

INTERVIEWING: DOS AND DON'TS & NEGOTIATION SKILLS



TALES FROM THE INTERVIEW ROOM

- Fell asleep, woke up & apologized because he had been out all night.
- Showed up for the final interview on the wrong day – twice!
- Wore a baseball cap because he was having “a bad hair day.”
- Removed her shoes, pulled out debris, and handed it to the recruiter.
- Brought his mother to the interview.
- Used his tablet to check stocks and e-mail friends during the interview.
- Tried to bribe the recruiter with basketball tickets.



TYPES OF INTERVIEWS

Common Types of Interviews:

- Preliminary or Screening Interview
- Follow Up Interview or Second/Third Interview
- Behavioral Interview
- Telephone Interview
- Panel Interview

Additional Types of Interviews:

- Group Interview
- Conversational Interview
- Advertising Interview
- Skype Interview



GENERAL RULES FOR INTERVIEWING

■ Be prepared!

- Know yourself.
- Know the employer/industry.

■ Before the interview:

- Confirm interview time, place & with whom (map route).
- Bring resume & other relevant materials.
- Be well groomed, dress neatly and appropriately.
- Arrive early.



GENERAL RULES FOR INTERVIEWING

■ During the Interview:

- Be confident and enthusiastic.
- Relax – an interview is a conversation.
- Listen – follow the lead of the interviewer.
- Ask intelligent questions.
- Clarify follow-up procedures.

■ After the Interview:

- Send a thank you letter (within 24 hours is best).
- Keep records.

THE INTERVIEW PROCESS

- **First Impressions**
 - **Hiring managers typically make decision in 10 minutes of the interview (even though avg. interview is 1 hour) - Robert Half**
- **Career Planning Component**
- **Personal Qualifications and Background**
- **Organization and Position**
- **Candidate Questions**
- **Close/Follow-Up Questions**
- **Send Thank-you Letter**

THE IMPORTANCE OF NON-VERBAL BEHAVIOR

- **Nonverbal cues are 50% of the interview:**
- **Non-verbal behavior observed by the employer often reflects level of confidence, interest, and ability of the person.**
- **Non-verbal behavior can be viewed as being both positive and negative.**
 - **Examples of positive non-verbal behavior include: Leaning forward, sitting with hands, feet, and arms unfolded, smiling appropriately, firm handshake, good eye contact.**
 - **Examples of negative non-verbal behavior include: Inappropriate facial expression or lack of expression, a weak and ineffectual handshake, lack of eye contact, squirming in the seat or sitting on the edge of the chair, frowning.**

A SAMPLING OF INTERVIEW QUESTIONS... ...AND HOW TO RESPOND

■ **Tell me about yourself.**

- Reveals what is important to you and how you view yourself.
- Try to include qualifications for the position.
- Don't ramble...know how to end your response (1-2 minutes).

■ **What is your weakness?**

- Everybody has a weakness.
- Pick a weakness not directly related to any key responsibilities.
- Turn response into a positive...working to improve weakness.
- Answer is short and to the point.

A SAMPLING OF INTERVIEW QUESTIONS... ...AND HOW TO RESPOND

- **What are your strengths?**
- **How do you work under pressure?**
- **What 2 or 3 things are most important to you in your job?**
 - Back up your responses with examples.
 - Tailor your responses as much as possible to the position.
- **Why should I hire you?**
 - Summarize response effectively...pull together major strengths – **SELL YOURSELF!**
 - Know how to end response...don't ramble.

KENT STATE UNIVERSITY CAREER EXPLORATION AND DEVELOPMENT EMPLOYER SURVEY

What is your favorite challenging question to ask candidates?

- What is the toughest personal challenge you have had to overcome?
- What makes you different from everybody else?
- What's the most valuable lesson you've learned so far?
- What's the biggest mistake you ever made and what did it cost?
- Who is your personal hero?
- What else would you like for me to know about you?

BEHAVIOR BASED QUESTIONS

“Tell me a situation when you had to...”

