



Interview LOGIC

Be the Logical Choice for
the Job You Want

David Ohrvall

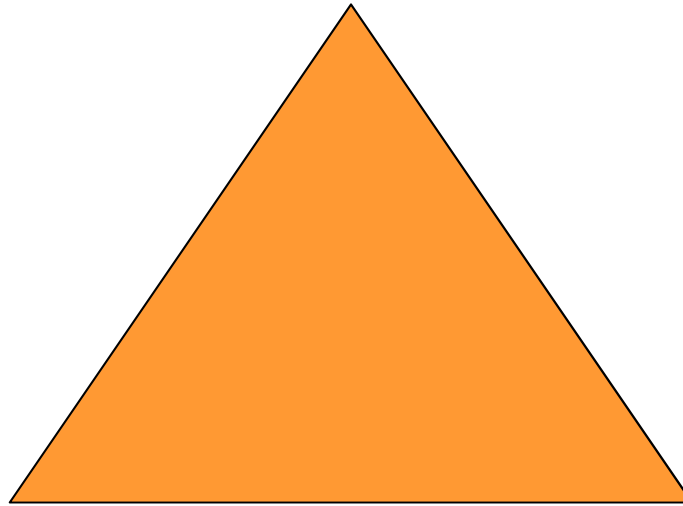


Have you seen these trends?

“Interviewers need to break the candidate facade” Feb. 2014 **FORTUNE**



Authenticity is a hot topic among your peers and recruiters



Candidates are treating the interview like a memorized test

Interview Logic Agenda



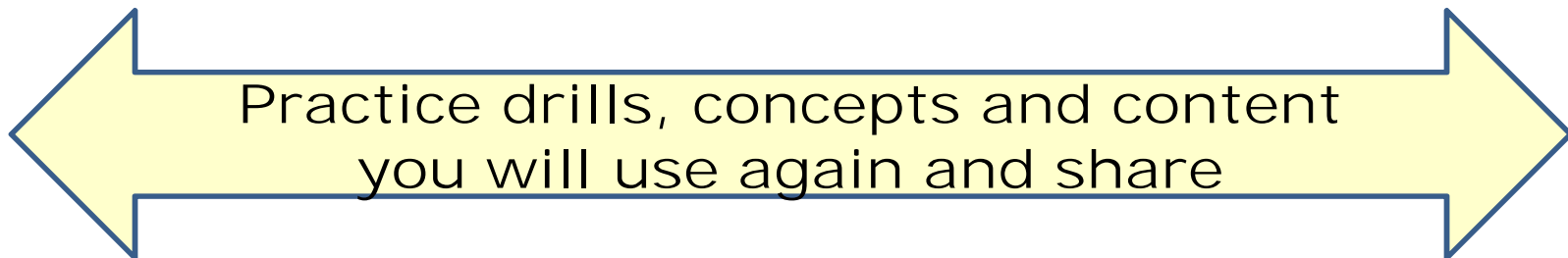
- ▶ Principle 1:
Tell Themes
- ▶ Principle 2:
Apply Experience



- ▶ Work through
leadership
- ▶ Work through
organization



- ▶ Build out a
decision arc
- ▶ Discuss
integration issues



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Annual Events

American University Cairo
Berkeley Haas
SDA Bocconi Italy
Boston College
Cambridge Judge
Carnegie Mellon Tepper
Case Western
CEIBS Shanghai
Chicago Booth
Columbia
Darden
Dartmouth Tuck
Duke Fuqua
Emory
ESADE
George Washington
Georgetown
Univ. of Georgia
Georgia Tech

Haskayne
HBS
HEC
INSEAD France
INSEAD Singapore
Iowa
Irvine California
Kellogg
Maryland
McGill
Michigan
Michigan State
Minnesota
Nat'l U Singapore
U of North Carolina
Notre Dame
NYU Stern
Ohio State
Olin Wash. Univ.

Owen Vanderbilt
Oxford SAID
Pepperdine
Queen's SOB
Rice
Richard Ivey
Stanford
Texas
Thunderbird
Toronto Rotman
U of Southern CA
UCLA
University of Wash
Wake Forest
Washington & Lee
Wharton
William & Mary
Wisconsin

Our Approach Today

It's a workshop

You will be interviewing and speaking quite a bit.
Use a different partner for each exercise.

