



Career Renewal

INTERVIEW SKILLS

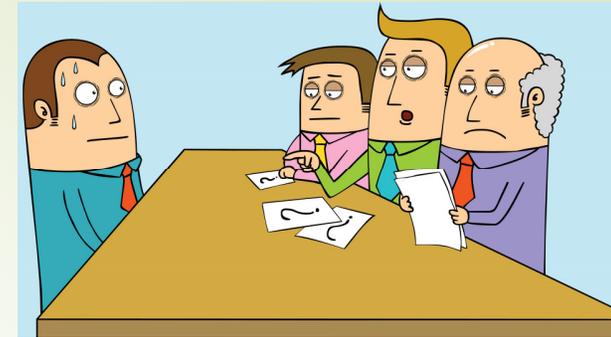
*SAYING THE RIGHT THINGS.....
AT THE RIGHT TIME.....
IN THE RIGHT WAY*



BACKGROUND

- ▶ Mikericciardi10@gmail.com
- ▶ I have interview skills training and outplacement experience
- ▶ Conducted 500 interviews and been interviewed 200 times
- ▶ This material is true on average. There are always outliers
- ▶ All the examples today.....are real

THE INTERVIEW PROCESS



1. You send in your resume
 - a. screened by a computer
 - b. scanned by a person
2. Screening interview
 - half hour on the phone
3. Detailed interviews
 - multiple people for an hour each
 - in person or virtual
 - can be multiple rounds
4. Final interview with hiring manager
5. Offer

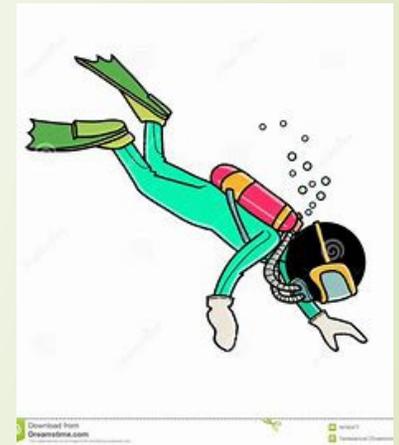
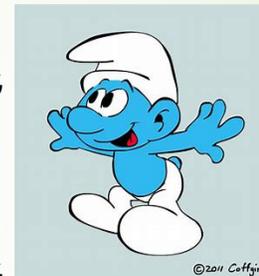
CAN BE VERY FORMAL

CAN BE VERY CASUAL

Casual is not necessarily easier
You have to stay focused

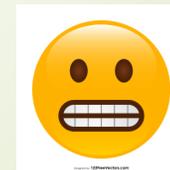
THE INTERVIEW PROCESS

STEPS	NUMBERS	COMPANY STRATEGY
1. Send in your resume	100+++	PURE SCREENING
2. Screening interview	10-20	PURE SCREENING
3. Detailed interviews	3-5	Deep Dive
4. Final interview	1-2	Fit
5. Offer	1	



THE INTERVIEW PROCESS

STEPS	NUMBERS	COMPANY STRATEGY	YOUR STRATEGY
1. Send in your resume	100+++	PURE SCREENING	CHECK THE BOXES
2. Screening interview	10-20	PURE SCREENING	CHECK THE BOXES
3. Detailed interviews	3-5	DEEP DIVE	PREPARATION
4. Final interview	1-2	FIT	Be Yourself
5. Offer	1		



SCREENING INTERVIEW

The screening interview is an **EXCLUSION PROCESS**

Not about finding a needle in a haystack
Its about **ELIMINATING THE HAYSTACK**
to find the needle





SCREENING INTERVIEW

Step 1A- Resume Review

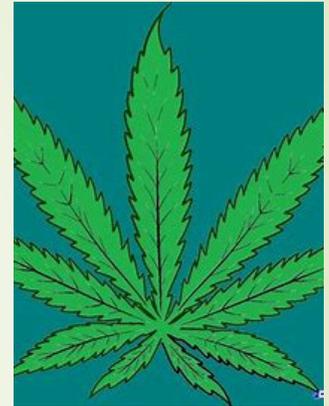
- ▶ I LOOK AT YOUR RESUME FOR ABOUT 30 SECONDS
- ▶ Looking for 10-15 key works- **MUST ALL BE THERE**
- ▶ Sometimes... its not a person doing this screening
- ▶ Very cold process

Step 1B- Phone Discussion

- I think you have the minimum requirements
- **The call is to confirm what I read**
- Once again, your goal is to check off **ALL** the minimum requirements

