Impression Management: Preparation and Practice for Consulting Behavioral Interviews

STEPHANIE K. EBERLE

SCHOOL OF MEDICINE CAREER CENTER

SEPTEMBER 22, 2011
Agenda

- Interview questions 101: purpose, structure, type
- Metaquestions: answering the “right” way
- Follow-up

Anything else?
Interview questions 101
Overview of the Behavioral Interview Process

- Purpose
- Process
- Etiquette and expectations
- Types of questions: scenario, personal, stress
- Presentation
  - Engage your interviewer
  - Be thoughtful about examples used
  - THIS IS A CONVERSATION
Every Question is Asking 1 of 3 Things:

1. Why should we hire you?
2. Why do you want to work here?
3. How will you fit in here?
Metaquestions

E.G. - TELL ME ABOUT YOURSELF
Tell me about yourself....

- Is there a “correct” answer to this question?
- A “wrong” one?
- What is the “metaquestion” or purpose?
- Other versions of this question?
Rule #1

There are no “correct” answers

There are very few “wrong” answers

But:

Some answers are better than others
Levels of Engagement: *tell me about yourself*...

1) I am practicing
- I was born in AZ
- My PhD is in x from y and I’m done in June

2) I have been thinking about this job
- My PhD is in x from y
- I am a team player
- I am looking to transition into...

3) I know I want this job, here
- Ever since I was young – science – led to PhD
- Liked but did x and discovered...
- From here I look forward to....
It’s Your Turn
Answer this with your partner:

1. What role do you usually play on a team? (A)

2. Tell me about a weakness you have. (B)

3. If you could be an animal what would you be? (A)

4. Tell me about a time you were on a team and a conflict occurred. (B)
What role do you usually play on a team....

- Is there a “correct” answer to this question?
- A “wrong” one?
- What might be the metaquestion?
- Any changes to your answer?
Tell me about a weakness you have....

- Is there a “correct” answer to this question?
- A “wrong” one?
- What might be the metaquestion?
- Any changes to your answer?
If you could be an animal what would you be....

- Is there a “correct” answer to this question?
- A “wrong” one?
- What might be the metaquestion?
- Any changes to your answer?
Tell me about a time you were on a team and a conflict occurred... 

- Is there a “correct” answer to this question?

- A “wrong” one?

- What might be the metaquestion?

- Any changes to your answer?
Answering Behavioral Questions: STAR Model

- **Situation**
- **Task**
- **Action**
- **Result**
## Terminology E.g.s:

<table>
<thead>
<tr>
<th><strong>Good</strong></th>
<th><strong>Not so good</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• “Thank you”</td>
<td>• “Ya know”; “so, I was like....”</td>
</tr>
<tr>
<td>• “I did/I will”</td>
<td>• “Uh, um, huh”</td>
</tr>
<tr>
<td>• “Can you please repeat the question?”</td>
<td>• “I don’t know”</td>
</tr>
<tr>
<td>• “I think you are asking...correct?”</td>
<td>• “Ooo, good question”</td>
</tr>
<tr>
<td>• “I can think of a couple of examples....”</td>
<td>• “What was that, again?”</td>
</tr>
<tr>
<td>• “To summarize...”</td>
<td>• “Well, it’s on my CV, but...”</td>
</tr>
<tr>
<td>• “I do my best work as part of a team because....”</td>
<td>• “Is that good?”</td>
</tr>
<tr>
<td></td>
<td>• “You tell me why I should work here”</td>
</tr>
<tr>
<td></td>
<td>• “I’m a people person”</td>
</tr>
</tbody>
</table>
Just Don’t Do This....

- Tell them “what they want to hear” or be someone else
- Want the job because it’s “cool”/want “a” job
- Lie
- Speak negatively
- ....for practice
- Say too much/too little
- Stay too informal or formal
- Forget to ask about follow-up
Nonverbally Speaking

- Eye contact
- Voice
- The hand shake
- Sitting in your chair
- Your hair, hands, feet, pen and nails
- Timeliness
- Attire
Anxiety

- Preparation
- Practice
- Water
- Breathing
Your Questions:

THEY MATTER
Levels of Engagement: do you have any questions for us?

<table>
<thead>
<tr>
<th>1) I am practicing</th>
<th>2) I have been thinking about this job</th>
<th>3) I know I want this job, here</th>
</tr>
</thead>
<tbody>
<tr>
<td>• I think I’m good, thanks!</td>
<td>• When would you like this person to start?</td>
<td>• As I mentioned, x is important. Can you talk a bit...</td>
</tr>
<tr>
<td>• What other projects are you working on?</td>
<td>• What do you like best about working here?</td>
<td>• What is your mgt. style?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• You mentioned the co. is growing – in what areas do you.....</td>
</tr>
</tbody>
</table>
Follow-up

DO IT: WHY, WHEN, HOW
Levels of Engagement: the *thank you* message

1) I am practicing
   - Thanks for meeting with me the other day. Keep in touch!

2) I have been thinking about this job
   - I enjoyed our meeting on 5/3/11.
   - I believe my x skills will mesh nicely with the y dept.
   - I look forward to hearing from you, thank you.

3) I know I want this job, here
   - Thank you for meeting on 5/3/11, I enjoyed...
   - I especially appreciated hearing x as I am y
   - I look forward to.. Meantime - LinkedIn
Questions?
Questions?

School of Medicine Career Center
Grant Building S-005

http://med.stanford.edu/careercenter

somcareers@stanford.edu