

Interview Like Your Job Depends On It!

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Disclosures / COI:

- Robin Miller: None
- Matthew Meineke: None
- Bryon Murray: Owner, ZapIT! Medical
- All speakers have been both interviewees and interviewers
- Bryon has experience negotiating from both sides of the table

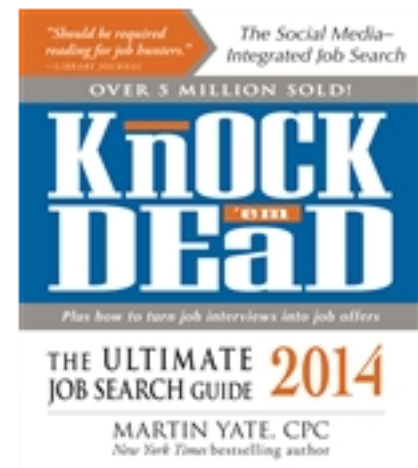
The Duplex by Glenn McCoy

February 22, 2014

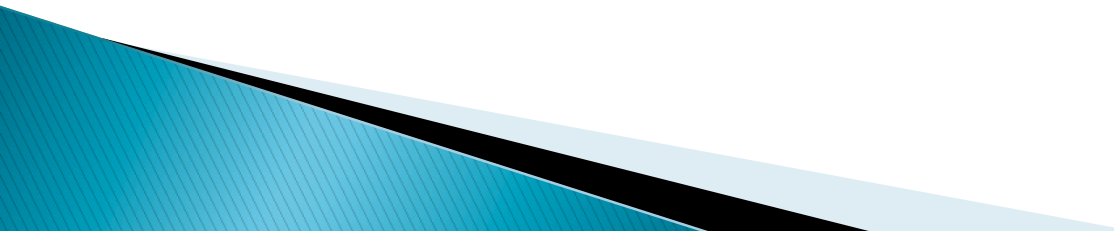


“There are two terrible places to be during an interview, sitting in front of the desk wondering what on earth is going to happen next, and sitting behind the desk asking the questions. The average interviewer dreads the meeting almost as much as the interviewee...”

– Martin Yate, Knock ‘Em Dead



Learning Objectives

- ▶ Review some basic interviewing skills in terms of behavioral questions, common etiquette and human interactions
 - ▶ Demonstrate a good interview
 - ▶ Review some basic negotiating tactics
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The Foundation

Matthew Meineke

The Potential Employer's Goals:

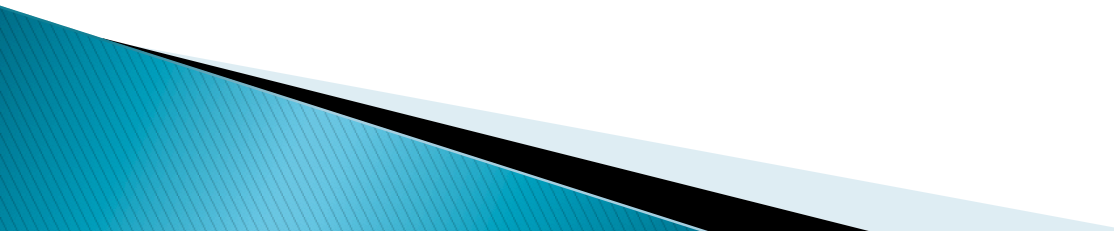
- ▶ Finding the right person to contribute to the organization.
 - Can you do the job?
 - Will you do the job?
 - How well will you fit in?
- ▶ Regardless of your job title, you are being hired as a problem solver with a very specific expertise.
 - Technical skills
 - Transferable skills (sometimes called *soft skills*)

Your Goals:

Demonstrate that you are the right candidate

- qualifications and skills
 - what you know and what you can do for the prospective organization
- experience and work background
 - where you have been and what you have done
- your personality and character
 - who you are and how you behave

Your Goals:

- ▶ You must convince the employer that you have a lot to offer
 - ▶ You must convince the employer that you are the right person for the job
 - ▶ You must convince the employer that you are the ***BEST*** person for the job
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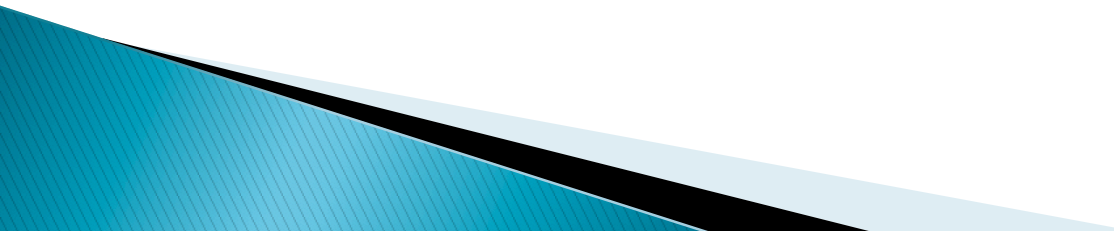
Handy techniques:

