



INTERVIEWING SKILLS

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“Past, demonstrated behavior is the best indicator of future performance”

WHAT ARE VALUES & COMPETENCIES?

- **Values** are shared principles and beliefs that underpin the Organisation's work and guide actions and behaviors of staff.
- **Competencies** are skills, attributes and behaviors directly related to successful job performance.
 - Core and managerial competencies: not specific to any occupation.
 - Functional (or technical) competencies: related to the specific requirements for a particular occupation or position.



WHY ARE COMPETENCIES IMPORTANT?

Defining Organizational competencies are important both for organisations and staff.

- Competencies are forward-looking; they describe skills and attributes that staff and managers need to build human capital and meet future challenges.
- Competencies help organisations clarify expectations and define future development needs.



HOW TO INTRODUCE YOURSELF

How to introduce yourself in a job interview?

- Personal Background
- Academic Background
- Early Motivation
- Specific Field Motivation
- 5-year Plan
- Strong Point
- Weak Point
- Why You?
- Current Work

- Hypothetical Questions

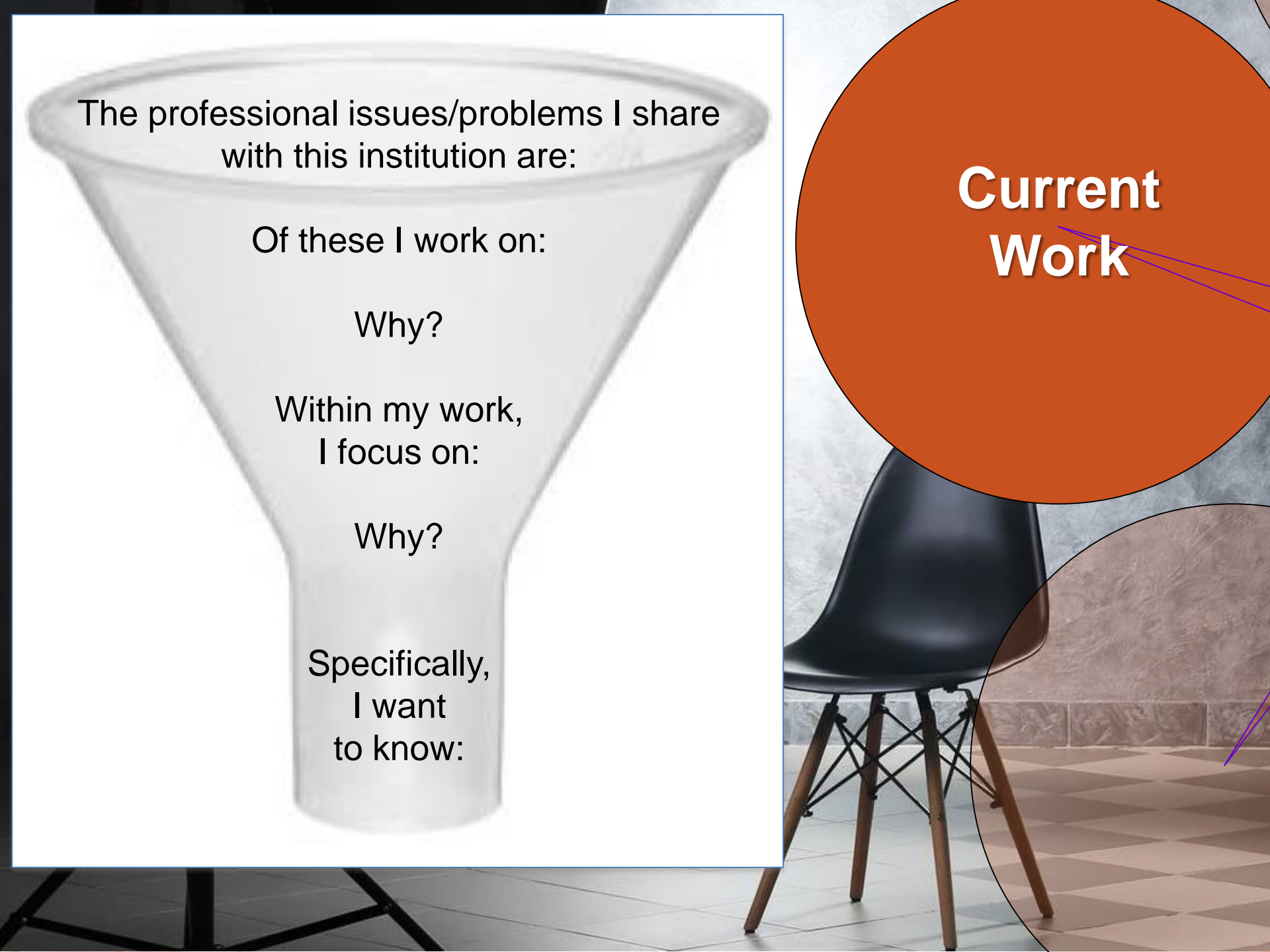
Ten Most Common Questions



Aggressive	Knowledgeable
Ambitious	Logical
Competent	Motivated
Creative	Meticulous
Detail-oriented	People person
Determined	Professional
Efficient	Reliable
Experienced	Resourceful
Flexible	Self-motivated
Goal-oriented	Successful
Hard-working	Team player
Independent	Well-organized
Innovative	

**Remove
self-adjectives**





The professional issues/problems I share
with this institution are:

Of these I work on:

Why?

