrong in the past — especially the lessons learned over the years. Nothing rankles a baby boomer more than a new employee who breezes in and wants to change things, with seemingly no thought given to what's gone on before.

### Traditional Interviews

Questions tend to focus on:

- Your beliefs
- Your professional or management style
- Your preferred ways of interacting
- How you would handle hypothetical situations.

The benefit of traditional interview questions is that they enable the interviewer and job candidate to establish a rapport and to get to know each other in a less pressurized environment than the behavioral or case interview.

## Traditional Interview Preparation

### Self Assessment

- List your strengths and weaknesses
- Make another list of your achievements thus far.
- Don't rely on your resume to do the talking for you.
- Be prepared to also discuss...
  - Your weaknesses
  - Your lack of related experience
  - Your low GPA ( if this is the case)
  - Your lack of leadership experiences
- Practice your interview with a friend or career advisor.

### Job Interview Preparation Checklist

Requirements	Qualifications	Comments
Ability to work with clients	Lockheed – Worked directly with USAF representatives	Discuss in depth participation with Kevlar Vest project
DoD hands on experience	<ul style="list-style-type: none"> <li>• JetBlach Tech.</li> <li>• Lockheed</li> <li>• Several DoD project</li> </ul>	Discuss F-21 Stealth and Eye war projects.

### Tips for answering traditional interview questions:

- Answer the question directly. If the interviewer asks what you believe about a workplace issue, state your beliefs clearly and concisely.
- Have your “60 second bio ready. You may be asked to describe yourself. It is your chance to provide a one to two minute synthesis of your professional value to the organization and to briefly summarize your qualifications for the job.
- If the interviewer does not ask for specific examples of your behavior or for you to apply case analysis to a situation, do it anyway. Providing an example of your behavior in a relevant situation to back up a stated belief or letting the interviewer

- know that you possess analytical and interpretive skills by referring to a business case will strengthen your presentation.
- Resist the temptation to ramble. When asked an open-ended question, it is natural to give a rambling, wordy answer. Maintain your focus and provide concise, direct answers to questions. You can signal the interviewer that you are finished answering by re-stating the question in an affirmative way.
  - Ask questions and be conversational if it seems natural, but remain “on message” (why your skills, values and experience align with the position and company) and professional.

### Example Traditional Interview Questions

- Tell me about yourself.
- What is your management style?
- Why are you interested in this field?
- Why are you interested in this company?
- Why are you interested in this position?
- How would you describe yourself?
- Why did you leave your last job?
- What are your long range and short range goals and objectives?
- What specific goals other than those related to your occupation, have you established for yourself for the next ten years?
- What do you see yourself doing five years from now? Ten years from now?
- What do you really want to do in life?
- What are your long range career objectives?
- How do you plan to achieve your career goals?
- What are the most important rewards you expect in your career?
- What do you expect to be earning in five years?
- Why did you choose this career?

## Behavioral Interviewing

- Behavioral interviewing is a style of interviewing that was developed in the 1970's by industrial psychologists.
- Behavioral interviewing asserts that "the most accurate predictor of future performance is past performance in a similar situation."
- Currently, most organizations are using behavioral interviewing to some degree.
- Behavioral interviewing emphasizes past performance and behaviors.
- Candidates unprepared for the rigor of behavioral interviewing have not fared well.
- Simply practicing the list of common interview questions no longer works.

## Behavioral Interviewing Preparation

- Be detailed and specific.
- Developed three stories that illustrate your past performance. Remember that the interviewer will be operating under the premise that "past performance in a similar setting is the best predictor of future performance."

The best way to accomplish this is to use the three-step **STAR** process:

**S/T – situation/task** – what was the context and problem

**A – action** – describe the action they took to address issue/opportunity

**R – result** – what was the result of their action – success and /or failure

## Example Questions

### *Decision Making and Problem Solving*

- Give me an example of a time when you had to keep from speaking or making a decision because you did not have enough information.
- Give me an example of a time when you had to be quick in coming to a decision.