- ▶ Be prepared
- ▶ Be yourself
- ▶ Repeat the re-phrased question back to the interviewer
 - having practiced beforehand is preferable
 - ask for clarification
- ▶ Be *positive*
- ▶ Be courteous
- ▶ Deflect
 - can I get back to you on that?
- ▶ Don't forget to BREATHE
- ▶ **Don't lie. Ever. Really.**

Interview Structure

- ▶ The introduction
- ▶ The body (actual interview)
- ▶ The conclusion

Types of interviews

- ▶ Phone
 - ▶ Internet (i.e. skype)
 - ▶ One on One
 - ▶ Panel
 - ▶ Giving a Presentation
- 

Phone Interview

- ▶ The goal is to get an on-site interview.
- ▶ Is often used as a screening tool.
- ▶ Make certain you are in a good place to receive the call
- ▶ Minimize background noises and distractions.
- ▶ If you are on a mobile phone, ensure you have good reception and your battery is charged.
- ▶ Be clear and concise in your responses.
- ▶ Inquire about meeting face to face.
 - If told there are other candidates for consideration, ask when you are likely to hear back.

from How To Answer Hard Interview Questions by
Charles Gibbs

Internet Interview

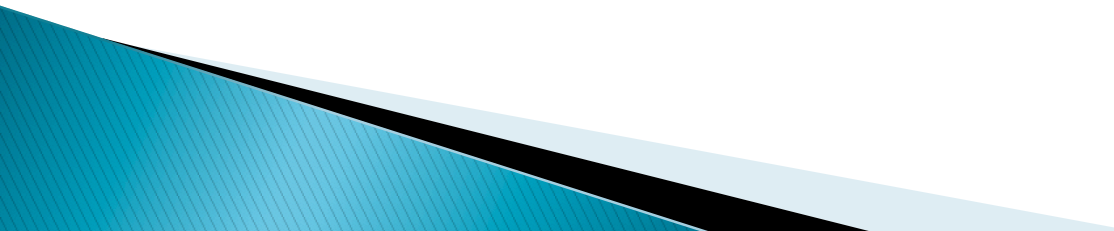
- ▶ Take as seriously as an in person interview.
- ▶ Dress professionally.
- ▶ Look and act the part.
- ▶ Look at the camera, not the screen.
- ▶ Check your background – test your setting prior to the actual event.
- ▶ There may be a time lag.
- ▶ Be mindful of (and eliminate) background noise.

from Competency-Based Interviews by Robin Kessler

One on One Interview

- ▶ Don't be too early, don't be late.
- ▶ Be nice to everyone! (Admin. Assistants, Nurses, Therapists, etc.)
- ▶ Bring extra copies of your CV.
- ▶ Try to calm your nerves.
 - Don't talk *too* much. (2–3 minute rule)
- ▶ Do not bring up benefits and perks early on.
- ▶ Ask for a business card so you can keep track of those you have interviewed with and get their names spelled correctly.

Panel Interviewing

- ▶ Many of the same items as a one to one interview apply.
 - ▶ Greet everyone and ask for business cards to keep track of names and titles – each person should receive a thank you note.
 - ▶ Be certain to make appropriate eye contact, especially with the person asking the question.
 - ▶ Never interrupt.
- 

Panel Interviewing

- ▶ This is your best opportunity to assess job fit
 - Watch for non-verbal cues from your panel.
 - Are their arms crossed? Are they looking at their phones?
 - People have horrible poker faces. Use this to your advantage
 - How do the panelists interact with each other?
 - Are they friendly? Is there tension in the room?
 - Are they engaged in the process?

Panel Interviewing

- ▶ You can learn:
 - Workload distribution
 - Resources and support from administration
 - Insight into personalities of future colleagues

Presentation

- ▶ Understand the type of presentation expected.
 - About your latest research or implementation of a new technology?
- ▶ Understand who is going to be in the audience.
- ▶ Understand the length of time allotted.
- ▶ Have more than one copy of your presentation available in case of technology failure (USB sticks, cloud back-up).

