HOW TO MASTER THE ART OF JOB INTERVIEWING

By Rodney Apple, in partnership with APICS
INTRODUCTION

I’m pretty confident that interviewing for a job ranks very high on most people’s list of “least favorite things to do,” probably up there with preparing a tax return and attending a funeral. Regardless of whether you’re the interviewer or interviewee, the experience can be intimidating and awkward, similar to going on a first date as a teenager.

Having worked in the recruiting field for 20 years, I have certainly experienced more than my fair share of interviews, from both the interviewer and interviewee perspectives. After all, a big part of my job is to serve as the “middle man” connecting candidates with hiring managers and facilitating the interview process between the hiring team and the candidates.

The experience gained from being involved at every stage and with every person during the interviewing process for each and every job assignment I’ve managed, especially when compounded over a couple of decades, has provided me with a unique insight into the end-to-end interviewing process and what goes on behind the scenes.

In this white paper I will share my unique behind-the-scenes insights on the interviewing process—insights gained from being directly involved with thousands of job interviews for some of the largest and most respected companies in the world.

You also will receive a plethora of advice on what you need to do before each type of interview (preparation), during each interview (execution), at the end of each interview (closing) and after each interview (follow-up). The ultimate goal is to teach you how to master the art of job interviewing and increase your odds of landing the job that you want, each and every time.
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## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Screening Interview</td>
<td>4</td>
</tr>
<tr>
<td>Prepare</td>
<td>5</td>
</tr>
<tr>
<td>Execute</td>
<td>9</td>
</tr>
<tr>
<td>Follow Up</td>
<td>10</td>
</tr>
<tr>
<td>Face-to-Face Interviews</td>
<td>12</td>
</tr>
<tr>
<td>Prepare</td>
<td>13</td>
</tr>
<tr>
<td>Execute</td>
<td>15</td>
</tr>
<tr>
<td>Follow Up</td>
<td>17</td>
</tr>
<tr>
<td>What NOT to Do in an Interview</td>
<td>18</td>
</tr>
<tr>
<td>Additional Interviewing Tips and Resources</td>
<td>21</td>
</tr>
<tr>
<td>Closing</td>
<td>23</td>
</tr>
</tbody>
</table>
THE INITIAL SCREENING INTERVIEW
Most of the time, companies have one person conduct an initial screening interview to determine level of fit. This interview is typically conducted via phone, but some companies schedule an in-person interview (for local candidates) or use video interviewing for the format.

Regardless of the interview format, you need to understand that this is a critical step in the interviewing process because it determines whether you make the cut and get invited to a formal round of interviews with key decision makers.

For the initial screening interview, the interviewer could be a recruiter, HR representative, the hiring manager or someone from within the department. Regardless of the person’s job title, their primary goals are to determine if you are a fit and if so, how well you fit the position compared to other applicants they’re screening.

Your primary goals should be to demonstrate why you’re a great fit for the opportunity and convince the interviewer that you should be invited to the next round of interviews.

**PREPARE**

**Scheduling The Initial Screening Interview**
If you receive a call from a company and the interviewer asks if you have time to conduct a phone interview now, politely decline. Obviously this doesn’t allow any time for you to prepare, which can put you at a disadvantage compared to candidates who are given adequate time to prepare. In an ideal situation, you should schedule a time with the caller within the next few business days, which will give you ample time to prepare.

**Obtain Key Objectives (Key Deliverables) for the Job**
When you receive a call from an employer inviting you to conduct an initial screening interview, be sure to ask the person if he or she could provide you with the top objectives (the key deliverables) for the position. This is some of the most critical information you can obtain to best prepare for the initial screening interview. Here’s a great way to ask this question: “What are the top three to five objectives someone in this position needs to achieve in the first year to be deemed successful in the role?”

If you cannot get the key objectives for the role, your next best bet is to thoroughly analyze the job description to determine what the key objectives are. Often the most important aspects of the job are listed toward the top of the job description, either in the position overview paragraph at the top and/or the first few bullet points listed under the primary responsibilities.
Match Key Objectives for the Job with Your Accomplishment
Write down the key objectives on a separate sheet of paper. For each key objective, write down a “trigger word” that represents your most relevant and significant experience and accomplishment. This exercise will help you mentally prepare for the interview. Having trigger words laid out in front of you will help you remember which stories to highlight based on questions that are asked of you.

Conduct Company Research
Conduct research on the company via its website so you’ll gain a basic understanding of what it does, the products and/or services it provides, the leadership team, company history, recent news and financial performance (although this may be difficult to obtain if the company is not a public corporation).