Look for soft spots

Where do you need to be stronger?
Look for ways to relate to your students.

Build insights

Take advantage of this time.
Use these insights in your coaching.

You face challenges:

Tight Job Market

- Difficult to land the interview
- First impressions matter even more
- Everyone is very practical

Too Much Experience

- Candidates don't know what to share
- Your profile is difficult to explain
- Everyone wants to bucket you

Poor Communication

- Presentation skills are underutilized
- Bound by jargon, you don't know how to explain your value

90 Day Plans, etc.

- Interviewers are trying to lock in value
- Candidates are afraid to give too much
- They have no strategy for showing value

Candidates enter the interview with a certain level of value . . .

We need her!

What a fit!

Great story!

Huh?



Your Value

and can
destroy it
quickly

You know you need to be:

Warm

- You connect easily
- I'd introduce you proudly
- I could hang out with you

Clear

- You communicate easily
- You are easy to understand
- Your goals are easy to follow and attainable

Good Fit

- You seem like "one of us"
- Our goals for you seem to align with your trajectory
- Your life fits with us

Ready

- You are ready to jump in and make a difference
- You have a history of "making it happen"
- You have time for us in your life

But reality ends up as a two dimensional, memorized approach



RESUME

John Applicant
123 Main St, Pasadena, Florida 12345
(111) (111-1111)
John.Applicant@email.com

Key Skills:

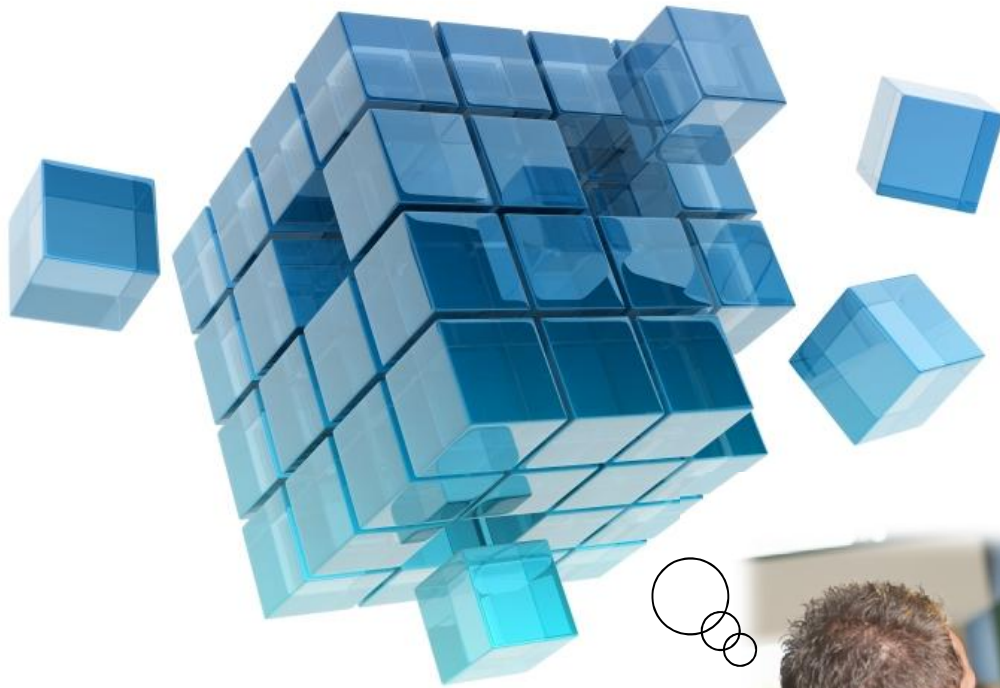
Communication - Deals with internal and external customers at all levels via telephone and email, to ensure successful communication via actively listening and probing questions.

Problem solving - Resolves in-depth queries in a methodical manner independently and with internal and external business partners to find appropriate resolutions, efficiencies and high level of quality.

Team Player - Enjoys sharing knowledge and encouraging development of others to achieve specific team goals.

Planning and organizing - Refines planning and organizational skills that balance current and all-time responsibilities in a timely and professional manner.

