

Career Garden

Cultivating Career Success

Module #5

Interview Skills

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Interview Skills

Congratulations – You’ve got an interview! You really do have something to celebrate. You have gotten enough positive attention from someone with the ability to hire you that they have scheduled an interview with you. This is a worthy achievement! But don’t rest on your laurels. You have some important work to do that will help you make the most of the interview.

Objectives

Here is what you’ll be able to do when you have successfully completed this module:

1. Prepare for a job interview by researching the employer, preparing mentally and physically, and making a professional first impression.
2. Identify the interests of the employer and the candidate.
3. Anticipate and prepare questions according to these interests.
4. Follow up an interview with appropriate communications and personal reflections.

1. Preparing for the Interview

In this module we’ll be walking through the processes of preparing for an interview, the interview itself, and following up on the interview. To get as far along in the hiring process as you have, it is likely you have done some important work that prepares you for the interview. As you have set career goals and created your resume, you have practiced the vocabulary you need to describe your skills and background. In case you have not, we ask you to review that information in the section, “Learning to Talk About Yourself.” We’ll then make some suggestions for researching the employer and interviewer prior to the interview. Then will come some common-sense reminders for those final preparations you make in the few hours before the interview.

Learning to Talk About Yourself

Focus Question:

Which of my skills should I be ready to describe for the employer?

Employers are looking for the best person to perform the work associated with the job you are interviewing for. A group of supervisors recently compiled a list of what they thought would be a profile for a good worker and came up with the following. As you look through the list, reflect on which of these attributes you possess.

- Reports to work regularly and on time.
- Takes breaks as scheduled and within the minutes allowed.

- Has a good attendance record.
- Notifies the supervisor promptly if needs to be absent for illness or other valid reason.
- Produces good quality work in quantity needed to meet the demands of the job.
- Has a good attitude toward work, co-workers and supervisor.
- Is willing and motivated to do the work.
- Follows company rules and procedures.
- Limits job time spent on non-business activities and conversation.
- Follows safe practices and safety rules while on the job.
- Is courteous to the public and represents the company well.

This section will allow you to reflect on this profile and identify specific skills you have.

You have sets of skills that you should reflect on and put in perspective for any job you are seeking. As you think about these types of skills, be ready to mention them if possible during the interview. (The Career Garden module on Career Goal Setting is another great guide for this sort of thinking.)

Adaptive Skills

These are skills that you practice on a regular basis in most aspects of your life, whether social, general appointments and conversations, in the neighborhood, and in general daily life. These skills may be the most important things that an employer will want to know about. Mentioning these skills often gives the job seeker the edge over someone more qualified because these are such important qualities to possess. Often an employer may prefer someone with these skills and then plan to teach specific the job-related skills to the newly hired person.

The following worksheet lists adaptive skills that tend to be important to employers. Those listed as essential are those that most employers consider very important for job survival and many will not hire someone who has problems in these areas.

Look over the list and put a check mark next to each adaptive skill that you possess. Put a second check mark next to those skills that are particularly important for you to use or include in your next job.

Continued on p. 7

Adaptive Skills Checklist

Essential Adaptive Skills

___ **Good attendance** – Do you follow up in attending events or appointments or business matters that you say you will attend? Do you try to attend no matter what the weather is or how you feel? Employers appreciate and expect good attendance on the job.

___ **Meet deadlines** – Do you meet deadlines according to the timeline established? Are you clear when the deadline is and then work towards completion of the task accordingly?

___ **Honesty** - Are you always open and honest in your daily living and in expressing your feelings and beliefs? Do you give the honest answer when asked?

___ **Get along** with superior and co-workers – Are you respectful of others with whom you live or work? Do you enjoy the other person? Take an interest in their well-being and success? Are you pleasant and courteous at all times?

___ **Punctual** - Are you on time for appointments and meetings and your work? Do you allow enough time to allow for emergencies along the way that might come up? Do you leave early or “stretch” your break times? Employers want a person to be punctual on the job.

___ **Follow instructions** – Are you willing to take direction and follow instructions of others? Do you question if uncertain of clear direction and then follow the instructions? What would you do if you were given instructions to follow that were not safe or illegal? How would you question your supervisor and discuss this matter?

___ **Productive** – Do you get the work done in the required amount of time completing it thoroughly? Are you ever willing to do more than is required or expected?

Other Adaptive Skills

These additional skills help an employer determine the right person for the job. Which of these do you possess? Put a check by all that you feel that you have.

___ Ability to multitask

___ Ability to think through steps to make effective decisions

___ Assertive

___ Capable

___ Cheerful

___ Competent

___ Complete assignments

___ Conscientious

___ Creative

___ Dependable

___ Discreet

___ Eager

___ Efficient

___ Energetic

___ Enthusiastic

___ Expressive

___ Flexible

___ Formal

___ Friendly

___ Good-natured

___ Helpful

___ Humble

___ Imaginative

___ Independent

___ Industrious

___ Informal

___ Intelligent

___ Intuitive

___ Learn quickly

___ Loyal

___ Mature

___ Methodical

___ Modest

___ Motivated

___ Natural

___ Open-minded

___ Optimistic

___ Original

___ Patient

___ Persistent

___ Physically strong

___ Practice new skills

___ Reliable

___ Resourceful

___ Responsible

___ Self-confident

___ Sense of humor

___ Sincere

___ Solve problems

___ Spontaneous

___ Steady

___ Tactful

___ Take pride in work

___ Team player

___ Tenacious

___ Thrifty

___ Trustworthy

___ Versatile

___ Well-organized

Additional Adaptive Skills

Can you think of any other skills you have that would be important to include? If so, write them here.

Transferable Skills?

Transferable skills are the skills you have used in various parts of your life. Perhaps you learned them in various jobs, by doing volunteer work, enjoying hobbies and sports, or in other life experiences. These are skills that can be used in your next job or new career. In addition to being useful to career changers, transferable skills are also important to those who are facing a layoff, to new graduates who are looking for their first jobs, and to those re-entering the workforce after an extended absence.

It is important to give some thought to each job you've ever held in order to discover what skills you actually used to do that job. Think carefully about each paid job or non-paid job you have had. Volunteer work is an important job preparation field. If you are re-entering the workforce or entering it for the first time, you'll have to look at your life experiences to get this information. What tasks have you completed? What equipment do you know how to use? What skill did you learn that could carry over to another job?