Nail the Most Common Interview Questions
Be fully prepared to answer the most common interview questions and understand that the underlying goal for the interviewer is to find out “What can you do for us?”
- Tell me about yourself.
- Why are you looking for a new opportunity?
- What do you know about our company? or Why do you want to work here?
- Why are you the best person for us to hire for this job?
- What are your key strengths and weaknesses?

Know the Interviewer’s Background
Look up the interviewer’s profile on LinkedIn and other social media sites so you’ll know your audience and can target your answers and communication style appropriately.

Create an Interruption-Free Interviewing Environment
During the call, make sure you’re in a quiet environment with no interruptions (no dogs barking, dishwasher running, TV/radio, children, phones ringing). Avoid smoking, chewing gum/food, or drinking beverages during your interview.

Assemble Your Interviewing Materials
Have these items in front of you for the duration of the call:
- Resume
- Job description
- Key objectives and trigger words (as described above)
- Paper and pen for note taking
- List of prepared questions to ask the interviewer
- Glass of water
Dress to Impress
Dress in professional attire if possible, even for phone interviews. This will put you in a professional state of mind.

Fail-Proof Your Smile
Put a mirror in front of you. When you see yourself smiling, your positive attitude and smile will shine through over the telephone.

Ensure Communication Clarity
If possible, use a land line phone, as land lines offer the best clarity. If you use a cordless phone, be sure the battery is fully charged. You can turn off your call-waiting feature by pressing *70 on your telephone (if this doesn’t work, refer to the calling features provided by your phone company). If you must use a cell phone, it’s very important that you’re in a place that has good reception and that your battery is fully charged.

Practice Makes Perfect!
I recommend that you role play a phone interview with a friend or family member, ideally someone who knows something about your line of work or field of study.

Send the person the job description and the five basic questions above. Ask him or her to come up with a few additional questions and a “curve ball” question or two. At the end of the call, solicit feedback on where you did well and where you need to improve. If possible, record the phone interview so you can go back and listen to the dialogue and make adjustments where necessary. I encourage you to do this role-play exercise a few times until you feel confident that you’re ready for the real thing.

Prepare Your List of Questions for the Interviewer
Prepare a list of questions in advance of each initial interview screen, ideally five to 10 questions. Most of the questions should be job-related and company-related.

While it’s okay to ask questions about career development, training and career paths, do not ask any “What’s in it for me?” questions such as “How long before I get promoted?”, “How much vacation do I get?” or “What salary are you looking to pay for this position?”. There’s a time and place for these types of questions—typically after you’ve been selected as the finalist candidate or when you’re notified that you’ll be receiving an offer.
Here are a few questions I recommend that are appropriate to ask during the initial screening interview:

**Can you tell me what the person in this role needs to do in order to be considered successful?**
This is one of the most important questions I ask the hiring manager every time I kick off a new search assignment. Once you have a clear understanding of what defines success in the position, you can use this to your advantage if selected for the next interview round. Since employers are keenly interested in what you can do for them, and you’ve been given the key objectives they want accomplished, you can simply focus on demonstrating how you’ve accomplished something comparable to their key objectives. Remember, the more relevant and significant the accomplishment, the better.

**What are the common attributes of your top performers?**
Similar to the question above, this helps you to get a better sense of the key attributes required for success and advancement within the company. Again, if you’re invited back for the next round, you can provide examples from your past that prove you have the same types of success traits.

**Do you have any hesitations about my qualifications?**
This is a great question for a couple of reasons. It shows you’re not afraid to openly discuss your weaknesses. It also gives you a platform to discuss how you could overcome the interviewers’ hesitations. Ideally, you would quickly come up with an example from your past on how you overcame a challenge related to their hesitation.

**What have you enjoyed most about the company?**
This question is designed to get the interviewer to share with you what he or she values and enjoys most about the company. If you value the same things, the employer is likely a good match from a cultural fit perspective.

**What are some challenges a person would face in this position?**
This is a great question, as you deserve to know what you would be up against if you were to accept the position. If you have solved similar challenges, this is an opportune time to bring them up. If the challenges sound much too difficult and impossible for you to meet, this might be a sign that the role is not the best fit.
EXECUTE
First Impressions Matter... a Lot
First impressions can be the most important, so be attentive and enthusiastic and try to build a rapport with the interviewer early on.