Sometimes stories seem random
and disconnected



Or the stories fail to give insights into how you think and feel



The best candidates show “themes” or layers throughout the interview . .

Leadership

Organization

Goal Setting

Integration

Communication



Principle 1: Interviewers want themes

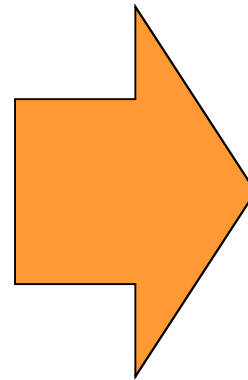
Leadership

Organization

Goal Setting

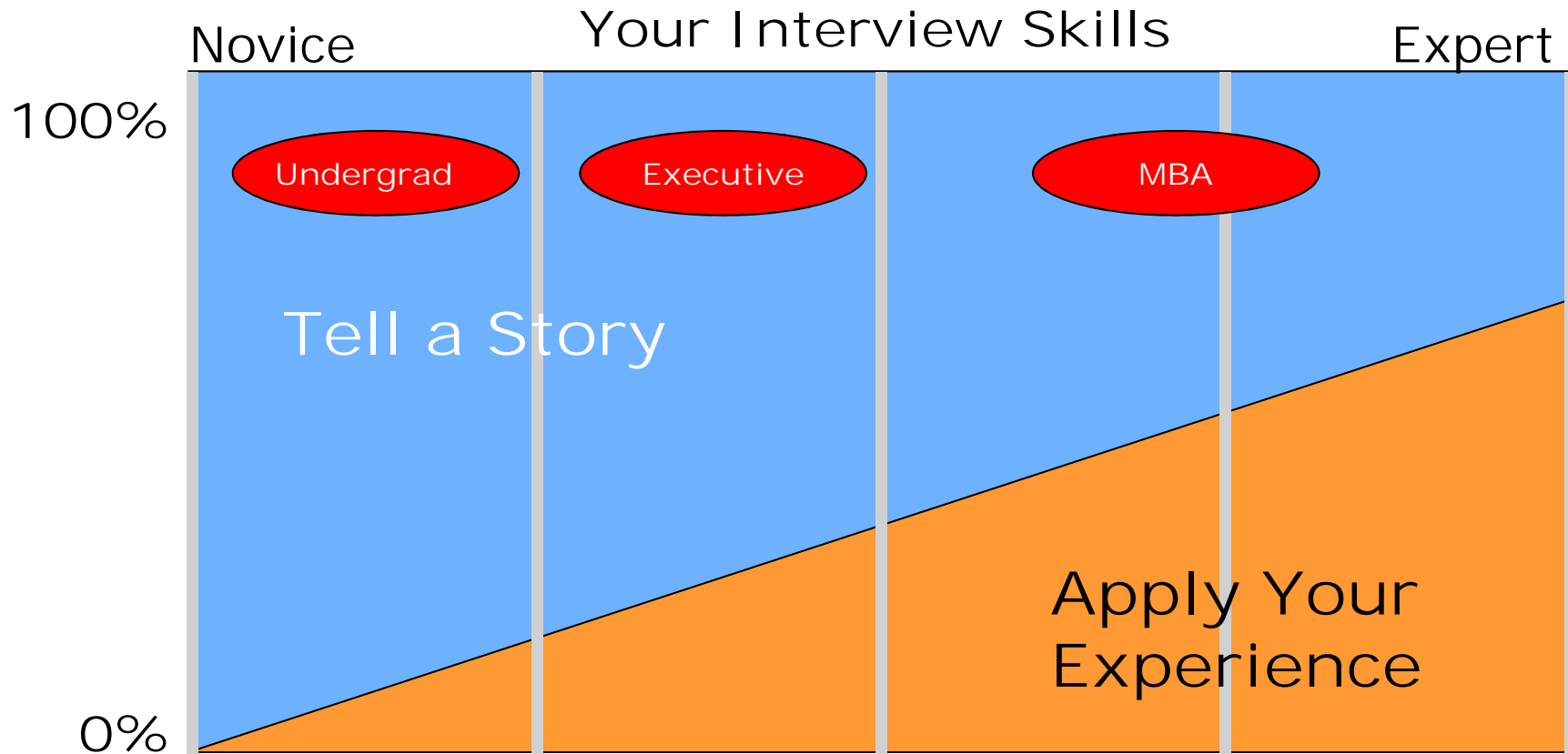
Integration

Communication



- Reinforcement attributes
- Shows interviewer that these behaviors will repeat
- Builds value in their eyes quickly