- **Past behavior is the best predictor of future behavior.**
- **Develop and rehearse your responses.**
- **“Tell a story” explaining the problem, your approach and the results.**
 - **Use the STAR approach: S: Situation, T: Task, A: Action, R: Result.**
 - **Incorporate skills and personal attributes into responses.**

BEHAVIOR BASED QUESTIONS

EXAMPLES

- **“Give me an example of a time when you used good judgment and logic in solving a problem.”**
- **“Tell me about a time when you failed and what happened.”**
- **“By examples, convince me that you can adapt to a wide variety of people, situations, and environments.”**
- **“Tell me about a time when you had to work with a client that you didn’t like and what happened.”**
 - **Be prepared for questions asking for more detail than you’ve already given.**
 - **Evaluate your background to identify your skills/experience related to the job.**
 - **Identify 3-5 top selling points – attributes that set you apart – and be sure you point them out during the interview.**



ILLEGAL QUESTIONS



Pre-employment questions should focus on functions of the position

Pre-employment inquiries about the following are generally not acceptable:

- **Age**
- **Arrest record (an arrest is not a conviction of guilt)**
- **Children/Pregnancy (or future child-bearing plans)**
- **Citizenship/Home Country**
- **Religion**
- **Medical history, illnesses, diseases, physical, mental impairment**
-Americans with Disability Act
- **Marital status and spouse's job**
- **Race, Color, National Origin**

QUESTIONS TO ASK THE INTERVIEWER THAT DEMONSTRATE ENGAGEMENT

- **How will I receive feedback about my performance, and how often?**
- **How did this position become available?**
- **How is the orientation and training structured/How much training?**
- **What are some of the biggest challenges the organization faces?**
- **What are you looking for in a candidate?**
- **What do you like about working here?**
- **What would be expected of me in the first 90 days on the job?**
- **What is the next step in the selection process?**



QUESTIONS TO ASK THE INTERVIEWER THAT BUY TIME

- Need to catch your breathe or need a second to think? Before you get flustered, ask a question that gives you some time to explore your next answer.
- “To be sure that I understand you, would you mind telling me more about that?” or “I want to make sure that we are on the same page, could you elaborate further?”



QUESTIONS TO ASK THE INTERVIEWER TO DETERMINE NEXT STEP

- “Will there be follow-up interviews?” “I am very interested in this position, can we schedule the next interview now?”
- Always express your interest and ask for the job!
- Your questions throughout the interview should communicate competency, commitment, and enthusiasm.

A good interview should feel like a conversation between colleagues with similar interests.



COMMON REASONS FOR APPLICANT REJECTION



- **Poor appearance**
- **Poor voice, diction, grammar**
- **Little enthusiasm, passive, indifferent**
- **Evades, hedges unfavorable factors**
- **Late for interview, disrespectful**
- **Talks too much, rambles**
- **Unable to handle silence**
- **Negative attitude**
- **Lack of extracurricular involvement**
- **Couldn't sell him/herself to the employer**

COMMON REASONS FOR APPLICANT REJECTION



- **Overbearing, aggressive**
- **Lack of purpose, career goals**
- **Unwilling to start at the bottom**
- **Lack of courtesy, proper etiquette**
- **Poor eye contact, extreme nervousness**
- **Lack of poise, lack of confidence**
- **Condemnation of previous employer**
- **Lack of leadership skills**
- **Didn't ask for the job**
- **Talked about salary**



INTERVIEW APPAREL



- **Dark suits, properly fitted**
- **Dark dress shoes, polished, moderate heel (no open toe)**
- **Dark dress socks**
- **Conservative neck tie**
- **Dress watch**
- **No earrings or other jewelry (male identification)**
- **Well-groomed facial hair**
- **No long hair or side burns**
- **Nails – trim and clean**
- **Skirt length no more than one inch above the knee**
- **Neutral colored hose**
- **Hair past shoulder length pulled away from face**
- **Minimal, conservative jewelry**
- **Natural looking make-up**