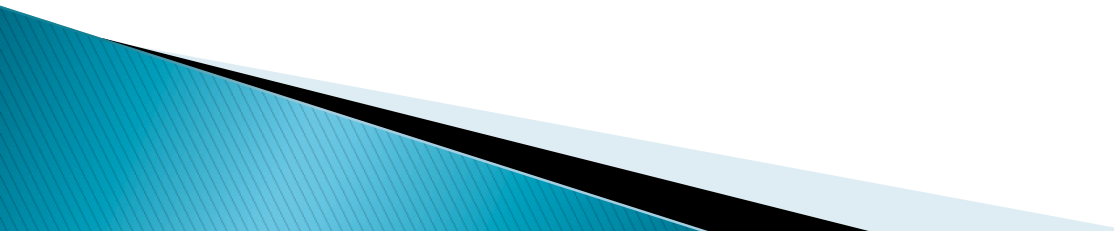
The Interview:

- ▶ rules of etiquette
 - don't sit down unless invited to
 - if not asked, inquire if you can sit down
 - be mindful of everyone you meet
 - do not keep checking your watch
- ▶ the handshake
 - firm
- ▶ coffee?
 - it is never improper to decline
 - are you nervous? are you going to spill it? knock it over?
- ▶ smoking?
- ▶ your mobile phone
 - keep it on vibrate
 - constantly checking your phone
- ▶ talking about yourself (being comfortable)
- ▶ let someone else bring up money first

Body Language and Nonverbal Communication

- ▶ Maintain good eye contact
- ▶ Stay focused
- ▶ Minimize dysfluences: the *uhs*, *uhm's*, *you knows*
- ▶ Posture. Sit up straight, feet on the ground.
- ▶ Don't Fidget
- ▶ Use the correct gestures and smile appropriately
- ▶ Speak clearly
- ▶ Be enthusiastic

Your turn to ask questions


- ▶ What does the job entail?
 - ▶ What are the opportunities for advancement?
 - ▶ What about professional development?
 - ▶ What are the future goals for the organization?
 - ▶ What are the roles of different team members?
 - ▶ What is the culture like in the organization?
 - ▶ Who has succeeded in this position? failed?
 - ▶ What do I need to do to get this job?
- 

Are you a good fit?

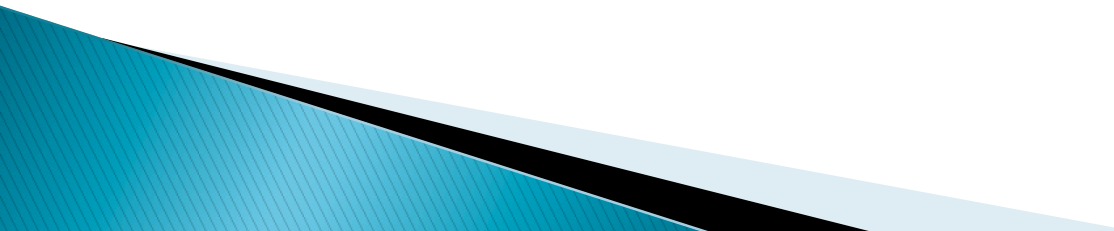
Investigate:

- ▶ The corporate culture
- ▶ Work atmosphere
- ▶ Mission of the organization
- ▶ Competitors

Clues to look for:

- ▶ Do people smile
 - ▶ Do people make eye contact and look up while walking in the hallway
 - ▶ Do people appear generally friendly toward each other
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Wrapping it up:

- ▶ Be confident
 - ▶ Be courteous
 - ▶ Be positive
 - ▶ Be prepared
 - ▶ You learn from each interview
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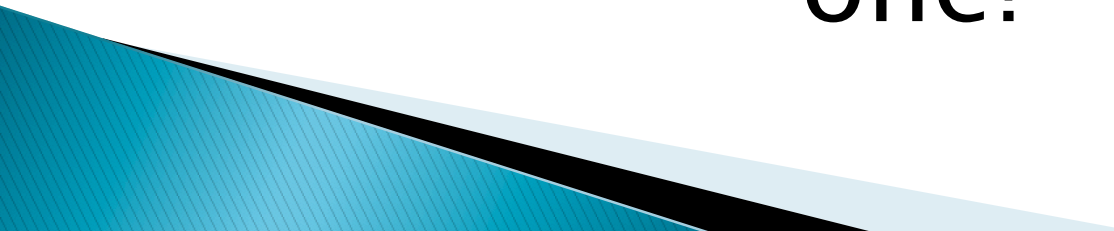
Thank You Notes

- ▶ Use the business cards from your introductions
- ▶ Hand write thank you notes to all the individuals who participated in the interview
 - Thank them for their time
 - Express interest in the position
 - (Optional) Add in some unique comment that indicates you remember something personal about that individual.