Principle 2: Interviewers want application to their own situation



Communication is the foundation of every interview

Leadership

Organization

Goal Setting

Integration

Communication

To build these key skills we'll follow this approach for each section:

Review the Guidelines

Take it seriously and play the part

Do the Exercise

Partner or Solo

Discuss Insights Together

Take volunteers / Note areas to focus going forward

Explain the YOU machine

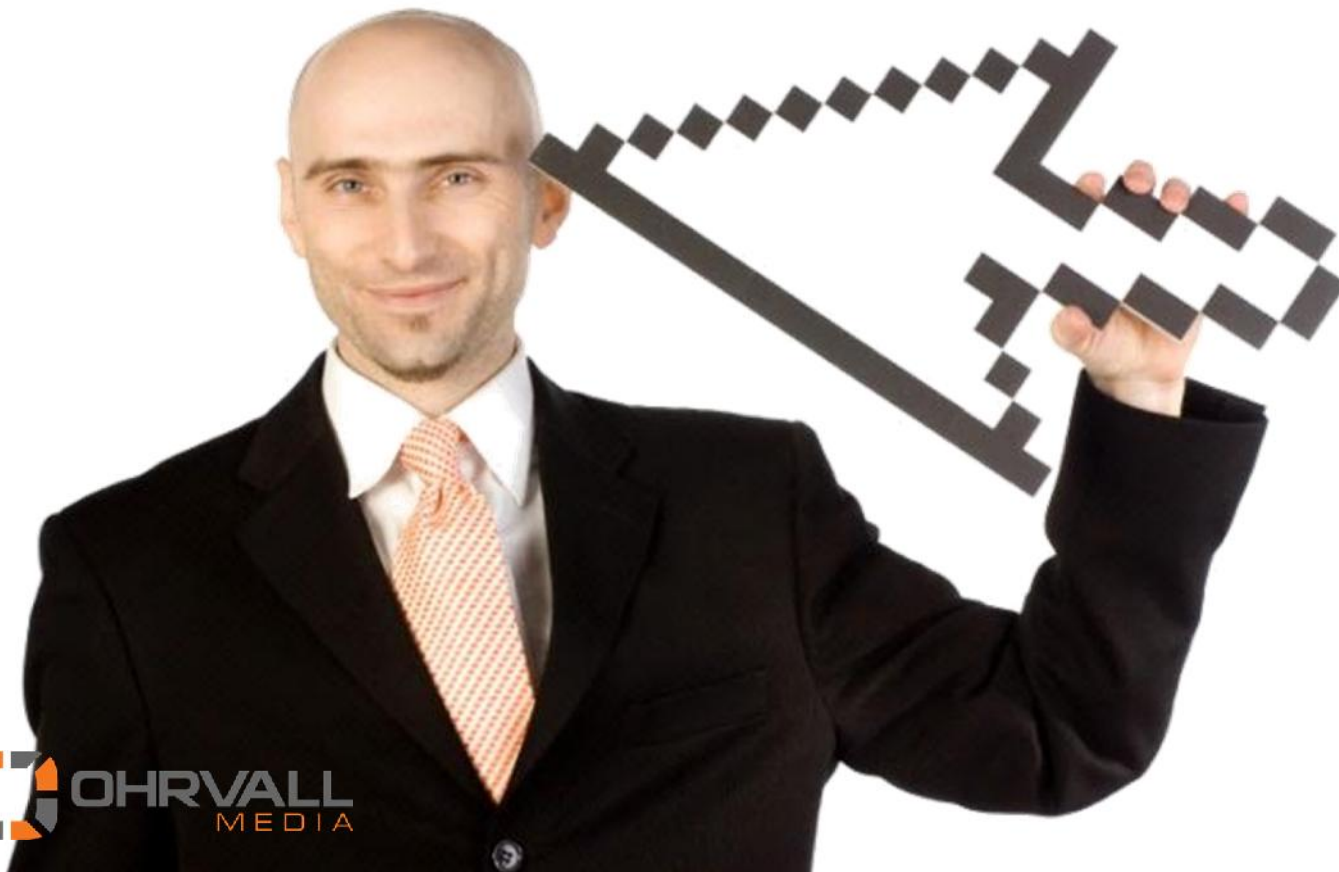
What did I Hear?