Example- Why is screening so finite

- ▶ Interview to be President of a division of a cannabis company
- ▶ Head of HR said
 - ▶ We got 3500 resumes in 24 hours
 - ▶ We had to turn it off.....but we can always turn it back on
 - ▶ We never read every resume we got
- ▶ Implications
 - ▶ **THE COMPANY HAS RESUMES IN INVENTORY**
 - ▶ The resume pipeline can be turned on with the click of a mouse
- ▶ Therefore
 - ▶ The company will never be unsure or have a question in the screening process
 - ▶ You meet **ALL** the minimum requirements, or you don't
 - ▶ **If there is a question, they just go read another 100 resumes**



Example of why this is not easy

- Requires you to screen what you talk about to stay focused on the job description
- Candidate with deep experience in raising equity for startups
- Interviewing for a division **CFO job in a PUBLICLY TRADED** company
- Candidate prep for screening interview
 - Wanted to make equity raising a key component of his skill set
 - Not part of the job description
 - Hard to internalize **"Its what I do"** **"I am really good at this"**
 - Did not get the interview
- Action step
 - Either talk about skills that match the job description or
 - Find jobs that need your critical skill





**WHERE DO YOU SEE
YOURSELF IN 5 YEARS**

**I WOULD SAY MY BIGGEST
WEAKNESS IS LISTENING**

Example of screening interview

- Screening interview for SVP Sales for a food company
- Very good fit



Please let me explain what a broker is.....