Here is a very short list of transferable skills. There are many other skills that are not on this list. Use this as a guide and check any of the following skills you may possess. Add any others to the list that you can think of.

- | | |
|---|--|
| <input type="checkbox"/> Accepting responsibility | <input type="checkbox"/> Present written material |
| <input type="checkbox"/> Assess and evaluate my own work | <input type="checkbox"/> Repair equipment or machinery |
| <input type="checkbox"/> Assess and evaluate others' work | <input type="checkbox"/> Research |
| <input type="checkbox"/> Attend to visual detail | <input type="checkbox"/> Speak a foreign language (specify language including sign language) |
| <input type="checkbox"/> Build or construct | <input type="checkbox"/> Speaking in public |
| <input type="checkbox"/> Coordinate fundraising activities | <input type="checkbox"/> Utilize computer software (specify programs) |
| <input type="checkbox"/> Deal with obstacles and crises | <input type="checkbox"/> Write clearly |
| <input type="checkbox"/> Delegate responsibility | <input type="checkbox"/> Others that you may possess |
| <input type="checkbox"/> Design buildings, furniture, etc. | _____ |
| <input type="checkbox"/> Handle complaints | _____ |
| <input type="checkbox"/> Identify and manage ethical issues | _____ |
| <input type="checkbox"/> Keep records | _____ |
| <input type="checkbox"/> Manage money/budgets | _____ |
| <input type="checkbox"/> Manage people | _____ |
| <input type="checkbox"/> Manage time | _____ |
| <input type="checkbox"/> Meet deadlines | _____ |
| <input type="checkbox"/> Meet the public | _____ |
| <input type="checkbox"/> Mentor, coach, train or teach others | _____ |
| <input type="checkbox"/> Motivate others | _____ |
| <input type="checkbox"/> Negotiating | _____ |
| <input type="checkbox"/> Plan and arrange events and activities | _____ |
| <input type="checkbox"/> Present material orally | _____ |

During the interview you will want to mention, if possible, any skills you have acquired from previous jobs and/or volunteer work and how you would be able to use them in the position for which you are interviewing.

Identify Your Job-related Skills

Job-related skills are specific to a particular job. An office worker needs to have computer and keyboarding skills, a mechanic has to understand repairs and how to use tools for his job, and a cashier must be able to make change and use a cash register.

These skills can be learned in various ways, as previously stated. Perhaps you have taken classes or training for a specific job. You may have learned the skill in a previous job or volunteer work. Perhaps you learned the skill in your leisure time through your hobby or family life.

Using the chart below, write down the job you will be interviewing for and then list some of the job-related skills that could apply. You should do this for every job you want to apply for.

Job-Related Skills Inventory

Job I'm interviewing for: _____

Job-related skills I have gained from my education or other training:

Job-related skills I've used in other work or volunteer experiences:

Job-related skills I've gained from hobbies, family activities or other experiences outside work or school:

Other skills I possess which may apply to this job:

If you have given clear thought to the types of skills you possess, you should now be able to see just who you are, what you have done, and what you are capable of. You may have also learned where you want to go on a job. If you are changing careers or industries you work in, you'll especially need to be able to emphasize your adaptive and transferable skills.

Taking stock of the skill and abilities you have to offer an employer is a critical part of preparing for an interview. Just as important as understanding yourself is

understanding the employer and, if you can, learning about the interviewer herself. Next we turn our attention there.

Comprehension Question:

1. Which of these statements is true of Adaptive Skills, Transferable Skills, and Job-related skills?

- A. Job-related skills are more generally applicable than Adaptive skills.
- B. Adaptive skills are not as important as Job-related skills.
- C. Employers don't care about Transferable skills.
- D. It is valuable to be able to describe all these kinds of skills in an interview
- E. All of these are true.

Answer:

1-D. See Discussion of Quiz, p. 28-30.

Researching the Employer

Focus Question:

What information should I have about the employer before the interview? How can I get this information?

How can I learn about the interviewer before the interview?

By knowing as much as possible about the organization you're interviewing with, you'll be able to speak about topics that are relevant to the job you're applying for. Good places to research the company information include:

- The business section of your public library
- Business and financial magazines
- Business section of local newspapers
- The prospective employer's company literature
- Your own professional and personal network
- The company's web site
- Other online research sources

If you can find little on the employer, get to know the industry of the employer.

Information you will want to have:

1. Full name of company
2. Mailing address
3. Phone
4. Fax
5. General email
6. Website
7. Public or private
8. Year established
9. Revenue or sales

10. Number of employees
11. Recent stock price
12. Name of CEO
13. Chief products/services
14. What does the organization do?
15. Where is the organization headed?
16. What new products or services are on the horizon?
17. Who is the competition?
18. What are successes/challenges of this organization?
19. How can the job you are pursuing contribute to the organization's success?

You might find some of this on the employer's own website. Gaining knowledge of the industry and the employer helps you decide if you want to work in that context. Demonstrating knowledge of the industry and the employer shows you are serious. This may give you ideas for questions to ask.

Learn About the Interviewer

If you can learn a little about the person who will be interviewing you, you'll be miles ahead of the game. Try to research one or two things about his/her accomplishments, history with the organization, outside interests – anything that will help you break the ice and speak to her about interests.

For help on how to get this information, try some of these techniques:

- Ask people in your professional and personal network what they know about the interviewer.
- Conduct a search on the Internet using the person's name and company name.
- Read the company's annual report to learn about the company's direction and goals, including those that might involve the interviewer's department.

Once you've uncovered some information about the interviewer, compile it in a profile such as the following:

Name _____
 Title _____
 How long with company _____
 Number of people he/she supervises either directly or indirectly _____
 Reports to _____
 Approximate salary _____
 Management style _____
 Articles written _____
 Work ethics _____
 Volunteer activities _____

Having some information such as this will give you insight into employees and the jobs they do. It is good to have work information but never use it in a way that would be threatening to the interviewer in leading his/her thinking to believe you are evaluating the work being done or stalking the person to find hidden information.

Comprehension Questions:

2. Browsing the employer's website...

- A. Gives you information you don't need as someone interviewing for a job.
- B. Is not worthwhile because you can learn what you need to through networking.
- C. Can help you decide if you want to work for the employer.
- D. Will never give you information about the person interviewing you.

Answer:

2-C. See Discussion of Quiz, p. 28-30.

Final Preparations

Focus Question:

What are the simple, last-minute matters I must address to present myself as favorably as possible?