See?

Think?

What did I Do?

and Say?



Communication success is built on a 3 part foundation

Be Answer First

- ▶ Bring the best part of your story to the front
- ▶ Work on editing out unnecessary pieces

Watch Your Tone

- ▶ Work on warmth
- ▶ Touch the interviewer's words when possible

Manage the Level

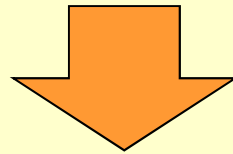
- ▶ Show that you can be an analyst
- ▶ Show that you can be a CEO

Exercise 1 (partner)

Communicate A Piece of Your Story

Pick an IMPACT topic

- Tell the story ad hoc
 - Work on See, Hear, Think, Say and Do
 - Listen for key points
- Get feedback on what to bring forward
 - Be Answer First with facts and insights



Give one story then switch

5 minutes

Regroup

Create an IMPACT

Individual Contribution

X **M**anage or Lead

hold

Persuasion

Analytics

Challenge or Failure

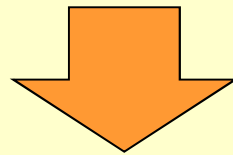
Team

Exercise 1 (partner)

Communicate A Piece of Your Story

Pick an IMPACT topic

- Tell the story ad hoc
 - Hear the strengths and weaknesses
 - Work on See, Hear, Think, Say and Do
- Get feedback on what to bring forward
 - Be Answer First with facts and insights
- Take notes on what to practice

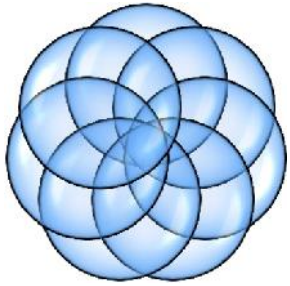


Give 2 different stories

Listen to 2 stories


Regroup and take volunteers

Recap 1



- Focus on Answer First direct communication
- Bringing in actions (See, Hear, Think, Say, Do) brings in authenticity
- Principle 1: Tell Themes
- Principle 2: Apply Experience

Interview Logic Agenda



1
Review
The
Concepts

- ▶ Principle 1:
Tell Themes
- ▶ Principle 2:
Apply Experience

2
Practice
with
Partners

- ▶ Work through
leadership
- ▶ Work through
organization

3
Learn
Individual
Exercises

- ▶ Build out a
decision arc
- ▶ Discuss
integration issues

Leadership can typically be broken in 3 key categories

Trail Blazer / Thought Leader

- ▶ Can direct a team in a new direction
- ▶ Face challenges and turn them into advantages

Tweaker

- ▶ What needed to be changed?
- ▶ What were your results?

Turn Around Master

- ▶ How did you recognize the new direction?
- ▶ How were you a catalyst?

Choose a scenario and apply your experience to the situation

New Team Lead

- ▶ You may be the new team lead for a group of 10
- ▶ Pick your industry
- ▶ Issues: tight deadlines, low morale, unclear priorities

6 Months, Pilot Program Leader

- ▶ You will lead a multi-regional team
- ▶ Your output is due in 6 months
- ▶ Pick your industry and product
- ▶ Issues: inexperienced team, cultural conflicts, content disagreements

Non-Profit Leader

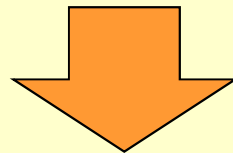
- ▶ Board is reviewing candidates to lead the organization
- ▶ They need a change agent
- ▶ Issues: political infighting, sour grapes, strategy questions

Exercise 2 (solo/partner)

Tell Me about Your Leadership

Review your resume and look for 2 leadership examples (different types):

- What did you see, hear and think?
 - Focus on where leadership was missing
 - What did you need to bring?
- Choose a scenario as the interviewer
 - Discuss a few points before you begin
 - During the interview, add in concerns and bring up issues not yet discussed



10 minutes each (20 minutes total)

We'll regroup and take volunteers

Organization comes through in subtle ways

How you approach chaos

- ▶ How did you assess the situation?
- ▶ How did you prioritize?