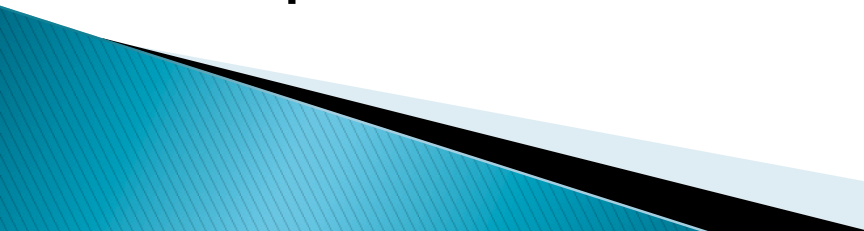
The Strategy

Robin Miller

There is not necessarily a
RIGHT
answer to a question,
but there often can
be a
WRONG
one!

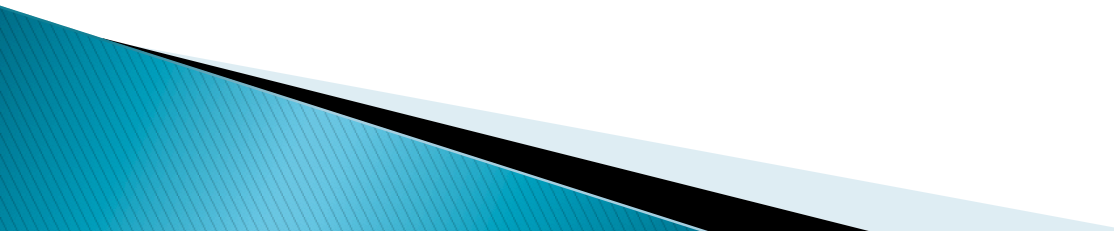


Common mistakes

- ▶ Being unprepared
 - ▶ Sloppy appearance or too relaxed attitude
 - ▶ Not showing enthusiasm
 - ▶ Being arrogant
 - ▶ Not understanding the job requirements
 - ▶ Not answering questions completely
 - ▶ Being vague or waffling with answers
 - ▶ Being more concerned about job perks
 - ▶ Using technical language incorrectly or to impress
- 

Getting too comfortable

Career builder Canada recently asked hiring managers to share the most memorable mistakes candidates have made during a job interview

- Candidate asked the interviewer out on a date
 - Candidate ate a hard boiled egg
 - Candidate fell asleep
 - Candidate forgot the name of his current employer
 - Candidate offered to bake for the office regularly if she was hired
 - Candidate said he wouldn't be able to work in the summer if it was sunny, as he would be sailing
 - Candidate explained that he would prefer to work at another company but had not heard back from them yet, so he was applying to ours in the meantime
- 

Always be **positive** about previous jobs and prior managers!

Emphasize what you learned from a prior job that applies to this one (experience)

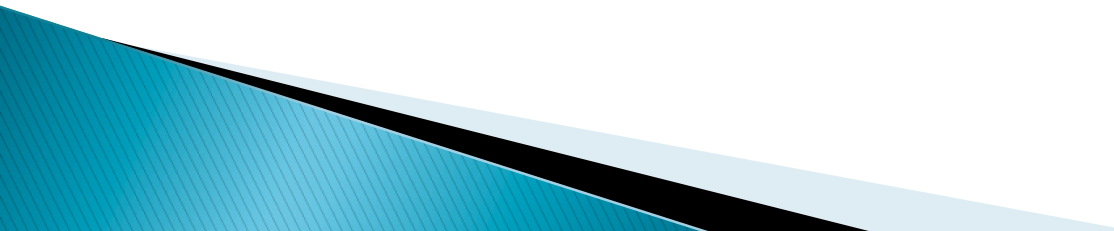
Know your strengths and be able to provide examples of those strengths



Being Prepared

“Why have you had so many jobs in the last few years?”

What does the employer think?

- you are not loyal or committed
 - you don't get along with your co-workers
 - you will leave for just a just a little more money
- 

Being Prepared: How to explain?