The day of the interview has arrived. You have done your checklists, your research and hopefully had a good night's sleep. It is normal to feel nervousness, but try to let the nerves give you an added bit of adrenalin to give you energy and clear thinking ability. Overcoming a case of nerves can best be accomplished by:

- Being prepared and knowing your skills are the secrets to self-confidence.
- Performing practice interviews and being honest.
- Appearing more confident than you feel. Symptoms such as a clenched-up feeling or the onset of excessive perspiration are not usually noticeable by others.
- Do not say, "I'm going to be awful. They won't choose me." You are handing yourself a self-fulfilling prophecy. Interview with a positive attitude.

Take with you:

- A folder and pen to the interview to jot down notes.
- Directions to the interview location as well as the interviewer's phone number in case you are running late.

Looking As Professional As You Are

It is important that you dress for the interview in a manner appropriate to the job you are going to be doing. Research shows that some interviewers form early first impressions and then only "hear" the information that supports that impression. Here are some wise suggestions:

- Look clean and neat. Make sure that your hair is done appropriately. Women - do not wear wild hairdos. Men - get a trim of head and facial hair.

- Do not wear a perfume or cologne as many people are allergic. Bathing with a good quality bath soap will leave a light scent. You will be nervous and a gentle scent can mask perspiration. An unscented antiperspirant can be used.
- Cover any tattoos and avoid gaudy jewelry. Definitely limit pierced jewelry to ears only. Do not wear nose or tongue jewelry.

Even after you are successful in getting the job, you should continue to pay attention to your wardrobe. Interviewing for that first job is only the beginning in the role clothing will play in your career.

According to Kim Zoller at Image Dynamics (www.idimage.com), 55% of another person's perception of you is based on how you look. Her *Dressing for Success* information gives some tips on how to look your best, without necessarily spending a lot of money. Here's a quick look at the basics:

Women

- Wear a classic suit or a simple dress with a jacket. This is not a time to be provocative or sexy. Some appropriate colors are navy blue, black, dark green, dark red, burgundy, or gray. Wear a coordinated blouse.
- Dress in a higher style that the position calls for but do not attempt to out dress everyone there.
- Avoid wearing clothes that are tight, revealing or trendy. It may be the very latest fashion but it will not impress the interviewer
- Fingernails should be trimmed to a length that doesn't leave an observer wondering how you keep from stabbing yourself. The polish should be closer to a color your mom might wear than to a color that your kid sister would go for.
- Moderate shoes
- Limited jewelry
- Neat, professional hairstyle
- Tan or light hosiery
- Sparse make-up & perfume
- Portfolio or briefcase

Men

- Wear a solid color suit or sport jacket with color coordinated trousers
- The color should be neutral or dark - blue, black or gray is best
- Wear a conservative tie - even if you will never wear one after you get the job
- Shoes should be leather - clean and polished - black is best
- Make sure your nails are trimmed and that they are clean.
- White long sleeve shirt
- Dark socks, professional shoes
- Very limited jewelry
- Neat, professional hairstyle
- Go easy on the aftershave

- Portfolio or briefcase

Getting There On Time

Arrival at the Interview: Arrive no earlier than fifteen minutes before the interview but **no** later than five minutes prior to the interview.

Allow adequate time for traffic, parking, and a last minute appearance check. If possible, scout out the location the day before the interview to avoid last minute problems.

Review your notes and go in with **confidence**

Comprehension Question:

3. Which of these is recommended for coping with nervousness?
- I. Having one alcoholic drink a half hour before your interview.
 - II. Having someone practice interviewing you.
 - III. Getting plenty of physical exercise.
 - IV. Invest yourself ahead of time in reflection on your skills and career goals.
 - V. Tell yourself you will perform poorly, but then be surprised later.
- A. All of these.
 - B. I, III and V
 - C. II and IV
 - D. III, IV and V

Answer:

3-C. See Discussion of Quiz, p. 28-30.

2. During the Interview

You've done your homework. Your head is clear. You're looking professional. You arrived just early enough. Your interview will begin in just a few minutes. What are you going to do then?

The interviewer has no doubt done a lot of pre-planning just as you have and will be prepared for you. The interviewer should remain in charge and is responsible for providing a format for gaining knowledge about each candidate.

The interviewer is going to lead the interview. She should be prepared with specific questions and know exactly what will be asked. She should give all candidates equal opportunity during the process. The interviewer will want to stay on topic and you should follow this lead.

- Shake hands firmly and maintain eye contact with the interviewer. This is your first meeting and the position may depend on your presentation.

- Turn off portable phones and beepers in an interview.
- Maintain a high energy level.
- Maintain your best posture.
- Be yourself. Poise, confidence, and self-respect are of great importance.
- You should give complete but brief and relaxed answers to questions. When possible, use questions as a basis for developing information that you want to make sure is presented.
- Asking questions for clarification gives you a chance to demonstrate your depth of knowledge in the field as well as to establish an easy flow of conversation and relaxed atmosphere between you and the interviewer.
- Refer to the questions you have prepared and ask the most appropriate ones.

That is your plan in general. But let's think more about the questions the interviewer might ask you—and the questions you might ask the interviewer.

The Employer's Interests and Your Interests

Focus Question:

What are an employer's primary concerns in selecting a candidate for a job?
How can I strategically respond to questions so that I address the employer's primary concerns?

Going in to an interview, an employer has three basic interests:

- Do you have the necessary skills?
- Will you get along with us?
- How long will you stay?

Almost every question an employer might throw at you is an attempt to address one or more of these concerns. The strategy we and many other career coaches (including J. Michael Farr, author of *The Quick Interview & Salary Negotiation Book*) recommend is **not** to prepare answers for “10,001 Popular Interview Questions.” Instead, reflect on your background and successes, your temperament or work style, and your career /life goals. If you have clarity about yourself in these three dimensions, then you can go into an interview prepared to use a three-step process for responding to questions:

1. Understand what is really being asked.
2. Answer the question briefly in a non-damaging way
3. Answer the real question by presenting your related skills

Kinds of Evidence Related to Employer's Interests

Your answers to the questions the employer asks give the employer evidence surrounding your skills, your ability to get along, and your intent to stay. Let's look at some examples.