### *Leadership*

- What is the toughest group that you have had to get cooperation from?
- Have you ever had difficulty getting others to accept your ideas? What was your approach? Did it work?

### *Motivation*

- Give me an example of a time when you went above and beyond the call of duty.
- Describe a situation when you were able to have a positive influence on the action of others.

### *Communication*

- Tell me about a situation when you had to speak up (be assertive) in order to get a point across that was important to you.
- Have you ever had to "sell" an idea to your co-workers or group? How did you do it? Did they "buy" it?

### *Interpersonal Skills*

- What have you done in the past to contribute toward a teamwork environment?
- Describe a recent unpopular decision you made and what the result was.

## Planning and Organization

- How do you decide what gets top priority when scheduling your time?
- What do you do when your schedule is suddenly interrupted? Give an example.

## Other Behavioral Questions

- Give a specific example of a policy you conformed to with which you did not agree.
- Give me an example of an important goal which you had set in the past and tell me about your success in reaching it.
- Describe an instance when you had to think on your feet to extricate yourself from a difficult situation.
- Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.
- Describe an instance when you had to think on your feet to extricate yourself from a difficult situation.
- Give me a specific example of a time when you used good judgment and logic in solving a problem.
- Describe a time when you were faced with problems or stresses that tested your coping skills.
- Give an example of a time in which you had to be relatively quick in coming to a decision.

## Questions You May Want to Ask

- The people who do well at your company: what skills and attributes do they usually have?
- What do you like best about working at \_\_\_\_\_?
- What results are expected?
- What specific problems are you hoping to solve during the first six months?
- Who are the key internal customers? Any special issues with them?
- What happened to the person who had this job before?
- What communication style do you prefer?
- What is your philosophy regarding on-the-job growth and development?

- What are your goals for the department?
- Pillars of a Successful Interview - Sample Questions
- What do YOU SEE as the three most important capabilities of the person you'll hire in this position?
- (If it's a territorial or regional position) Where is the (territory/region) at, compared to your goal or plan? Where is it ranked against the other regions?
- What do you see as the primary challenges to building more business or capturing more marketshare?
- How does your product stack rank in the market? Would you classify your product as the industry leader? The cost effective solution? The Rolls Royce product?
- (If it's a replacement hire, rather than a newly created or expansion position) What was the last person's success in this (territory/region/position)? What would you see as being the capability you'd most like to improve with the new hire?
- What is your vision for the (region/territory)?
- How does the performance of this role play into the bigger goal or plan for the company?
- How are you perceived in the marketplace??
- Assume I'm the selected hire--let's fast forward 90 days: Give me a taste of what a typical week will be for me in this position.
- In reviewing your current sales staff, what would you say are the key qualities that are common to your top producers, as I'm going to model myself after the best people in your company?
- I'm also interested in career pathing--logically, is there a next step that would be in progression from this role? (National/Major Accounts? Management?)
- What type of support and tools are provided in this role? Leads? Contact mgmt software? Sales support? Laptop computer?
- How would you define \_\_\_\_\_'s Unique Selling Proposition?
- Historically, what has been the primary concern or logjam in closing a sale on your product?
- What are the major responsibilities of this position?
- Is there a job description? May I see it?
- Can you tell me why this position is open?
- How often has it been filled in the past 5 or 10 years?

- What did you like most about the person who previously held this position?
- What would you like to see the person who fills this position do differently?
- What qualifications would you expect the successful candidate to possess?
- What do you see as my strengths/weaknesses for this position?
- What are the greatest challenges facing the person in this position?
- What are your immediate goals and priorities for this position?
- What kind of support does this position receive in terms of people and finances?
- How much freedom would I have to determine my work objectives and deadlines?
- How would my performance be measured and how is successful performance usually rewarded?
- What career progression do you see for someone in this position? Do you normally promote from within?
- How would you describe your management style?
- Can you describe your organizational culture?
- Do you have a lot of turnover?
- How many people would I be supervising? How long have they been with the company, and what are their backgrounds?
- Why are you looking at external candidates for this position, instead of promoting from within?
- What do people seem to like most/least about working here?
- Would it be possible to meet the people who work in the department?
- Do you encourage participation in community or professional activities?
- Do you have a management development or internal training program?
- What are the company's plans for growth in the next five years?
- How does the company intend to remain competitive?