- use **LAMPS**
- **LOCATION**: the commute was too long
- **ADVANCEMENT**: no opportunity for growth
- **MONEY**: you were underpaid (be *very careful* with this one)
- **PRIDE** (or prestige): you wanted to be with a better company
- **SECURITY**: the organization was unstable

from: Knock 'em Dead Job Interview, Martin Yate

Being Prepared

Statement A:

I felt pretty bored at my last job, so I just wanted something more stimulating.

Statement B:

My last boss and I didn't see eye to eye. He wouldn't give me a raise no matter how many times I asked.

Statement C:

I became aware that there were some excellent new opportunities in Medical Physics. I wanted to expand my professional growth by finding out more about them. This company, judging by your recent acquisition of 3 new linacs, seems like it would have some interesting opportunities.

adapted from: Fearless Interviewing, Mark Stein

Being Prepared

- ▶ How do you consistently answer interview questions?
- ▶ Use **PAR**
 - Problem, Action, Result
 - This is the “structure” for your answer as it will keep you focused and minimize rambling
- ▶ Use **ZAP**
 - Zero in on the most critical need
 - Ask questions
 - Provide an answer with a selling point

from: The Essential Job Interview Handbook, Jean Bauer

Being Prepared

Create a *Q statement*

This is a statement that expresses a numerical measurement of an action or accomplishment

Statement A:

I am a good communicator

Statement B:

I have lectured to more than 12,000 people world wide on the topic of personal financial planning, and I have worked individually with clients from 19 to 90 years old

Being Prepared

Verb
+
(who, what, when, where, how)
+
result
=
Q statement

from: Fearless Interviewing, Mark Stein

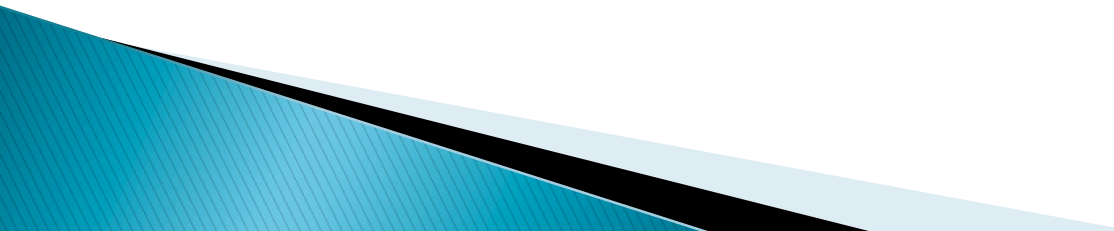
Being Prepared

Statement A:

I am good at brachytherapy.

Statement B:

I am the principal physicist for the brachytherapy program at my current position. I participate in over 100 cases a year including both planning and treatment. We treat mostly breast, Gyn and prostate.



Being Prepared

You are stressed, you think you messed up, panic has set in... Now what?

- ▶ Give yourself a moment to collect your thoughts
 - “That’s an interesting question”
- ▶ Deflect
 - Can I think about it? Can I get back to you on that?
- ▶ Use humor

How much do you currently make?

Answer:

I am making as good or better than a person of my skills I this geographic area.

Question:

Can you give me an exact number?

Answer:


It is difficult because the size of the institution I am with now is different than this one. Maybe you could share the salary range that would be reasonable for a person with my skills.

Question:

Anywhere from \$150 to \$160 thousand dollars

adapted from: Fearless Interviewing, Mark Stein

Questions to considering asking:

- ▶ What do you see as the biggest challenges for a person in this role?
 - ▶ What are the opportunities for advancement?
 - ▶ What about professional development?
 - ▶ What are the future goals for the organization?
 - ▶ What are the roles of different team members?
 - ▶ What is the culture like in the organization?
 - ▶ Who has succeeded in this position? failed?
 - ▶ What do I need to do to get this job?
- 

Oddball questions

- ▶ You are a new addition to the crayon box; what color would you be and why? (urban outfitters)
- ▶ Why is a tennis ball fuzzy? (Xerox)
- ▶ How many square feet of pizza is eaten in the US each year? (Goldman Sachs)
- ▶ If you were a box of cereal, what would you be and why? (Bed, Bath and Beyond)
- ▶ If you were a pizza delivery man, how would you benefit from scissors? (Apple)
- ▶ If you were on an island and could only bring 3 things, what would you bring? (Yahoo)

The Negotiation

Bryon Murray

Time for Negotiation

- ▶ You want the job (you think)
- ▶ They want you (they think)
- ▶ What is it going to take to <get me there>
<get him/her here>?