Concern #1: Skills

The employer has seen a good bit of evidence of your skills in your cover letter and resume. If she hadn't seen enough evidence there, you would not be interviewing. So by the time of the interview, how much more evidence does the employer want? Your ability to speak fluently and spontaneously about your training, experience and skills provides more evidence, confirming that you did not just make up what appears in your paperwork. Additionally, there may be some skills that are either of high importance to the employer or are difficult to see in the paperwork. Questions that allow you to express yourself in those areas are valuable to the employer.

Let's look at a few questions that employers ask to address the matter of your skills, and consider how you might respond to them.

Tell me about yourself? You might begin with very general comments about where you are from or your schooling. But the employer wants you to zero in fairly quickly to the main topic of this conversation; Can you meet the employer's needs? So you will emphasize your training, skills and accomplishments that prepare you to do what this employer needs done.

How does your previous experience relate to the job we have here? Any research you have done about this employer will help you target your answers. In responding to this question, you must first explain your experience (that's the question, right?), but if you are short on experience in similar jobs (job-related skills), be sure to describe other jobs and life experiences (transferable skills) that give evidence that you have the skills required. Answer, never avoid, the specific question. Go on to address the concern behind the question.

Technical Scenario Questions. Some employers like to present a workplace situation and ask what you would do in such a situation. This kind of question clearly shows the strength of any technical skills related to the situation. It also demonstrates that extremely valuable transferable skill of thinking on your feet. You might feel stumped by this if your job-specific skills are not strong. But "I don't know" will not impress the interviewer. You need to respond in a way that reveals how you think. You might begin your response subtly recognizing your limitations: "Based on what I know at this time about (your policies, your customers, your goals and priorities), I would..." Then give your rationale for the action you describe taking in the hypothetical situation. Conclude with a bookend: "Again, that is based on my current understanding of your company."

Concern #2: Getting Along

Each workplace has a culture, and each workplace includes a range of personalities. Your ability to fit in the culture and get along with the people you work with is of extreme importance to the employer. But prior to the interview, she has little evidence about how you will get along. The little evidence available may have come in the tone of your cover letter and in your manner on the phone when the interview was

scheduled. Using a thousand non-verbal clues, the employer is sizing you up for fit from the moment you walk in. Additionally, the interview often includes questions intended to give the interviewer more evidence along these lines.

What will your former employers say about you? Honesty is the best policy. If you don't have any previous employers, describe perceptions teachers hold of you. Like a workplace, a classroom is more successful when people cooperate, and there is plenty of room in a classroom to demonstrate initiative, hard work, punctuality, creative thinking and so on. Or describe perceptions of those for whom you have done volunteer work.

What are your major strengths? What are your major weaknesses? You might respond to this pair of questions emphasizing your job-specific skills, your transferable skills, or both. In addition to reminding the employer of your skills, this question gives the employer clues about how you think about yourself. Self-perceptions shape in a profound way how we get along in a work culture. It is the weakness question that employers find most revealing and that most of us find most scary. Employers value individuals who know their imitations and speak with integrity. So again, honesty is the best policy. The last time I was asked the “strengths/weaknesses” question in an interview I told the interview team truthfully that my weakness was in my ability to keep track of details—a skill of some importance for a school administrator. Nevertheless I was offered the job and told later (off the record) that I was “head and shoulders above the other candidates.” I know a man who, applying to be executive director of a major non-profit organization, told the interviewers he had “no weaknesses” with respect to the job. In his case that may have been true. In many cases honest answers will do you little damage.

Concern #3: How Long

It costs an employer considerable money and effort to bring in a new employee. So the third general concern is how long you are likely to stay. The longer the better, in general. On the other hand, some employers appreciate seeing some ambition in a candidate, drive that would move the candidate to a more responsible position. And some employers have told me that while they prefer knowing that an employee intends to stick around for a few years, at times it is worth hiring an exceptional candidate who may move along sooner. Clarity on your own career aspirations will help you field questions like these:

Why are you looking for this sort of position and why here? Only a person who has thought carefully about their career can give a lucid response. If you have worked through some kind of career goal setting process, such as the Career Garden module on goal setting, you will be able to give a solid answer regarding the kind of position. If you have done your homework about the employer, you will be able to respond to the “why here” part of the question. If the best response to “why here” is “because this was the first one I saw available,” you may be better off keeping silent on this

part, rather than damaging your impression with a mix of apathy and opportunism. “I’m pursuing this kind of position because I believe this is an industry I’d like to work in over the long haul, and given my background this sort of position seems the best place for me to start.” This is an example on an honest response to the first part of the question. Let it stand alone, rather than weaken your impression.

What are your plans for the future? Observe the assumption behind this question that the candidate *has* plans for the future! The employer is considering a matter of some consequence, and hopes you have given your future adequate thought as well.

What do you hope to be doing in 3 years? You and the employer share a common interest in determining whether or not this position is match for you. Put your cards on the table. Of course if you haven’t done the hard work of thinking out your career goals, you won’t have many cards to show. In the employer’s eyes, you might not be playing with a full deck. All of the questions that address the employer’s “how long” concern are fairly straightforward to answer—if you have put thought into a career goal setting process.

Comprehension Questions:

4. Which of these is *not* identified as one of the fundamental concerns of the employer?
 - A. How long you stayed at your last job.
 - B. How long you might stay at this job.
 - C. Whether you will “fit in” to the culture of the workplace.
 - D. Whether you have the skills necessary to perform required tasks.

5. In an interview for a job as a pharmacy technician, the interviewer describes hypothetical a situation—you are discovering errors in your peer’s work every day—and asks what you would do. What might be the interviewer’s motivation for asking this question?
 - A. The interviewer wants to confirm that you know the standard dosages of all medications.
 - B. The interviewer wants insight into your interpersonal skills.
 - C. The interviewer wants to find out how long you would stay in this mediocre workplace.
 - D. The interviewer is concerned with employees’ ability to count pills accurately.

Answers:

4-A’ 5-B. See Discussion of Quiz, p. 28-30.

Kinds of Evidence Related to Your Interests

Focus Question:

What kinds of questions might I ask in an interview to help secure a favorable outcome?

This courtship process of job application and selection is a two-way street. Just as the employer has her concerns, you the applicant have yours. Prior to the interview you have learned what you could about the position from the job announcement. Your research and networking may have given you valuable information about what life is like inside the company you are applying to. John Kador, author of *201 Best*

Questions to Ask on Your Interview suggests that in the interview you have opportunity to use questions to accomplish these interests:

- Gain clarity about the job and expectations (“Exploring questions”).
- Make sure you would not be entering a position incompatible with your priorities (“Defensive questions”).
- Assess your standing in the selection process and make opportunity to highlight your strengths (“Feedback questions”).