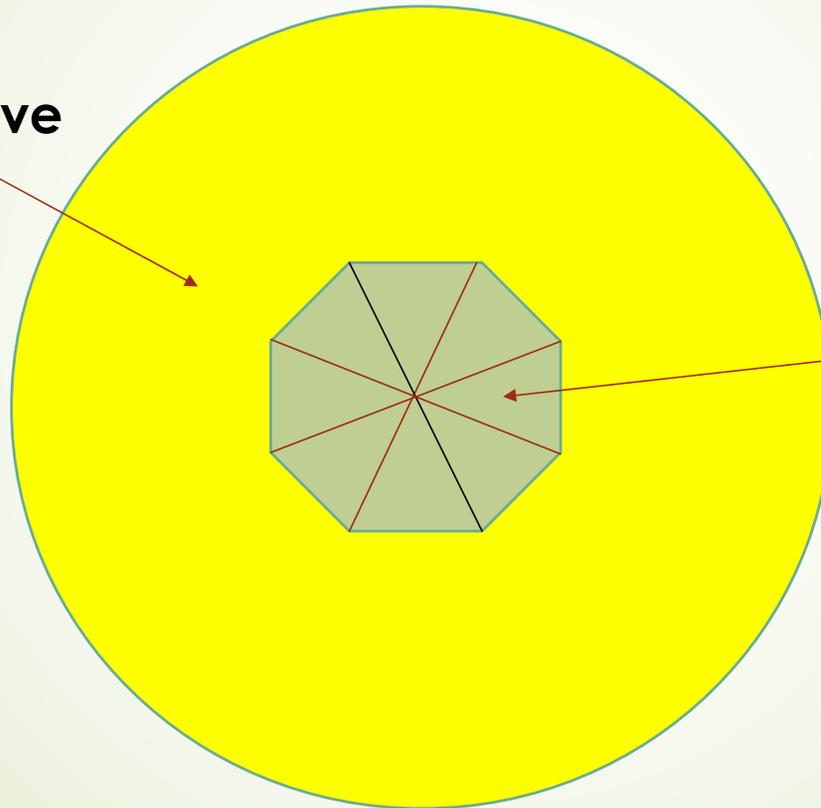
SCREENING INTERVIEW HOW YOU SEE YOU



SKILLS
EXPERIENCE
EDUCATION
ATTITUDE
CAPABILITIES
CONTACTS

SCREENING INTERVIEW HOW COMPANY SEES YOU

Nice to have

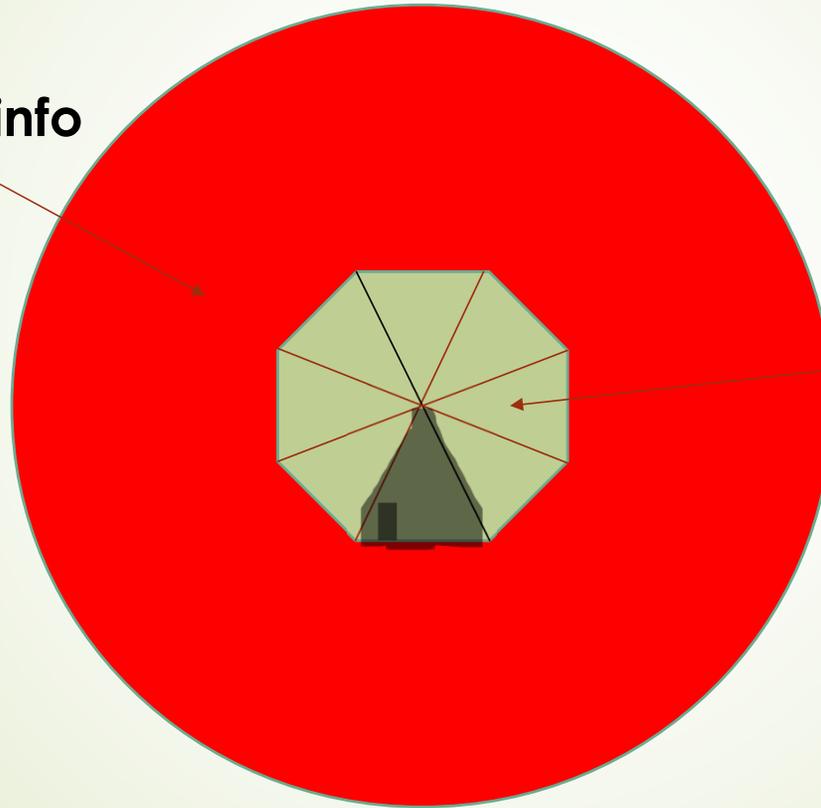


Subset

**Must have
Minimum requirements**

SCREENING INTERVIEW HOW COMPANY SEES YOU

Irrelevant info



**Must have
Minimum requirements
Not met**

Like looking at a house without enough bedrooms

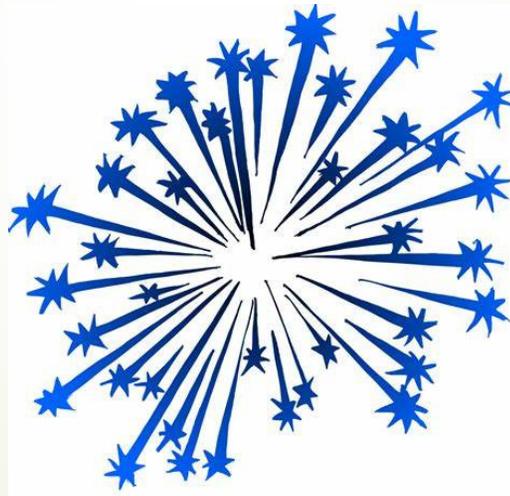


Recommendations for the screening interview

- ▶ Stay focused
- ▶ Keep responses directed to the job description
- ▶ Keep your answers brief and to the point
- ▶ Avoid the inclination to over share- less is more
- ▶ Check all the boxes
- ▶ Do not lie or exaggerate- just make sure you let the “right” elements shine through
- ▶ **Its Ok to ask questions about the questions**
 - ▶ Make sure you are discussing the point they are looking for
 - ▶ Every interviewer is not trained

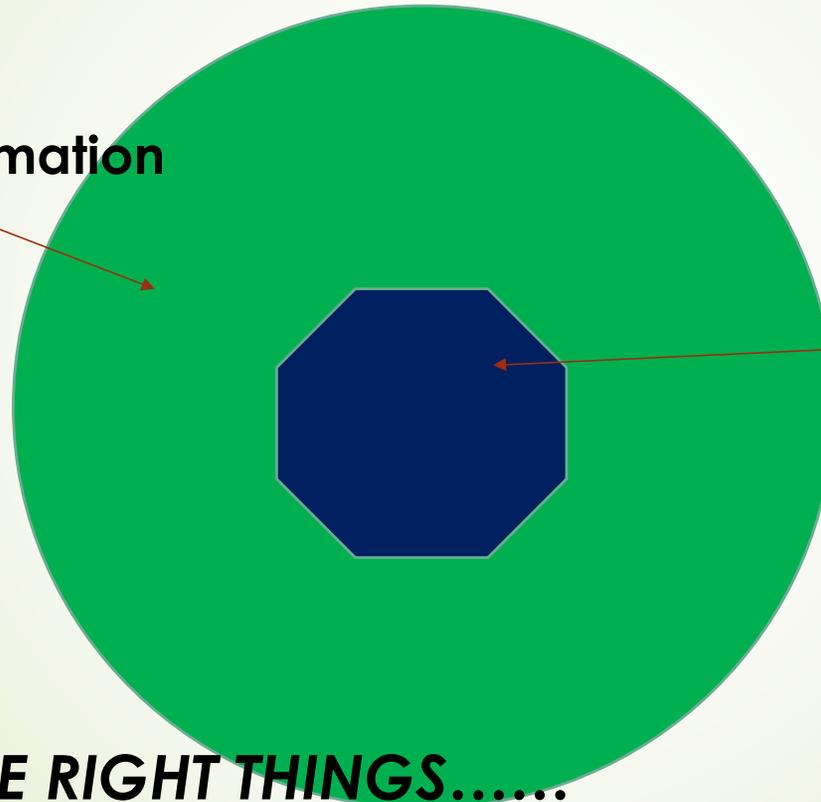
CONGRATULATIONS!