### Sources for Questions

[http://www.careergroupinc.com/career/applicant\\_questions1.html](http://www.careergroupinc.com/career/applicant_questions1.html)

<http://beckeastwood.com/Pages/pilsuc1.html>

## Lunch Interview

- Remember to say "please" and "thank you" to your server as well as to your host.
- Rule of thumb for utensils... Start at the outside and work your way in. Your salad fork will be on the far left, your entree fork will be next to it. Your dessert spoon and fork will be above your plate.
- Liquids are on the right, solids on the left. For example, your water glass will be on the right and your bread plate will be on the left.
- Put your napkin on your lap once everyone is seated.
- Keep your elbows off the table.
- Don't order an alcoholic beverage.

## During the meal

- Don't order messy food - pasta with lots of sauce, chicken with bones, ribs, big sandwiches are all dangerous.
- Don't order the most expensive entree on the menu.
- Do order food that is easy to cut into bite-size pieces or pick up.
- Taste your food before adding seasonings.
- The proper way to eat soup is to spoon it away from you.
- When you've finished eating, move your knife and fork to the "four o'clock" position so the server knows you're done.
- Remember to try and relax, listen, and participate in the conversation.
- Break your dinner roll into small pieces and eat it a piece at a time.
- If you need to leave the table, put your napkin on the seat or the arm of your chair.

## Post meal...

- Put your napkin on the table next to your plate.
- Let the prospective employer pick up the tab. The person who invited you will expect to pay both the bill and the tip.
- Thank them for the lunch and spending the time with you.
- Shake the interviewer(s) hand(s).

## Conclusion

- Be sure to thank those interviewing for taking time out of their day
- Shake each person's hand
- Thank the secretary on the way out.

## Post Interview

- Send a thank-you note within 24-48 hours of your interview.
- Send one to *every* person who interviewed you. Follow protocols for formal business correspondence, which is always more formal than typical correspondence.
- Use the thank you note to reiterate your interest and to emphasize your specific qualifications for the position, and why the employer should hire YOU!

## Helpful Websites

- [www.indeed.com](http://www.indeed.com)
- [www.glassdoor.com](http://www.glassdoor.com)
- [www.interviewup.com](http://www.interviewup.com)
- [www.acetheinterview.com](http://www.acetheinterview.com)

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April 1, 2010

David P. Ensle, Site Manager/Systems Engineer  
Management Technology & Information Systems Corporation  
1001 Corporate Dr., Suite 205  
Philadelphia, PA 19113

Dear Mr. Ensle:

It was a pleasure to speak with you regarding the mechanical engineering position at the MANTECH. The job, as you presented it, seems to be a very good match for my skills and interests. The creative approach to account management that you described confirmed my desire to work with you.

In addition to my analytical skills, I will bring to the position strong writing skills, R&D experience, client interaction skills, assertiveness and the ability to encourage others to work cooperatively with the department. My defense industry background will help me to work with engineers on staff and provide me with an understanding of the government contacts aspects of our work.

I understand your need for engineers who can work with little to no supervision. My detail orientation and organizational skills will allow me to do just that and help to free you and key members of the team to deal with larger issues. As I mentioned during my interview the R&D team at Lockheed noted in my internship documents that I followed directions very well and only needed to be directed to do things one time. This experience helped me to develop my engineering and R&D teamwork skills.

I appreciate the time you took to interview me. I am very interested in working for you and look forward to hearing from you about this position.

Sincerely,

  
Alexander C. Earle