How you bring efficiency

- ▶ You understood the issues and patterns.
- ▶ You saw a better way and put together a plan to achieve it.

How you seek results

- ▶ How do you measure success?
- ▶ Where do you seek to continually improve?

Choose a scenario and apply your experience to the situation

Chaos Fixer

- ▶ Target department is overwhelmed with work
- ▶ Pick your industry
- ▶ Issues: old ways of working don't work anymore, frustration is high with the lack of organization; department is under scrutiny

Merger

- ▶ 2 companies just merged
- ▶ Both departments are trying to understand how to work together
- ▶ Think United and Continental
- ▶ Issues: No clear direction, different processes

Tracker

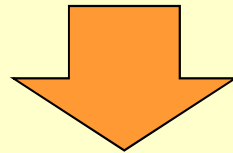
- ▶ New processes are in place but there's no tracking
- ▶ Pick the processes
- ▶ Think about the output and metrics that matter
- ▶ Issues: Past methods have failed

Exercise 3 (solo/partner)

Let's Talk about Organization

Review your resume and look for 1 organization example:

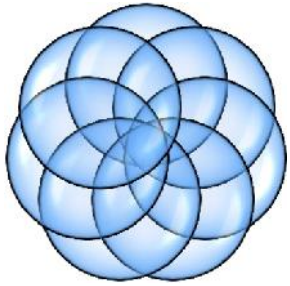
- Look for where you brought order
 - Write out the problem you saw
 - Think through how you brought order
- Choose a scenario as the interviewer
 - Discuss a few points before you begin
 - During the interview, add in concerns and bring up issues not yet discussed



10 minutes each (20 minutes total)


We'll regroup and take volunteers

Recap 2



- Leadership and Organization are themes that come up very often
- Interviewers want more than the story – they want application to their own scenario
- Role playing breaks down the candidate's facade!

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Practice
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Partners

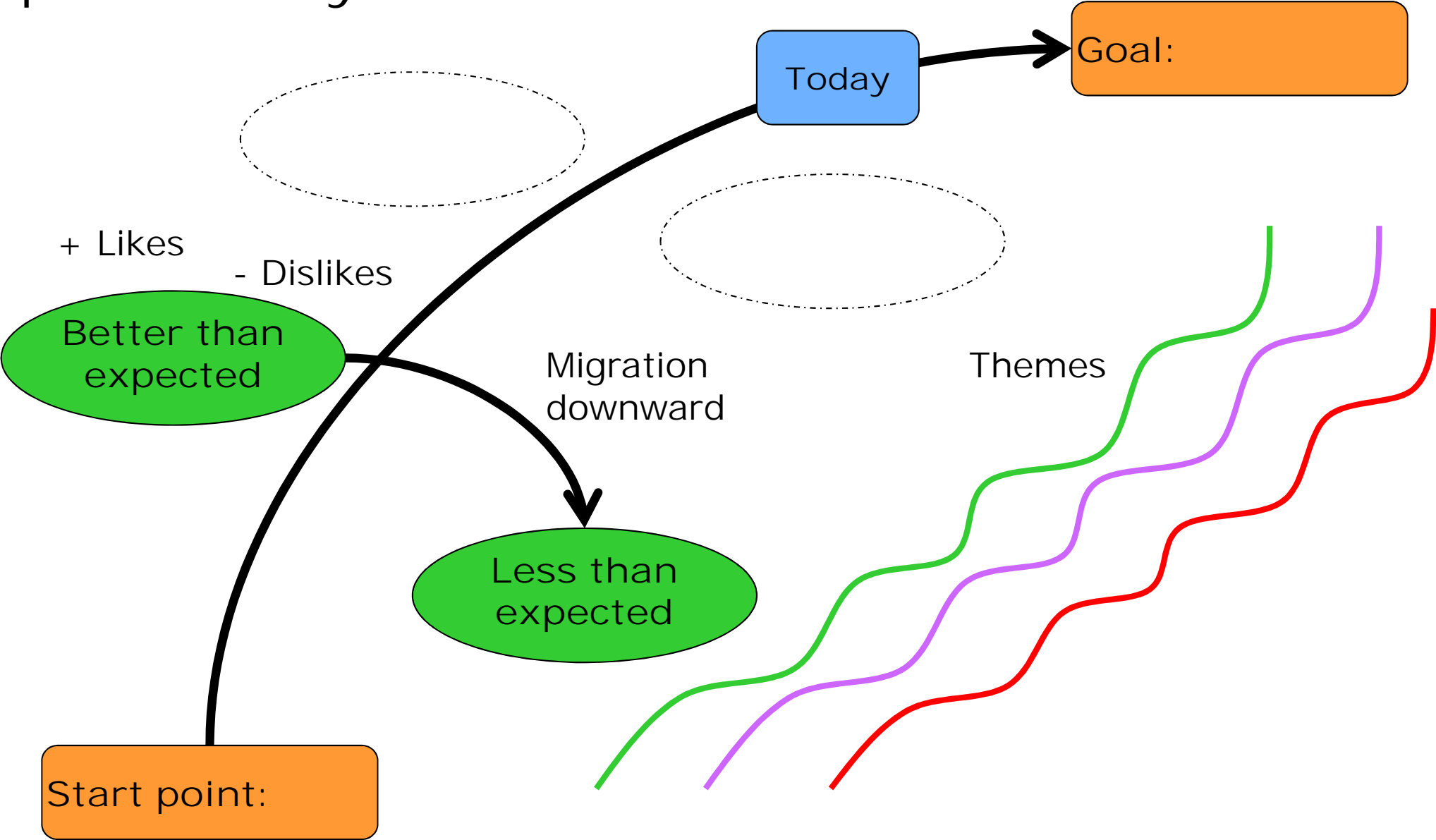
- ▶ Work through
leadership
- ▶ Work through
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Developing a goal & decision arc is one of the best ways to weave in "threads" of your personality