➤ YOU ARE NOW IN THE DETAILED INTERVIEW



DETAILED INTERVIEW
HOW COMPANY SEES YOU

CRITICAL information



Minimum requirements met

**EVERYONE is now on a
Level playing field**

**SAYING THE RIGHT THINGS.....
AT THE RIGHT TIME.....**

EXAMPLE

➔ ARE YOU A PEOPLE PERSON?



Interviewer training

Do not ask theoretical questions.
Ask experience/historical questions



- Theoretical questions get you theoretical answers
- Theoretical questions signal the right answer
- Past behavior is the best predictor of future behavior
- Gives you a sense of the quality of a person skill
- Harder to lie



PERSONAL SKILLS QUESTIONS

Have you ever had a conflict with your **boss**?
Tell me about it and what you did about it.

Tell me about a difficult **co-worker**. How did you handle it?

Have you ever had a problem **employee**? Tell me about it and what you did to resolve the situation

We have all had problem **customers**. Tell me about one and what you did to fix it.

When you discuss your skills
you want to be a star

STAR SKILL EXAMPLE

- ▶ SITUATION WHATS GOING ON
- ▶ TASK WHAT WERE YOU ASKED TO DO
- ▶ ACTION WHAT DID YOU DO
- ▶ RESULT WHAT HAPPENED



Example- analytical skills

- ▶ **Just promoted** to SVP supply chain
- ▶ **CEO came to me-** too much inventory-too low order fill rate
 - asked me to evaluate our inventory creation strategy and make changes
 - lower inventory but raise order fill rate
- ▶ **Dug into the details** and determined
 - ▶ Fast moving items- too much inventory
 - ▶ Slow moving items – not enough inventory
- ▶ **What I did was**
 - ▶ Raised the inventory of the slow-moving items
 - ▶ Lowered the inventory of the fast-moving items by a larger total
- ▶ **Result was**
 - ▶ Inventory reduced by 1 million cases
 - ▶ Fill rate increased by 1.5%
 - ▶ Saved the company millions of dollars



DETAILED INTERVIEW RECOMMENDATIONS

- ▶ **Write out the answers to the questions you know you are going to get**
 - ▶ Helps refine the narrative
 - ▶ Helps you memorize
 - ▶ Sharable with others for feedback
- ▶ **At least 2 STAR examples for each skill you want to talk about**
 - ▶ Many more for critical skills
- ▶ **Why did you leave each job on your resume?**
 - ▶ Especially the last one, and possibly the next also
 - ▶ If you are currently employed, why do you want to leave your current employer
 - ▶ Be prepared to explain large gaps in your resume, if any
 - ▶ If you were a victim of a reduction in force...just say “there was a RIF”
 - ▶ You do not need to explain/rationalize the RIF



DETAILED INTERVIEW RECOMMENDATIONS

➤ **Questions for the company**

- Signal that you have researched public info
- Have general questions and specific questions to the interviewer
- Don't ask "what is the culture" ask "tell me how it's been for YOU to work here"

➤ **Google "Top 25 most commonly asked interview questions"**

- There are the ones you are most likely to get asked
- Be ready

➤ **Relationship skills examples**

- Boss
- Co-workers
- Employees (if any)
- Customers (if any) including internal customers



DETAILED INTERVIEW RECOMMENDATIONS

► Salary Question

- Giving them a number is a screening device
- Get “Negotiating Your Salary: How to make \$1000 a minute” by Jack Chapman
- You probably won't get asked for salary history
- You may get asked “How much do you want”?
- **Your goal is to get the company to go first**



DETAILED INTERVIEW RECOMMENDATIONS

- ▶ **BAD** interview question- **WHAT ARE YOUR STRENGTHS/WEAKNESSES**
 - ▶ Skills- use STAR example of the most critical skill
 - ▶ Weakness- “tell me about a time in your professional career that something did not go well, and what you learned”
 - ▶ use STAR example of an effort that did not go right
- ▶ **EVIL** interview question- **Tell me a little about yourself**
 - ▶ Not a casual question
 - ▶ The answer is
 - ▶ I am exactly who you are looking for, a perfect match to your job description
 - ▶ Keep your comments directed to the job description

FIT EXAMPLES

- ▶ Not a fit- didn't get selected
- ▶ Good fit- got the job!





Questions?



THANK YOU!