Usually at the end of an interview, the candidate is asked for any questions. The questions you ask are as important as the ones you have answered earlier in the interview. These questions give a lot of insight into you and your thinking. Write down some questions before you go and refer to them as needed at the end of the interview. Writing them down helps you

- put your thoughts in order,
- remember what questions you have,
- prioritize questions, and
- appear prepared.

You certainly won’t have time to ask all of these questions. And earlier in the interview some of your priorities may have been addressed already. Having a few questions prepared ahead of time can give you the additional information needed before making the final decision if offered the position. Here are some examples of each type of question.

Exploring Questions

These questions help you understand the position as clearly as possible. Asking such clarification questions can make you look sharp. Often many of these are answered in the course of the interview, before you are given a turn to ask your questions. Come prepared with a few written down. When the floor is yours to ask questions, review your notes to see which questions have not been answered yet.

1. What are the most important responsibilities for this job?
2. How much time should be devoted to each of these responsibilities?
3. What would be the first project I tackle?
4. What do you hope to accomplish, and what will be my role in that plan?
5. How do you define successful performance in this position?
6. What projects or goals would bring success to your department or team?
7. Am I correct in my understanding that the role of _____ requires _____?
8. Is there special training you require or suggest for someone holding this position?
9. How would you describe your organization’s culture?

10. What do you like most about working here? *(This question builds a more personal and memorable tie with the interviewer and it tells you more about the work culture. Does the interviewer light up as she describes life in this organization?)*

Defensive Questions

Employers are often not forthcoming in describing to candidates the “ugly” parts of the job or the workplace. Defensive questions give you clues about aspects of the job that make in undesirable for you. Depending on the answers you get, you might decline a job if offered. At least, though, you want to know if you will be entering a hornets’ nest.

1. What challenges will I inherit if this job were offered to me?
2. What are the greatest challenges I will face in furthering the agenda of the organization?
3. What is the average turnover in the department I would work in?
4. Do you foresee this job requiring lots of overtime or work on weekends?
5. How does your employee training strategy link with your organization’s goals? *(Do they neglect the training of staff?)*
6. How do you handle recognition for a job well done? *(Does quality work go unrecognized here?)*
7. What was the last fun thing you have done that was not work-related? *(This question builds a personal tie and can reveal workaholism.)*

Feedback Questions

These are the questions that reveal how interested the employer really might be in you. They also can set you up to restate your qualification or state them in a way that demonstrates more relevance to the employer. In some contexts, such as with many public employers, interviewers are legally required to be very closed-mouthed outside of the scripted questions. Some of these questions come from a position of bold confidence. Try asking one if either you feel so boldly confident or you sincerely want to learn more about the employer and your job search skills.

1. Is there anything else I can elaborate on that would clarify for you my abilities and suitability for the position?
2. Is there anything else I can give you so you’ll have a complete picture of my qualifications?
3. Are there any areas in which you feel I fall short of your requirements?
4. What is your feeling about how I would fit into this organization?

Comprehension Questions:

6. A candidate asks in an interview, “Based on what I’ve said so far, which of your criteria for this position do you think I am furthest from meeting?” What might be the candidate’s motivation for asking this?

A. To give the candidate opportunity to clarify the candidate’s qualifications.

- B. To remind the interviewer of the candidate's weaknesses.
- C. To gain clarity on the responsibilities of the job.
- D. To find out if the employee the candidate might replace was effective in the job.

7. A candidate asks, "Who would be the supervisor I would report to directly?" What kind of question might this be?

- A. Exploring
- B. Exploring or Defensive
- C. Defensive
- D. Defensive or Feedback
- E. Feedback

8. A candidate in an interview asks, "How long do people in the position I'm applying for typically stay?" What might be the candidate's motivation for this question?

- A. To collect information about morale or burnout problems in the organizations.
- B. To highlight the candidate's work history of holding jobs for a long time.
- C. To better understand the requirements of the job.
- D. To indirectly ask about the quality of previous employees.

Answers:

6-A; 7-B; 8-A. See Discussion of Quiz, p. 28-30.

Questions Never to Ask

Questions demonstrate your interests or, sometimes, reveal what you "should know" by the time of the interview. What is wrong with each of these questions? How can these questions reflect negatively on you?

- What is it the company does?
- When will I be eligible for my first vacation?
- Are psychiatric benefits included?
- Can I see the break room?
- What do you consider a good attendance record?
- How would you define sexual harassment?
- How many warnings do you get before you are fired?
- The job description mentions weekend work. Are you serious?

Taking Notes

Focus Question:

Should I take notes in an interview?

What pitfalls must I avoid in interviewing?

Taking notes with a nice pen and a neat folder during an interview is permissible. This can give you a professional and organized appearance. You should ask permission if it is all right to take notes or refer to your notes during the interview.

Notes should be written quickly in an abbreviated form only for your own reference. You should not take the time to write verbatim conversation, but rather keep your

attention on the interviewer. A smooth flow of conversation is more important during the interview than your note taking. You may want to jot down new insights to retain for the future.

Potential Pitfalls

Poor attitude. Many candidates come across as arrogant or apathetic. If you want to be considered for the job, act like you want the job.

Appearance. Many candidates do not consider their appearance as much as they should. First impressions are important.

Not readily knowing the answers to interviewers' questions. Anticipate and rehearse answers to tough questions about your background, such as recent termination or an employment gap. Practicing with a family member or a friend before the interview will help you to frame intelligent responses.

Relying too much on resumes. Employers hire people, not paper. Although a resume can list qualifications and skills, it is the interview dialogue that will portray you as a committed, responsive team player.

Too much humility. Being conditioned not to brag, candidates are sometimes reluctant to describe their accomplishments. Explaining how you reach difficult or impressive goals helps portray your skills for the interview panel. (Humility has been defined as “having a right view of yourself”—neither too high, nor too low. Pursue that kind of humility and you will never have too much of it.)

Not relating skills to employers' needs. A list of sterling accomplishments means little if you cannot relate them to the requirements of the position. Reiterate your skills and convince the employer that you can do the same for them.

Comprehension Question:

9. T F Because these have already been stated in the resume and application, a candidate in an interview who talks about his background and describe his accomplishments will appear cocky to the employer.

Answer:

9-F. See Discussion of Quiz, p. 28-30.