Crank Up the Energy Level
Remember—you’re on the phone, so pick up your energy and enthusiasm a notch. The interviewer cannot see your non-verbal communication, so be sure to accentuate your verbal communication. Standing up when you’re speaking, pacing the room and/or speaking using your hands can do wonders to help boost your energy level.

Watch the Tone
Be professional in speech and demeanor. Be sure to speak clearly and enunciate your words. Never say anything inappropriate such as curse words, even if the interviewer uses them. Avoid fillers such as “well,” “actually,” “uh,” “um” and the like.

Succinct Communication Is Crucial
Use concise/succinct communication at all times when answering questions. Providing too much detail and/or going off on a tangent can cause the interviewer to think you have poor communication skills. Not providing enough detail can leave the interviewer with the impression that you don’t have the right answer to the questions.

Confirm Questions and Answers if Necessary
If you are unsure of the question being asked, don’t hesitate to ask the interviewer to repeat or clarify the question. Likewise, if you are unsure that the interviewer fully understood your answer to a question, ask a confirming question to make sure—for example, “Did that answer satisfy your question, or should I provide more details?”

Tell the Story
Aim to provide answers in a natural, storytelling format where appropriate, especially for competency-based questions such as “Tell me about a time you had to overcome and solve a problem at work.”

Use answer formats such as STAR (S = What was the Situation?; T = What was the Task?; A = What was YOUR Action?; and R = What was the Result?) or CAR (C = What was the Challenge?; A = What was YOUR Action?; and R = What was the Result?). Gaining competency with this particular interviewing style is critical for in-person interviews—many employers are using this type of interview format these days.
Ask GREAT Questions!
The interviewer should leave you time at the end to ask a few questions. Using the list of questions you’ve prepared and perhaps some new questions you’ve come up with during the interview, ask away—starting with the most important and relevant questions and finishing with the least important. Keep the questions relevant to the position and company and refrain from asking questions about compensation, benefits and other “what’s in it for me?” type questions.

ABC—Always Be Closing
At the very end, be sure to thank the person for his or her time. If the job is something you’re truly interested in, don’t be bashful—let the person know in an enthusiastic and genuine manner.

Be sure to ask what the next step looks like and when you should expect to receive an update. Be sure to add this date into whatever scheduling/calendar application you use so you’ll be reminded of the date you’re supposed to receive an update from the employer. In addition, you should have the person’s contact information (direct phone line and email address) but in the event you don’t, this is the best time to ask for it.

Record Your Feedback
Immediately after you complete the initial interview screen, record your personal feedback on what you thought went well and where you could improve. This will help prevent you from making the same mistakes on the next interview and will help you focus on areas for improvement.

FOLLOW UP
Patience Is a Virtue
At this stage, you’re waiting to find out if you’ve been selected to move forward to the next round of interviews. As Tom Petty said, “The waiting is the hardest part.” Indeed, waiting to hear back after an interview is tough, but try to hang in there—good things come to those who wait.

In an ideal situation, the person with whom you interviewed previously will contact you by the date he or she communicated to you during the initial screening interview.

When to Follow Up
You need to follow up. I recommend doing so the next business day after a missed update deadline. This shows that you’re organized and have great follow-through skills.
How to Follow Up
You should leave a short voicemail. This is how I would word it, in an upbeat and enthusiastic tone:

“Hi (insert interviewer name), this is (your name) and I’m calling in regard to the (insert job title) position that we discussed on (insert interview date). During our discussion, you indicated that I should receive an update from you by (insert that date) but I haven’t yet, hence the follow-up call. (Insert interviewer name), I will try calling you back on (insert date 3 business days out) in the event I don’t hear from you by then. You can reach me anytime at (insert your cell phone) or feel free to email me at (insert your email address). Thanks (insert interviewer name), I look forward to connecting with you very soon.”

Why this approach? If you ask the person to call you back, the ball is sitting completely in their court. If you keep calling and leaving voicemails, you might come across as being a nuisance. By stating that you’ll try the person again on a particular date, the person will be expecting your call and certainly won’t think you’re stalking him or her.

If you don’t hear back after the first voicemail, make the second follow-up call on the date you communicated to the interviewer. If you get voicemail again, leave the same type of message above, indicating that you’ll try back in another three business days and that you’ll send an email as well, in the event it’s easier to connect via email. Now the person will expect another call from you and an email.

