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

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

Practice drills, concepts and content you will use again and share
# Annual Events

<table>
<thead>
<tr>
<th>American University Cairo</th>
<th>Haskayne</th>
<th>Owen Vanderbilt</th>
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</thead>
<tbody>
<tr>
<td>Berkeley Haas</td>
<td>HBS</td>
<td>Oxford SAID</td>
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<td>SDA Bocconi Italy</td>
<td>HEC</td>
<td>Pepperdine</td>
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<tr>
<td>Boston College</td>
<td>INSEAD France</td>
<td>Queen's SOB</td>
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<td>Cambridge Judge</td>
<td>INSEAD Singapore</td>
<td>Rice</td>
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<tr>
<td>Carnegie Mellon Tepper</td>
<td>Iowa</td>
<td>Richard Ivey</td>
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<tr>
<td>Case Western</td>
<td>Irvine California</td>
<td>Stanford</td>
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<tr>
<td>CEIBS Shanghai</td>
<td>Kellogg</td>
<td>Texas</td>
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<td>Chicago Booth</td>
<td>Maryland</td>
<td>Thunderbird</td>
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<tr>
<td>Columbia</td>
<td>McGill</td>
<td>Toronto Rotman</td>
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<tr>
<td>Darden</td>
<td>Michigan</td>
<td>U of Southern CA</td>
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<td>Dartmouth Tuck</td>
<td>Michigan State</td>
<td>UCLA</td>
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<tr>
<td>Duke Fuqua</td>
<td>Minnesota</td>
<td>University of Wash</td>
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<tr>
<td>Emory</td>
<td>Nat’l U Singapore</td>
<td>Wake Forest</td>
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<tr>
<td>ESADE</td>
<td>U of North Carolina</td>
<td>Washington &amp; Lee</td>
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<td>George Washington</td>
<td>Notre Dame</td>
<td>Wharton</td>
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<tr>
<td>Georgetown</td>
<td>NYU Stern</td>
<td>William &amp; Mary</td>
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<td>Univ. of Georgia</td>
<td>Ohio State</td>
<td>Wisconsin</td>
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<tr>
<td>Georgia Tech</td>
<td>Olin Wash. Univ.</td>
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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:

<table>
<thead>
<tr>
<th>Tight Job Market</th>
<th>Too Much Experience</th>
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</thead>
<tbody>
<tr>
<td>• Difficult to land the interview</td>
<td></td>
</tr>
<tr>
<td>• First impressions matter even more</td>
<td></td>
</tr>
<tr>
<td>• Everyone is very practical</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Poor Communication</th>
<th>90 Day Plans, etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Presentation skills are underutilized</td>
<td></td>
</tr>
<tr>
<td>• Bound by jargon, you don’t know how to explain your value</td>
<td></td>
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</tbody>
</table>

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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<tbody>
<tr>
<td>• Candidates don’t know what to share</td>
<td></td>
</tr>
<tr>
<td>• Your profile is difficult to explain</td>
<td></td>
</tr>
<tr>
<td>• Everyone wants to bucket you</td>
<td></td>
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</tbody>
</table>

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>• Interviewers are trying to lock in value</td>
<td></td>
</tr>
<tr>
<td>• Candidates are afraid to give too much</td>
<td></td>
</tr>
<tr>
<td>• They have no strategy for showing value</td>
<td></td>
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</tbody>
</table>
Candidates enter the interview with a certain level of value . . .

We need her!
What a fit!
Great story!

Huh?

and can destroy it quickly

Your Value
You know you need to be:

<table>
<thead>
<tr>
<th>Warm</th>
<th>Clear</th>
</tr>
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<tbody>
<tr>
<td>• You connect easily</td>
<td>• You communicate easily</td>
</tr>
<tr>
<td>• I’d introduce you proudly</td>
<td>• Your are easy to understand</td>
</tr>
<tr>
<td>• I could hang out with you</td>
<td>• Your goals are easy to follow and attainable</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Good Fit</th>
<th>Ready</th>
</tr>
</thead>
<tbody>
<tr>
<td>• You seem like “one of us”</td>
<td>• You are ready to jump in and make a difference</td>
</tr>
<tr>
<td>• Our goals for you seem to align with your trajectory</td>
<td>• You have a history of “making it happen”</td>
</tr>
<tr>
<td>• Your life fits with us</td>
<td>• You have time for us in your life</td>
</tr>
</tbody>
</table>
But reality ends up as a two dimensional, memorized approach
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

Your Interview Skills

Novice 100%  Executive 0%  Expert

Tell a Story

Apply Your Experience

Undergrad  Executive  MBA

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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

I ndividual Contribution

X Manage or Lead

M anage or Lead

P ersuasion

P ersuasion

A nalytics

A nalytics

C hallenge or Failure

C hallenge or Failure

T eam

T eam
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
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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
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

<table>
<thead>
<tr>
<th>Chaos Fixer</th>
<th>Merger</th>
<th>Tracker</th>
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<tbody>
<tr>
<td>▪ Target department is overwhelmed with work</td>
<td>▪ 2 companies just merged</td>
<td>▪ New processes are in place but there’s no tracking</td>
</tr>
<tr>
<td>▪ Pick your industry</td>
<td>▪ Both departments are trying to understand how to work together</td>
<td>▪ Pick the processes</td>
</tr>
<tr>
<td>▪ <strong>Issues:</strong> old ways of working don’t work anymore, frustration is high with the lack of organization; department is under scrutiny</td>
<td>▪ Think United and Continental</td>
<td>▪ Think about the output and metrics that matter</td>
</tr>
<tr>
<td>▪ <strong>Issues:</strong> No clear direction, different processes</td>
<td>▪ <strong>Issues:</strong> Past methods have failed</td>
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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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Developing a goal & decision arc is one of the best ways to weave in “threads” of your personality.

Goal:
Better than expected

Start point:
Less than expected

Migration downward

+ Likes
Better than expected

- Dislikes
Less than expected

Themes
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.

- Energy Level
- Appearance
- Communication
- Analytics
- Background
- Experience
- Work Style
- Intelligence
- Class/Background
- Others?

Match? Mismatch?

Me  

Them  

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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
• 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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