3. After the Interview

Focus Question:

What task must I perform following an interview?

Whew! What a relief! After the interview you want to kick back and have a drink. Go ahead and celebrate briefly, but you have work to do after the interview.

1. Prepare to write a thank you letter to the interviewers to express your appreciation and enthusiasm, to add pertinent information neglected in the interview and to express your confidence in your ability to do the job. More on this important step below.
2. Review and analyze your interview. Does the job interest you? Why or why not? Analyze how you could improve your performance in future interviews.
3. Do alert your references that they may be getting a phone call from the employer.
4. Don't stop job-hunting, even if you feel confident that you will get a job offer. Do continue to interview and attempt to find other opportunities.
5. Do follow-up with a telephone call to the employer within a week to ten days (or sooner, if the employer had a shorter timetable) to ask about the position. And do continue to build rapport and sell your strengths during the phone call.
6. Do be patient. The hiring process often takes longer than the employer expects.
7. Do continue following-up, especially if the employer asks you to. Remember the adage about the squeaky wheel getting the oil. Just don't go overboard and annoy or bother the employer.

Thanks You's

Do write individual thank you notes or letters to each person who interviewed you -- within two business days. Each letter can be essentially the same, but try to vary each a bit in case recipients compare notes.

Don't ever fail to send a thank you -- even if you are sure the job is not for you. And **do** write thank you notes after *every* interview.

Don't worry so much about hand-written versus typed thank you letters, but **don't** make a mistake by sending it through the wrong medium; make sure you know the best method of reaching the employer, whether by regular mail, email, or fax.

In your thank you letter, **do** show appreciation for the employer's interest in you and **do** remind the employer about why you are the perfect person for the position.

Don't ever have any errors (misspellings or typos) in your thank you letters.

Reflection Time

Don't place too much importance on one job or one interview; there will be other opportunities for you.

Do use other job offers as leverage in your follow-up -- to get the offer you really want.

Don't burn any bridges if you do not get a job offer. And **do** try and turn the situation into a positive by bringing the interviewer(s) into your network, possibly even asking them for referrals to other contacts.

Do remember that you are on a two-way street. As much as the employer is deciding to choose you, you are deciding whether or not to choose the employer.

Comprehension Questions:

10. T F It is recommended you send a thank you note after an interview, even if you have decided you would not take the job if offered.

Answer:

10-T. See Discussion of Quiz, p. 28-30.

4. Practice

There is nothing like a dry run to help build confidence—or help shake up confidence that is unfounded! Find one or two friends who will help you by giving you a practice interview and feedback on your performance. The best might be to find two people who share your interest in honing their interviewing skills and spend an afternoon or evening together rotating through the three roles. Here’s what you’ll do for this mock interview exercise:

1. Getting two friends help is ideal. One will interview you and the other can observe you to give you feedback, but if necessary, you can have the same friend who interviewed you give you feedback as well. On the Mock Interview Report form, your name will go in the Interviewer space, the other friends’ names in the Interviewer and Observer spaces. Fill in the date of your practice session and fill in the job you will be pretending to interview for.
2. Have the Interviewer prepare some questions. (Help the friend if you like.) Your Interviewer friend should have six to ten questions to ask, and she should have those in writing before the mock interview. As the applicant, you should have a handful of questions ready as well. Have them written before beginning the interview.
3. The more realistic you make the practice, the more valuable it can be. You might choose to go all out, dressing the parts. If you don’t you should at least describe to Interviewer and Observer what you would wear to the interview.
4. During the mock interview, as Candidate, you may take notes (with permission of the Interviewer) and ask questions when given opportunity. The observer does not participate in the interview, but observes the Candidate. The Observer can record her observations by underlining or circling words in the feedback chart on the Mock Interview Worksheet, and adding her own words of other observations as well. (The Feedback Form is adapted from the JobWeb website. See the link to JobWeb on the Career Garden website, www.bostonreed.com/careergarden.)
5. After the interview, discuss with the Interviewer the questions she asked. Try to identify 1) a question the Interviewer asked to determine your Skills, 2) a question the Interviewer asked to determine how well you would fit in the organization, and 3) a question the Interviewer asked to assess how long you might stay at this job. Write a sample of each type of question in the Report form.
6. Identify the reasons for the questions you asked the Interviewer, writing the question(s) in the Report form (Questions Candidate Asked).

7. Then ask the Observer to relate observations of the interview. Observations are behaviors the Observer actually saw or heard. “You did not shake hands” reports a behavior. “You were rude” is a judgment. Ask your Observer to relate observations rather than judgments as much as possible, explaining that you can change and improve your performance only if you have feedback about specific behaviors.
8. Finally, based on your debriefing discussion with the Interviewer and the feedback from the Observer, reflect on your performance in the interview. Write some notes to record several things you feel did well in the interview. Then think about what you would do differently next time. Write notes to record just one or two ideas for things you want to focus on improving for next time.

Summary

To interview effectively, you must learn to talk about yourself—your skills, training, background and accomplishments—in a manner that is neither timid nor arrogant.

The more you know about the organization you are interviewing with and the interviewer herself, the better your chances are of a successful outcome.

Understanding that interviewers do not simply have a zillion questions designed to make you squirm—rather, they have three core concerns that their questions to you are intended to satisfy—frees you up to speak to the employer’s concerns in addition to responding to the interviewer’s question. This lets you present yourself in the best possible light. Finally, following your interview with a thank you note and a time of reflection on what you learned through this interview will make you memorable and make you better for the next time around.