Within my work,
I focus on:

Why?

Specifically,
I want
to know:

**Current
Work**

TELL ME ABOUT YOURSELF



PREPARING FOR AN INTERVIEW

- Deciding on what jobs to apply for:
 - Do I meet the qualifications and experience requirements?
 - Am I ready to apply now?
 - Have I considered all the implications should I be given the position?
 - Will I actually take the job if given it?
 - Is my resume/CV tailored for the specific position?
 - Have I taken a copy of the vacancy announcement?
 - What do I know about this Organisation?
 - What do I know about this particular job?



YOUR PREPARATION FOR INTERVIEWING

○ Plan to speak on:

- What you know
- Your motivations
- Your personality / teamwork
- Your area(s) of interest
- What you can contribute

○ Know:

- 3 reasons why they should make you an offer
- Prepare your questions for the interviewers



CONTENT: TYPES OF QUESTIONS

○ Traditional

- Knowledge of organization and position.
- Your motivations and self-perceptions.
- Goals and plans to accomplish them.

○ Situational

- “What if ...” questions give insight into how you go about resolving an issue and how you think on your feet.

○ Behavioral



BASIC PREMISE OF BEHAVIORAL INTERVIEW QUESTIONS

Past Performance (predicts) **Future Performance**

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WHAT MAKES A GOOD EMPLOYEE??


1. Integrity
 - Ability to work with people
 - Responsibility
 - Judgment
 - Motivation to succeed
 - Work ethic
 - Intelligence
 - Creativity/enthusiasm
 - Communications skills
10. Technical competence



GENERAL ANSWER FORMAT

Be prepared for interviewer to probe for further details.

○ STAR

- Describe the Situation you were in.
 - Describe the Task you performed.
 - What was your Approach to the problem?
 - What were the Results of your actions?
- 

HOW TO PREPARE

- Recall recent situations that show favorable behaviors, or actions, especially involving *leadership, teamwork, adaptability, initiative, planning, delegation, innovation, communications, and service.*
- Prepare short descriptions of each situation and be ready to give details if asked.



HOW TO PREPARE (CONT.)

- **Be ready to describe the situation, your action, and the outcome or result succinctly.**
- **Be sure the outcome or result reflects positively on you (even if the result itself was not favorable).**
- **Be prepared to provide examples of occasions when the results were different than expected! Your skill in handling failure as well as success will be probed.**



HOW TO PREPARE (CONT.)

- **Be specific. Don't generalize about several events; give a detailed account of one event.**
- **Prepare 8-10 examples you can “adjust” on-the-fly to suit a question. Don't memorize.**
- **Know the organization's mission, philosophy and goals as thoroughly as possible.**



NOW – I HAVE BEEN GIVEN AN INTERVIEW – WHAT NEXT?

- Be flexible and non-demanding with timing.
- Reference the vacancy announcement and look at the competencies
- Find out as much as you can about the organisation including mandate, publications, organigram, strategic directions, scandals etc.
- Try to find out why the position is vacant
- If a face-to-face, know what outfit you are going to wear and err on the side of conservative.
- If a telephone (or skype/VTC) make sure you are in a private location and all equipment is working.



PREPARING FOR CBI QUESTIONS

- Questions ask about past professional experiences that can demonstrate the candidate is competent.
- The theory is that if you can demonstrate that you have done it in the past, chances are that, you will be able to do it in the future.
- When assessing the candidates responses, panels will ascertain the depth and complexity of the responses given by candidates.
- CBI is sometimes referred to as behavioral or situational interviewing.



THE CAR (L) PRINCIPLE

- **Context:** You will be expected to give an overview of the situation: what the situation was about, when it was, how you first got involved, what were the key events and the time frame.
- **Actions:** You will be expected to cover significant events, specific instances, that were clearly attributable to you rather than the team
- **Results:** What was the outcome, impact or results of your actions: You may be asked questions such as how did it turn out? What was the final result?
- **(L)earning:** What learning did you take away from this experience.



THINGS TO AVOID WHEN BEING INTERVIEWED

- **Answering in the hypothetical.**
- **Talking about “we”, rather talk in the “I”.**
- **Espousing theories or values (“waffling on”).**
- **Blanket generalizations.**
- **Making statements about the future.**
- **Interrupting the panel.**
- **Asking questions about benefits and entitlements**



SAMPLE QUESTIONS

- Tell me about the last time you were part of a successful team in a venture.
 - What made the team successful?
 - What was your role in the team?
 - How did you deal with disagreements in the team?
 - What was the impact or the achievements of the team?



SAMPLE QUESTIONS

- Tell me about the last time you had to organize or plan a major event
 - What was the nature of the event?
 - What was your role in organizing it?
 - How did you plan the sequence of what needed to be done?
 - How did the event turn out?
 - Reflecting back on that experience, what would you have done differently next time?



SAMPLE QUESTIONS

- What are the three values that are most important to you?
 - How do these values translate into your daily work/study?
 - Can you give me a specific example when you felt one of your values was compromised.
 - What did you do about the situation?
 - What was the result?



JOB INTERVIEW PREPARATION