If you still haven’t heard back after the second follow-up call, I recommend trying the same approach one more time. If you still don’t get a response, it’s pretty safe to assume that you didn’t make the cut and that the person you were dealing with is not courteous enough to notify you of his or her decision. If this happens, don’t get down or dwell on the situation. Instead, forget about it and move on.
FACE-TO-FACE INTERVIEWS
After the initial screening interviews have been completed, the hiring manager will sort through the candidate pool one last time and make a final decision on whom he or she would like to invite for face-to-face interviews.

Next, in partnership with the recruiter or HR partner, the hiring manager will develop and finalize the interview plan, which consists of selecting the interview team members, coordinating the interview date(s) and location, and determining the interview format.

The most common face-to-face interview format is one-on-one interviews where each candidate meets with two or more interviewers separately. A very similar format is for candidates to meet with two interviewers at a time, which allows for one interviewer to ask the questions and the other interviewer to take notes.

Another interview format is for each candidate to meet with all interviewers at once. This format is typically referred to as a “panel interview.” The latter format isn’t used as much because it can be very intimidating and nerve-wracking, especially for lower-level candidates. This format is more appropriate for senior-management and executive-level positions.

As a candidate, expect to receive an interview schedule with the interview date, interview times, location, and names and titles of each interviewer you’ll be meeting with. You should be given basic details on the interview format/process, along with other details such as directions to the interview location and an employment application.

Sometimes you’ll receive “how to prepare for the interview” advice and sometimes you won’t. **At a minimum, you need to find out what the interview format entails so you can best prepare.** Don’t hesitate to reach out to your primary contact at the employer if you feel you weren’t provided with enough details.

**PREPARE**

Building on the preparation advice discussed in the initial screening interview section, the following points focus on tips for preparing for face-to-face interviews.

**Conduct More Research**

Review the company website again and look for information about its history, products and services, mission statement, values and vision, as well as financial performance. If you can, talk to others who currently work there or have worked there in the past to gain more information about the company, culture and management.
I strongly encourage you to check out the interviewing review section at Glassdoor.com, which I refer to as the “Yelp for employers.” This particular section of the website allows users to post reviews about the interviewing process they experienced, and it’s sorted by company. Sometimes you’ll find very valuable insight that could give you a leg up on your competition.

**Understand the Job and Key Objectives**
Make sure you fully understand the job you’re applying for and its duties, skills, experience and other requirements. As we discussed in the last section, do your best to find out the key objectives you would be required to accomplish in the first year to be deemed successful, and the top attributes the most successful employees possess. Use this information to construct your responses to the interview questions so your most important and relevant experience, accomplishments and attributes are highlighted.

**Storytelling Your Achievements**
Commit to memory five to 10 of your top achievement stories and be prepared to share them in a storytelling format. Refer back to the STAR (Situation Task Action Result) and CAR (Challenge Action Result) advice discussed in the previous section—this is an easy way to remember how to craft your answers.

**Dress to Impress**
Determine the appropriate interview attire for the particular position and company where you will be interviewing. Ask your primary contact for advice. When you’re in doubt and you can’t find out, overdress for success (wear business attire, such as a suit and tie). This is preferable to under-dressing.

**Never Wing It—Prepare Questions in Advance**
As discussed in the previous section, prepare a list of job-related and company-related questions ahead of time to ask at the end of your interview session. This shows the interviewers that you’ve come well prepared and are genuinely interested in learning as much as possible about the opportunity, company and challenges. I do not recommend “winging it” by not preparing any questions to ask, because this can leave the impression that you’re not genuinely interested in the position.

**Practice and Role Play**
Again, practice makes perfect, so make the effort to set up a few role-play interviews with friends or family members. This time, you should conduct the role-play interview in person rather than over the phone.
EXECUTE

Don’t be Tardy for the Party
It’s critical that you arrive on time for your interviews. Many schedules will have been pre-arranged in order to interview you at your scheduled time, so be courteous and respect the interviewers’ time. If you realize you’re going to be late due to unavoidable circumstances, immediately call your primary contact to apologize and to ask if you may still attend the interview or how you can reschedule.

Show Them the Numbers
When you discuss your accomplishments, it’s very important that you do your best to quantify the results for each accomplishment. Use numbers, metrics, percentages or dollar amounts where possible. Avoid making generalizations and estimates—if the interviewer starts probing on how you calculated a certain number, it won’t look good if you can’t come up with the right answer.

Bring Your Tools of the Trade
Take a copy of your resume, job history with names of companies, all employment dates and references with you so that you can appropriately fill out an employment application form if asked to before your interviews.