Mock Interview Report

Candidate _____ Interviewer _____ Observer _____
 Date _____ Position _____

Sample Questions Interviewer Asked: *(at least one of each type)*

“Skills?”	“Fit In?”	“How long?”
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Question(s) Candidate Asked: *(at least one)*

Exploring:	Defensive:	Feedback:
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Observer’s Feedback:

	Excellent interview: Best chance to get a job offer!	Average interview: you could get called back but it is not certain.	Interviewing skills need significant improvement: You wouldn’t get this job.
First Impressions	<ul style="list-style-type: none"> ▪ Your appearance is professional—you are wearing a business suit. ▪ You greet and shake hands with your interviewer correctly. ▪ Your conversation is enthusiastic and engaging. 	<ul style="list-style-type: none"> ▪ You look nice but you do not wear a suit. ▪ Your greeting is appropriate but you forget to shake hands with your interviewer. ▪ Your conversation is enthusiastic and engaging. 	<ul style="list-style-type: none"> ▪ Your attire is not professional—you wear jeans or shorts to this interview. ▪ You do not greet or shake hands when you meet your interviewer. ▪ Your conversation is not energetic.
Interview Content	<ul style="list-style-type: none"> ▪ You are knowledgeable about the organization and position you are interviewing for. ▪ You display poise and confidence. ▪ You relate your skills to the job very well. 	<ul style="list-style-type: none"> ▪ You are knowledgeable about the position but not the organization you are interviewing with. ▪ You display adequate confidence in your answers. ▪ You state your skills but do not adequately relate them to the job. 	<ul style="list-style-type: none"> ▪ You are not knowledgeable about the position or organization you are interviewing with. ▪ You are not confident in answering questions about yourself. ▪ You do not state the skills you have to do this job.
Interview Skills / Techniques	<ul style="list-style-type: none"> ▪ You have excellent eye contact with your interviewer without staring. ▪ Your language and grammar is appropriate. ▪ You do not use um or and. ▪ You speak at the right speed. 	<ul style="list-style-type: none"> ▪ You have adequate eye contact with your interviewer. ▪ Your language and grammar are adequate. ▪ You say um or and a few times, but not enough to disrupt the interview. ▪ You talk a little too fast or too slow. 	<ul style="list-style-type: none"> ▪ You look at the floor or ceiling when speaking. ▪ Your grammar and language are not appropriate. ▪ You say um or and too many times. ▪ You talk too fast or too slow.
Closing	<ul style="list-style-type: none"> ▪ You successfully convey your interest in this position. ▪ You ask appropriate questions to the interviewer. ▪ You thank the interviewer. 	<ul style="list-style-type: none"> ▪ You convey some interest in the position. ▪ You are not prepared to ask any questions. ▪ You thank the interviewer. 	<ul style="list-style-type: none"> ▪ You do not show any interest in this position. ▪ You do not ask any questions. ▪ You do not thank the interviewer.

Candidate Reflections:

Did Well: <i>(Two or more ideas. Use back side if necessary)</i>	Focus Next Time: <i>(No ore than two ideas.)</i>
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Review Questions

- Which of these statements is true of Adaptive Skills, Transferable Skills, and Job-related skills?
 - Job-related skills are more generally applicable than Adaptive skills.
 - Adaptive skills are not as important as Job-related skills.
 - Employers don't care about Transferable skills.
 - It is valuable to be able to describe all these kinds of skills in an interview.
 - All of these are true.
- Browsing the employer's website...
 - Gives you information you don't need as someone interviewing for a job.
 - Is not worthwhile because you can learn what you need to through networking.
 - Can help you decide if you want to work for the employer.
 - Will never give you information about the person interviewing you.
- Which of these is recommended for coping with nervousness?
 - Having one alcoholic drink a half hour before your interview.
 - Having someone practice interviewing you.
 - Getting plenty of physical exercise.
 - Invest yourself ahead of time in reflection on your skills and career goals.
 - Tell yourself you will perform poorly, but then be surprised later.
 - All of these.
 - I, III and V
 - II and IV
 - III, IV and V
- Which of these is *not* identified as one of the fundamental concerns of the employer?
 - How long you stayed at your last job.
 - How long you might stay at this job.
 - Whether you will "fit in" to the culture of the workplace.
 - Whether you have the skills necessary to perform required tasks.
- In an interview for a job as a pharmacy technician, the interviewer describes hypothetical a situation—you are discovering errors in your peer's work every day—and asks what you would do. What might be the interviewer's motivation for asking this question?
 - The interviewer wants to confirm that you know the standard dosages of all medications.
 - The interviewer wants insight into your interpersonal skills.
 - The interviewer wants to find out how long you would stay in this mediocre workplace.
 - The interviewer is concerned with employees' ability to count pills accurately.
- A candidate asks in an interview, "Based on what I've said so far, which of your criteria for this position do you think I am furthest from meeting?" What might be the candidate's motivation for asking this?
 - To give the candidate opportunity to clarify qualifications.
 - To remind the interviewer of the candidate's weaknesses.
 - To gain clarity on the responsibilities of the job.
 - To find out if the employee the candidate might replace was effective in the job.
- A candidate asks, "Who would be the supervisor I would report to directly?" What kind of question might this be?
 - Exploring
 - Exploring or Defensive
 - Defensive
 - Defensive or Feedback
 - Feedback
- A candidate asks in an interview, "Based on what I've said so far, which of your criteria for this position do you think I am furthest from meeting?" What might be the candidate's motivation for asking this?
 - To give the candidate opportunity to clarify the candidate's qualifications.
 - To remind the interviewer of the candidate's weaknesses.
 - To gain clarity on the responsibilities of the job.
 - To find out if the employee the candidate might replace was effective in the job.

7. A candidate asks, "Who would be the supervisor I would report to directly?" What kind of question might this be?

- A. Exploring
- B. Exploring or Defensive
- C. Defensive
- D. Defensive or Feedback
- E. Feedback

8. A candidate in an interview asks, "How long do people in the position I'm applying for typically stay?" What might be the candidate's motivation for this question?

- A. To collect information about morale or burnout problems in the organization.
- B. To highlight the candidate's work history of holding jobs for a long time.
- C. To better understand the requirements of the job.
- D. To indirectly ask about the quality of previous employees.

9. T F Because these have already been stated in the resume and application, a candidate in an interview who talks about his background and describe his accomplishments will appear cocky to the employer.

10. T F It is recommended you send a thank you note after an interview, even if you have decided you would not take the job if offered.

Discussion of Review Questions

1. Which of these statements is true of Adaptive Skills, Transferable Skills, and Job-related skills?

A. Job-related skills are more generally applicable than Adaptive skills.

Incorrect. Adaptive skills can be used in practically every context. Job-related skills (such as driving a forklift) are useful only in particular situations.

B. Adaptive skills are not as important as Job-related skills.

Incorrect. Employers are concerned with both kinds of skills, and job seekers should be ready to describe both kinds of skills.

C. Employers don't care about Transferable skills.

Incorrect. Employers want all the evidence they can get about your ability to do what they need done. Transferable skills are especially important if you are changing industries.

D. It is valuable to be able to describe all these kinds of skills in an interview.

Correct.

E. All of these are true.

Incorrect. Only D is true.

2. Browsing the employer's website...

A. Gives you information you don't need as someone interviewing for a job.

Incorrect. The company website and any other articles and reports about the employer can give you useful information as you prepare to interview for a job.