Understanding Negotiation


- ▶ **Distributive Negotiation**
 - Extreme haggling
 - Hard bargaining
 - “fixed pie” approach
- ▶ **Integrative Negotiation**
 - Improving the quality and likelihood of an agreement
 - Shared problem
 - Involves forming a relationship

Negotiation in the Job Market

▶ Employer

- Needs to hire for some reason
- Has a budget
- Holds the cards?
- Regulated

▶ Employee

- May or may not need a job
 - Perceived worth
 - May be used to certain perquisites
 - Only person involved?
- 

Employer/Employee Negotiation

Keys to success:

- ▶ Preparation
- ▶ Strategy
- ▶ Find the leverage
- ▶ Know the offer
- ▶ Keep “Win–Win” in mind
- ▶ Close the deal

Preparation

▶ Employer

- Who is this?
 - Social Media
 - AAPM
- Compare to other candidates
- History

▶ Employee


- Research facility
- Talk to previous employees
- Find the “scuttlebutt”

Strategy

▶ Employer

- Know what you have to offer
- Get them to want to work for you
- Need to ensure the candidate is a good fit
- Try to read the candidate

▶ Employee

- Know your worth
 - Know what you're willing to give or get
 - Be patient
 - Try to read the employer
- 

Find the Leverage

- ▶ Employer

- Know your strengths

- ▶ Employee

- Establish expertise/experience early
- Know your strengths and focus on them
 - Must be better than the other candidates

Find the Leverage

Through the interview process – understand what the other party REALLY wants!

Poker face!

Know the Offer

▶ Employer

- Keep the offer to the minimum
- Establish scope of work
- Legal “mumbo-jumbo”

▶ Employee

- Read EVERYTHING
 - Get counsel if necessary
 - Find the points of negotiation
- 

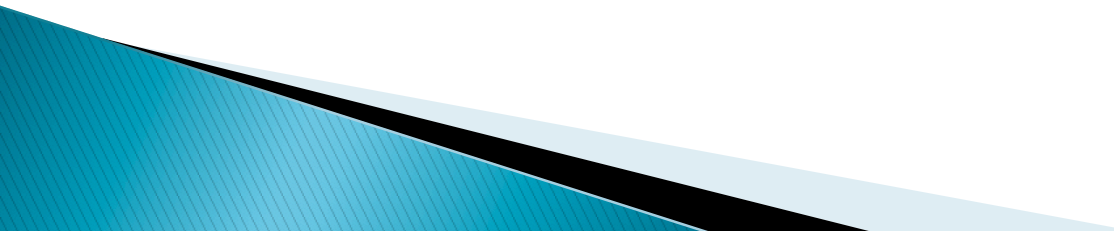
Know the Offer – What's Next?

Integrative Negotiation starts now!

- ▶ Employer

- Offer expiration – how much time?
- Be prepared for the “can I have”

- ▶ Employee

- Comfortable with salary?
 - Benefit versus perquisite
 - Vacation Time
 - Expenses
- 

Keep Win-Win

- ▶ Employer
 - Want long term, good relationship
 - Want quality
- ▶ Employee
 - They're signing your checks!
 - Want long term, good relationship

Close the Deal

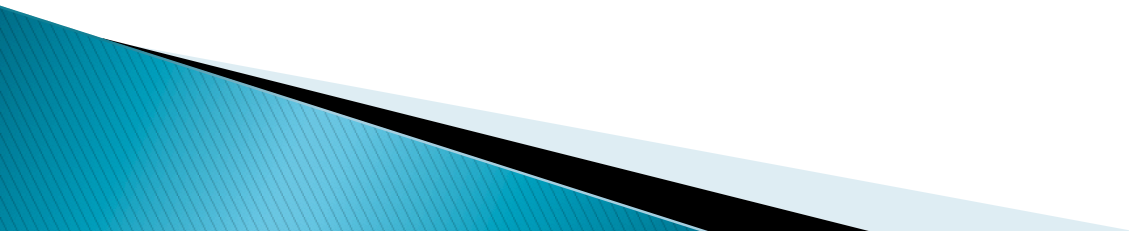
- ▶ Employer
 - Stop negotiation when it slows down
 - Factor outside forces
- ▶ Employee
 - Know your end game and be prepared to split the difference

Example Q&A

Tell me a little about yourself, and why you got into Medical Physics.

Example Q&A

What is your greatest weakness?



Example Q&A

Tell me about a time you had a conflict or disagreement with a supervisor or coworker. Explain how you resolved the situation.

Example Q&A

What are you currently earning?