Always Be Professional
Your interviews start the moment you drive into the company parking lot and end the moment you drive off the company property. When you get to the interview location and enter the building, be extremely courteous to everyone whom you happen to meet along the way: the security guard, receptionist, administrative assistants; those you meet in the building lobby, hallway, elevator or even in the restroom. You will be continuously evaluated on your dress, demeanor, body language and how you treat others throughout the duration of the interviews. Bear in mind that feedback is often communicated to the hiring manager and team (positive or negative). Remember to always be at your very best.

Make a Great First Impression
As stated in the previous section, making a good first impression is critical for success. Studies show that often interviewers decide within the first 10 minutes of meeting a candidate whether or not they’re interested in considering the person for the role.

Body Language 101 and 102
Your body language is important because it speaks for you when you aren’t speaking verbally. As soon as you greet the interviewers, smile and confidently look them in the eye as you extend your arm to shake hands, making sure your grip is firm. Avoid the “grip of death” and the dreadful “dead fish” handshake—both are instant turnoffs. If you’re nervous and your hand is sweaty, wipe the sweat off on your pants just before you shake someone’s hand.
Be sure to look the interviewers in the eye when speaking to them and answering their questions, but avoid staring them down. You should sit up straight and have your arms and hands in a comfortable position whether they’re placed on the table or in your lap. Avoid crossing your arms; this can create the impression that you’re confrontational. Likewise, do not put your hands on your face; this is considered a sign of dishonesty.

Watch for these Interviewer Cues
As you get into question-and-answer mode with interviewers, pay close attention to their body language, and be on the lookout for cues that you could be losing their interest. These signs include yawning frequently, staring out the window, checking a cell phone or computer, or rushing you through the interview process. If you notice this type of behavior, your answers are likely too long or off track. Take a moment and wrap up your answer, then pause and let the interviewer resume the process. You can also politely ask the interviewers if they’re getting the types of answers they’re looking for.

I vs. We
Make sure you discuss what you did personally rather than what your team did on a project or job. The interviewer wants to know what your role was and how you used your skills and experience toward an accomplishment. An easy way to remember this tip is to always lead with “I” instead of “We.”

Collect Business Cards
Collect business cards from each interviewer, either at the beginning when you greet the interviewer or at the end as you’re wrapping up the interview. You’ll need their email addresses so you can send a thank-you email after the interviews are completed.

Wrapping Up the Interview
At the end of each interview, remember to verbally thank the interviewer(s) for their time and consideration and for the interview opportunity. Now is the time to ask any closing questions you may have, as well as the timing and next steps for a decision and when you may expect to hear from them. I also recommend asking if there are any concerns in terms of your ability to successfully perform the job, so you have a chance to counter any of their objections.

Ask for the Job!!!
If you are interested in the job, now is the time to express your interest. My advice is to simply ask for the job if you really want it! Many candidates are selected for an offer over other qualified candidates simply because they demonstrate more interest and a keen desire for the job.
Record Your Feedback and “To-Dos”
As soon as you get to your car, write down everything you can remember about what was said and asked, and any questions or concerns you have, so you can ask about them at the appropriate time. Document items like what you did well, what you could have done better or interview questions you may have stumbled on. This exercise is a great way to continuously improve your interview skills, so be sure to take the time to self-reflect and learn from your mistakes. If an interviewer asked you to follow up with references or additional materials, be sure to respond to their requests ASAP.

FOLLOW UP
Thank-You Notes are Mission-Critical
By far the most important follow-up action you need to take ASAP after you wrap up the interview session is to send out a thank-you note to each interviewer you met with. Seriously, I can’t stress how important this step is! Keep the thank-you note short and sweet—no one has time to read through long emails these days. Thank-you notes should go out no more than 24 hours after your interview session.

Your thank-you note should include the following:
This one is obvious: Thank the person for taking the time to meet with you.
- Express your excitement about the position and why you’re interested in the job and company.
- Provide a brief statement that highlights why you’re the best fit for the position and how you would bring value to the organization.
- Help the interviewer remember you by referencing something noteworthy you discussed during the interview (perhaps you share a hobby, like the same sports team; or an answer to a question that received a “wow” response, for example).
- Optional: If you know the hiring manager has a hesitation about your candidacy, this is a great time to provide a brief statement that shows how you would overcome their hesitation if selected for the position.

Next, choose between sending a handwritten thank-you note or a thank-you email. There’s a lot of debate as to which method is best, and there are plenty of pros and cons for both methods. From my perspective, both do the job, but I prefer email—you just never know if and when a handwritten thank you will arrive.