B. Is not worthwhile because you can learn what you need to through networking.

Incorrect. You can learn extremely valuable information through networking. But it is usually different information than what you will find published on the Internet.

C. Can help you decide if you want to work for the employer.

Correct. You research the employer through every means available in part to discover if the job in question is worth having.

D. Will never give you information about the person interviewing you.

Incorrect. You might find the name and title of the person interviewing you, and you might gain other insights as well. See what you can learn through networking as well.

3. Which of these is recommended for coping with nervousness before an interview?

I. Having one alcoholic drink a half hour before your interview.

This is not recommended as a means of relaxing during the business day, for many reasons. If the interviewer smells the drink on your breath, you will lose most of the credibility that earned you the interview.

II. Having someone practice interviewing you.

This can build confidence; it is recommended.

III. Getting plenty of physical exercise.

Exercise is part of on-going health- and stress-management. But it was not recommended specifically for managing stress before an interview.

IV. Invest yourself ahead of time in reflection on your skills and career goals.

This is recommended. Clear thinking about your skills, priorities and goals will help you be ready to respond gracefully to any questions thrown at you.

V. Tell yourself you will perform poorly, but then be surprised later.

Imagining a poor performance prepares you to perform poorly. Setting up a self-fulfilling prophecy is not recommended.

A. All of these.

B. I, III and V

C. II and IV

D. III, IV and V

C is correct.

4. Which of these is not identified as one of the fundamental concerns of the employer?

A. How long you stayed at your last job.

Correct. The employer is very interested in how long you might stay at the new job. Your history gives the employer some related evidence, but the detail is not the fundamental concern.

B. How long you might stay at this job.

Incorrect. This is very important to the employer, a fundamental concern.

C. Whether you will “fit in” to the culture of the workplace.

Incorrect. This is very important to the employer, a fundamental concern.

D. Whether you have the skills necessary to perform required tasks.

Incorrect. This is very important to the employer, a fundamental concern.

5. In an interview for a job as a pharmacy technician, the interviewer describes hypothetical a situation—you are discovering errors in your peer’s work every day—and asks what you would do. What might be the interviewer’s motivation for asking this question?

A. The interviewer wants to confirm that you know the standard dosages of all medications.

Incorrect. Dosage information is not the focus of the scenario given, but your relationships with other personnel at the workplace.

B. The interviewer wants insight into your interpersonal skills.

Correct. This question is intended to address the “candidate fit in” concern, or possibly the “adequate skills” concern, since accuracy is so important in pharmacy work.

C. The interviewer wants to find out how long the candidate would stay in this mediocre workplace.

Incorrect. More likely the interviewer is after people skills.

D. The interviewer is concerned with employees’ ability to count pills accurately.

Incorrect. An interview concerned with a candidate’s ability to count would be better off giving the candidate some sets of objects to count, rather than giving the candidate a hypothetical situation requiring judgment and interpersonal intelligence.

6. A candidate asks in an interview, “Based on what I’ve said so far, what criteria for this position do you think I am furthest from meeting?” What might be the candidate’s motivation for asking this?

A. To give the candidate opportunity to clarify qualifications.

Correct. This is a feedback question asking the interviewer to compare ideal job qualifications with those of the candidate. The interviewer's response opens the door for a reply by the candidate.

B. To remind the interviewer of the candidate's weaknesses.

Incorrect. If the candidate has several weaknesses for the job in question this question might have the effect of reinforcing those in the interviewer's mind. Reinforcing the weaknesses should not be the candidate's goal. Unless you know you are in a strong position, you might choose a different feedback question.

C. To gain clarity on the responsibilities of the job.

Incorrect. The question focuses more on requirements to get the job than on responsibilities on the job.

D. To find out if the employee the candidate might replace was effective in the job.

This is not usually a major concern of the candidate, and this question probably wouldn't reveal that anyway.

7. A candidate asks, "Who would be the supervisor I would report to directly?" What kind of question might this be?

A. Exploring

Incorrect. This could be simply a question to understand the job better. But it could be more than that.

B. Exploring or Defensive

Correct. If I simply want information, I ask this as an Exploring question. If my networking has given me insight about particularly good or particularly bad supervisors within this organization, then I ask this as a Defensive question—to know if I'd be reporting to the "bad supervisor."

C. Defensive

Incorrect. This could be simply an Exploring question.

D. Defensive or Feedback

Incorrect.

E. Feedback

Incorrect. This question does not help the candidate assess his chances of being hired or set the candidate up for a clarifying statement.

8. A candidate in an interview asks, "How long do people in the position I'm applying for typically stay?" What might be the candidate's motivation for this question?

A. To collect information about morale or burnout problems in the organizations.

Correct. This is probably a defensive question.

B. To highlight the candidate's work history of holding jobs for a long time.

Incorrect. Such information usually comes out early in the interview in other ways. If the candidate's history of longevity merited another statement, this question may not be the most elegant way to bring up the matter.

C. To better understand the requirements of the job.

Incorrect.

D. To indirectly ask about the quality of previous employees.

Incorrect. The best answer is A.

9. T F Because these have already been stated in the resume and application, a candidate in an interview who talks about his background and describe his accomplishments will appear cocky to the employer.

False. The interviewer may have taken only a cursory look at paperwork, and, unfortunately, that may have been a couple days ago. You owe the interviewer a concise review. Confident descriptions about genuine accomplishments are more valued to the interviewer than timidity or understatement.

10. T F It is recommended you send a thank you note after an interview, even if you have decided you would not take the job if offered.

True. Don't burn bridges; strengthen those you have built. You never know when another opportunity may come up. And employers often talk to each other. Don't dismiss another opportunity to look professional and memorable.

Prepare to Meet Your Coach

Student

Name: _____

Bring these items completed when you meet with your instructor or coach.

Reflective Writing: What idea or activity in this module has been the most helpful to you? Why?

What questions do you still have?

Instructor

Record student performance in right column of the table.

Item	%age of Module	Standard	Student Performance
Mock Interview Report	50	Report form should show 3 sample questions, one of each type, ~at least one question Candidate asked, ~feedback rubric marked up by Observer, ~2+ ideas recorded in the Done Well area, ~no more than 2 ideas in the Focus Next Time area	
Review Questions	50	8 of 10 correct	
Total:			

Date Module Completed: _____

Notes:

Next Assignment & Due Date: _____