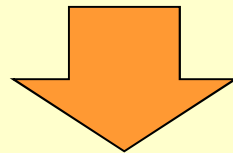
Exercise 4 (solo)

Develop Your Goal & Decision Arc

Write down your ultimate goal

Think about when you started working toward it

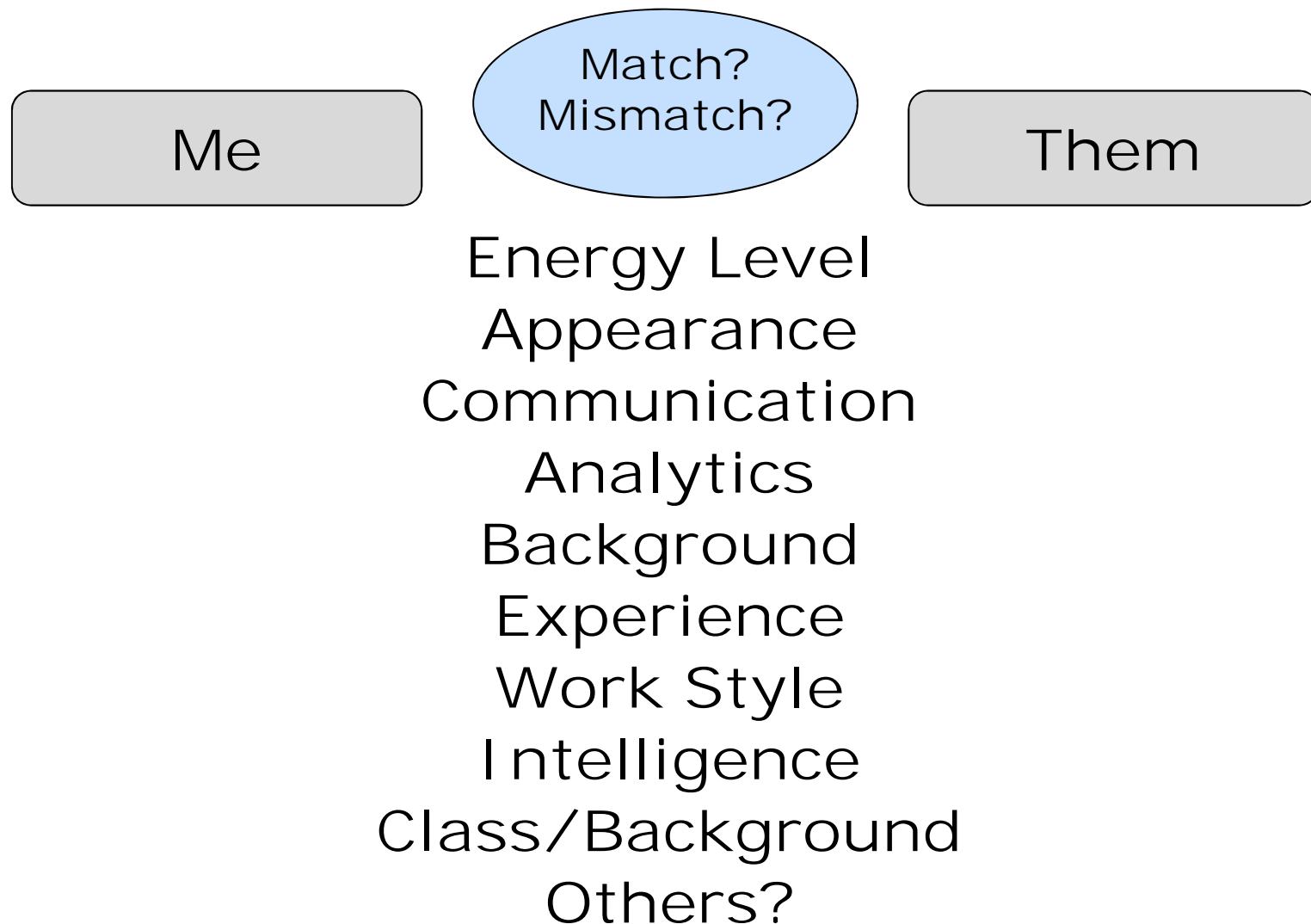
- Place decisions on the arc
 - Be brutally honest about what you liked and didn't like
- Show where you migrated to a decision point
- Look for personality threads