How to Follow Up on Your Status
Finally, if you don’t hear back from the employer within a reasonable time frame, I recommend that you follow up by calling your primary point of contact. If a few days pass and you still haven’t heard from anyone, utilize the follow-up approach discussed in the previous section.
WHAT NOT TO DO IN AN INTERVIEW
Don’t take it for granted you will automatically be selected.
You may not have a great advantage just because you happen to know the interviewer.

Don’t be too casual or relaxed in your responses and demeanor.
Treat the person as you would any other professional in a business work environment. Interviewers are trained to be objective, even if they know you, and will ask tough questions and expect you to perform at your best.

Don’t be concerned when interviewers write down much of what you say.
They are trained to write down candidate responses and their own impressions during the process so they can better remember them during the post-interview discussion and selection sessions. The more information they capture, the better the chance they will remember you and what you said.

Don’t ever speak negatively or express discontent about your former company, employer, peers or job.
It will only cast a bad light on you as a complainer and malcontent. And, you don’t know if the employer knows those same people in your company. It’s a small world.

Don’t discuss any personal concerns, situations or issues during an interview.
Keep all conversations focused on job-related information only. Conversation about your life story, personal stories or anything unrelated to the position and questions you’re being asked is inappropriate, and by including them you may just talk yourself right out of consideration for the job.

Don’t use slang or acronyms in an interview.
And this should go without saying, but never use foul or rude language in an interview—even if an interviewer uses this type of language. This is a surefire way to dismiss yourself from further consideration in the process.

Never answer your cell phone or email during an interview.
Turn off the ringer on your phone before going into the interview room.

Don’t ask about vacation or salary on the first interview, unless the interviewer happens to bring it up.
Even then, do your best to refrain from stating your desires until after you have more information on the scope of the job and when the employer will be ready to make an offer.
Don’t stop searching for a job just because you feel like you nailed the interview.
There are many things that could happen over the life of the job opening you interviewed for—the position could be placed on hold or canceled, or an internal candidate could suddenly decide to apply and get the offer. A job isn't filled until the person starts his or her first day on the job.

Don’t lose your patience.
The hiring process typically takes much longer than employers anticipate. The worst mistake you can make is to worry or get upset, then reach out too soon or too often to the potential employer.

Don’t lose touch.
If you don’t get hired for the position but you were a close runner-up or received positive feedback, you should stay in touch with your primary point of contact at the company, especially if the company is high on your target list. This is a great way to build a relationship and keep your name on their radar screen. When the next suitable opportunity comes up, it’s more likely they’ll think of you and invite you to interview again.

Don’t be too aggressive.
If you light up the interviewer’s phone or email with calls and messages, I can promise you that you will not receive an offer, and you probably won’t hear from the employer ever again.
ADDITIONAL INTERVIEWING TIPS AND RESOURCES

Video/Skype Interviewing Tips
mashable.com/2014/07/22/virtual-job-interview-mistakes/

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money.usnews.com/money/blogs/outside-voices-careers/2012/03/06/how-to-handle-a-virtual-job-interview

Tips For Answering The “Tell Me About Yourself” Interview Question
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How To Craft The Perfect Elevator Pitch To Land A Job
CLOSING

Interviewing for a job is not a science, it’s an art. You can be knowledgeable about every piece of interviewing advice within this white paper, but knowledge of interviewing doesn’t equate to mastery of interviewing. The best way to master the art of interviewing is to prepare and practice.

Another key takeaway is that interviewing for a job is all about selling yourself. What attributes do the best sales people have in common? They excel at listening, storytelling, following up and closing the sale. They also maintain a positive attitude and exude a high level of confidence throughout each phase of the sales process.

The same applies to the best job interviewees. The best job interviewees share the same attributes with the best sales people—both are in the business of selling themselves. Therefore, if you can master the art of selling yourself, you can master the art of job interviewing.

Happy Hunting!
Rodney Apple
ABOUT THE AUTHOR

Rodney Apple is the founder and president of SCM Talent Group, LLC — a national supply chain recruiting and executive search firm that recruits across the end-to-end supply chain discipline. For nearly 10 years, Rodney worked at the corporate headquarters for The Coca-Cola Company and The Home Depot, where he led professional and executive recruiting for their global supply chain organizations. To date, Rodney has successfully filled over 1,000 professional- to executive-level supply chain positions for clients ranging from Fortune 15 to startup. Rodney also authors “The Supply Chain Talent Blog,” where he shares advice on job search strategy, résumé optimization, interviewing tips, career development, hiring and more. For more information, please visit scmtalent.com.

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