INTERVIEW APPAREL

- **No visible tattoos**
- **No heavy cologne/perfume**
- **No visible body piercing**
- **No purple, green, orange, etc. colored hair**
- **Fresh breath**
- **Freshly bathed/showered (use deodorant)**
- **Freshly pressed clothing**

JOB OFFER



- You just received a job offer but the salary isn't exactly what you hoped for.
- *What do you do? Should you negotiate a higher salary?*

WHY NEGOTIATION IS IMPORTANT

- Level of salary offered is predictor of level of responsibility within company.
 - Future salaries, increases and bonuses based on this one increase of \$1,000 in negotiated salary may represent \$15,000 to \$30,000 over next 10 to 15 years.
- There are still significant wage gaps between
 - Men and women
 - Caucasians and Minority Cultures
- Most employers expect you to negotiate.
- Negotiate with professionalism, tact, and goodwill.

WHEN TO NEGOTIATE AND WHEN NOT TO

■ Consider Negotiating When

- You Have the (Written) Offer in Hand
- You Can Clearly Spell Out the Value You're Bringing In
- You Know You Might Resent the Job Quickly

■ The Muse, 2015

■ Do not Negotiate when

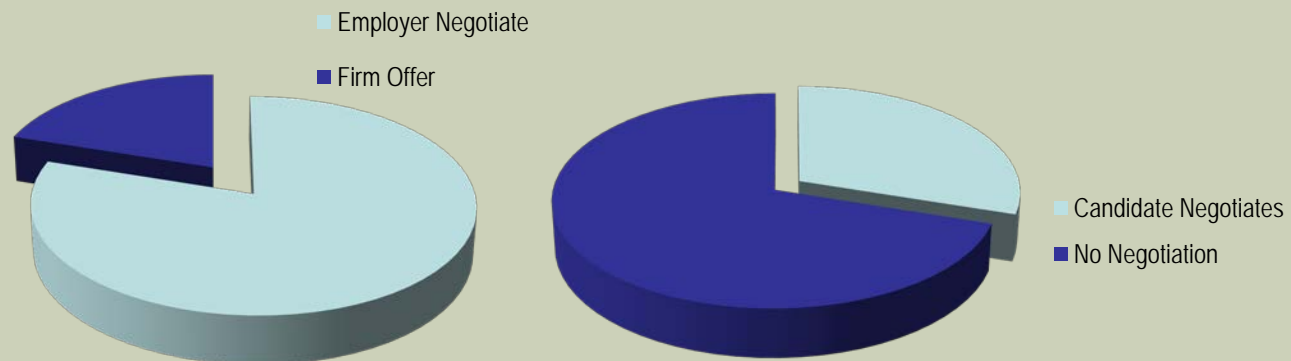
- You Already Accepted, at the Lower Number
- They Tell You This Is Their Best Offer
- You Simply Have No Justification

SALARY NEGOTIATION

- Salaries depend on a number of factors, including
 - size of employer and its current level of success
 - where company is located
 - your professional level (BA, MBA, Ph.D., years of experience, job function)
 - your previous work experience
 - particular skills you bring to the job
- Salary represents only part of overall compensation.
- Employers may not make adjustments in base pay, but may negotiate benefits to help make up difference.

SALARY NEGOTIATION

- CareerBuilder.com surveyed 875 hiring managers and found that
 - Over 60% of managers leave some room for offer negotiation
- An SHRM survey found 8 out of 10 recruiters willing to negotiate salary and benefits, yet only 33% of applicants negotiate.
- Managers want to hear candidates explain why they're worth more by highlighting specific accomplishments.



KEYS TO SUCCESSFUL NEGOTIATION

■ Prepare

- Make Assessment of Your Skills and Experience
 - What employer will gain by hiring you?
- Make a Salary Negotiation Checklist
- Determine Your Own Salary Range

■ Negotiate

- Listen/Evaluate the Overall Offer

■ Close Negotiation on a Positive Note

- Ask for Contract in Writing
- Always say thank you!