Spend 15 minutes now, 30 minutes later
developing your decision arc

Explain some insights and challenges to a partner

Integration will require you to think about where you connect and where you'll need to flex

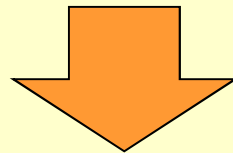


Exercise 5
(solo/partner)

Are You a Fit?

Fill out the match / mismatch slide for your target company

- Look for obvious problems
 - Think though how you need to flex
 - Write out how you'll address the issue
- Share 2 obvious mismatches with your partner
 - Role play and address them head on



Spend 15 minutes developing your match slide

Present your challenges to a partner

We'll also discuss as a group

Interview Logic Recap

Skills: See, Hear, Think, Say, Do
Be Answer First

Principle 1: Themes build value

Leadership

Organization

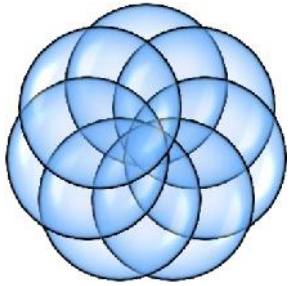
Goal Setting

Integration

Communication

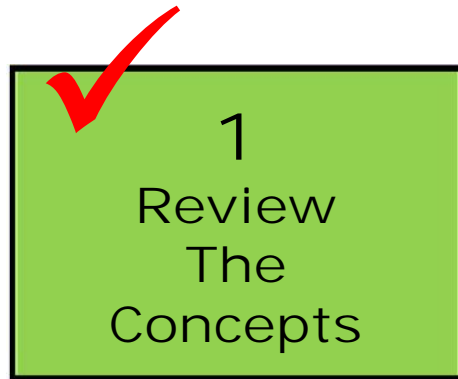
Principle 2: Interviewers want
application

Recap 3



- Decision arcs remind you why you moved in a new direction
- Authenticity comes out when truth comes out
- “Fit” should be broken down to understand the true problems
- Think about integration on several dimensions

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Interview Logic Recap

Principle 1: Themes build value

- Leadership
- Organization
- Goal Setting
- Integration
- Communication

Principle 2: Interviewers want application

Interview LOGIC



Q&A