PREPARE

- **What are your expenses?**
 - **Rent/Utilities**
 - **School Loans**
 - **Food Costs**
 - **Transportation**
 - **Insurance**
 - **Childcare**
 - **Clothing**
 - **Entertainment**

Salary Negotiation Checklist

1	Salary Negotiation Checklist				
2					
3		Acceptable	Aspirational	Offered	Comments
4	Compensation				
5	Salary				
6	Bonuses				
7	Stock / equity				
8	Relocation costs				
9					
10	Paid Leave				
11	Vacation / Holiday, sick & personal days				
12	Maternity or Paternity				
13					
14	Benefits				
15	Pension				
16	Care plans (child & elderly)				
17	Gym or Fitness center membership				
18	Insurances (Life, disability, health)				
19					
20	Perks - Other				
21	Car				
22	PC / Laptop, mobile phone				
23	Signing Bonus				
24	Flexible working hours				
25	Parking				
26	Office: size and location				
27					

PREPARE

- **Predetermine Your Salary Range**
 - When asked, “How much do you want?” You want to answer with a **range** NOT a single figure
 - You dramatically increase the chances that your salary range and the range the employer is willing to offer will overlap
 - This puts you in a great position for negotiation

PREPARE

- How to Determine Your Salary Range:
- Come up with 3 salary numbers: minimum, midpoint and a dream salary
 - THEN kick out the lowest number (it is always easier to negotiate downwards)
 - Now you have a range to present employers with when asked: **Your Midpoint -Your High Point**

NEGOTIATE: EVALUATE OFFER

- Hiring or Signing Bonus
- Benefits
- Location
- Relocation Assistance
- Cost of Living
- Commute Time
- Cost of Commuting
- Opportunities for Professional Growth
- Opportunities for Family



TIPS

- Sell yourself
- Anticipate objections
- Don't get personal
- Remember salary is based on four things:
 - Assessment of your capabilities
 - Employer's budget
 - Market rates for the job
 - Your ability to negotiate

HOW TO COUNTER A JOB OFFER

- The first offer that is put on the table is usually fairly close to the final offer
 - Avoid being overly pushy during negotiations which could sour their opinion
 - BUT an offer on the table means that the hiring manager is interested in hiring you, SO negotiate with good faith and expect good faith in return
- Start by thanking manager for offer and say you are looking forward to accepting it because you are excited about contributions you'll make.

HOW TO COUNTER A JOB OFFER

- Say something like *“The terms you have described in the offer are acceptable, with a few minor changes.”*
- Outline offered compensation package *and* your suggested changes:
 - \$75 K: Research I’ve done suggests that similar positions pay in \$76-85K range
 - Relocation Package: Moving from Florida to California will require
 - Perks: To make my work more effective I’d like to telecommute once a week....
- End with a positive and firm statement: *“If you could make these modest improvements to your offer, my performance will show you a marked return. I am prepared to use my skills and experience in marketing to increase profitability of your division.”*

IN SUMMARY

- Be Enthusiastic, Professional, Ethical, and Realistic.
- Prepare.
 - *What makes you special?* Tell it! Write it!
 - Evaluate the offer, beyond compensation
 - Remember, money is important, but your career trajectory is MORE important
- Negotiate!
 - Negotiate based on cost of living in city you will be working in. Check [Cost-of-Living Wizard](#).
- Ask Offer in Writing and Read Contract Carefully.
- Be Grateful and True to Yourself.
- End Negotiation in a Positive Tone.

Practice Interviewing & Negotiating With the help of Career Exploration and Development

1. Interview Stream

INTERVIEW STREAM*

Using a webcam, practice your interviewing skills online

2. Mock Interview

Schedule an in-person, mock interview with a career advisor and receive constructive feedback. A polished resume and interview attire are required.

Practice makes you feel more confident...



**Career Exploration
and Development**
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When in doubt...go conservative



Stand out for the right reasons!