

ADVANCED INTERVIEWING TECHNIQUES

YOU'RE IN THE INTERVIEW, THE POTENTIAL
EMPLOYER MAY DO THIS...



SCOPE:

“ *This eBook will enable you to have an edge over the usual practices for an interview. Knowing these tips and tricks for interviews makes you more confident and helps you to handle all sorts of questions. You can brainstorm and list down all kinds of questions – common, uncommon and unusual – that could possibly* **”**

Legal Notice: The Publisher has strived to be as accurate and complete as possible in the creation of this report, notwithstanding the fact that they do not warrant or represent at any time that the contents within are accurate due to the rapidly changing nature of the Internet.

While all attempts have been made to verify information provided in this publication, the Publisher assumes no responsibility for errors, omissions or contrary interpretation of the subject matter herein. Any perceived slights of specific persons, peoples or organizations are unintentional.

In practical advice books, like anything else in life there are no guarantees of income made. Readers are cautioned to rely on their own judgment about their individual circumstances to act accordingly.

This book is not intended for use as a source of medical, legal, business, accounting, or financial advice. All readers are advised to seek services of competent professionals in medical, legal, business, accounting, and finance field.

This ebook has been proofread, rewritten and authored by Contemporary Staffing with contributors including Sharon Tsao, Marybel DiScala, Alyssa Mastrangelo, and minor contributions from Main Street Host. Designed by Marybel DiScala.

If you have feedback about this ebook, email marketing@contemporarystaffing.com.

All Rights Reserved (C) 2016-2019.



03

TABLE OF CONTENTS

Preface to Interviewing Techniques

- 04 Interview Preparation Tips
- 05 Predictive Index
- 06 Personality and Skill Assessments
- 08 Emotional Intelligence Evaluation

Interviewing Techniques

- 09 Video Interview
- 11 Phone Interview
- 13 Panel Interview
- 15 Lunch Interview
- 17 Performance-Based Interviews
- 18 Top Grading for Top Performers
- 20 The Behavioral Interview Method
- 21 About Behavioral Interview Questions
- 22 Sample Behavioral Interview Questions
- 23 Sample Interview MAP
- 24 Sample Interview Questions

About CSS

- 26 Learn More About CSS

04

INTERVIEW PREPARATION TIPS:

- Approach your interview with the right frame of mind and attitude, which is to interview to WIN (i.e. receive an offer). If you don't receive an offer, you don't have any options, decisions, or choices to make – they've been made for you.
- Learn as much about the company and position as you possibly can during the interview process.
- Don't be too aggressive and jump right into the interview; remember you're the interviewee not the interviewer and let them set the pace of the interview.
- Relax and allow yourself to answer the interviewer's questions. Always use examples to support your answers/responses.



05

PREDICTIVE INDEX



Predictive Index is an assessment that is fully approved to be incorporated into the interview process, unlike many of its competitors. Taking only a few minutes to complete, it identifies how you view yourself and how you view yourself and how you perceive others viewing you. This mirror approach is not 100% unique but its results are!

Many people who have taken multiple assessments seem to have more aha moments when they read their PI results – claiming clarity and a much better understanding of how they operate as a person. The advice that PI gives for collaboration and independent initiatives is outstanding. Companies integrating the concept of self evaluation and mindfulness around working together successfully are growing faster than companies that are trying to independently figure this out!

Below is a **list of the 17 personality types** that Predictive Index is reporting on today!

Analytical Profiles

- Altruist
- Captain
- Collaborator
- Maverick
- Persuader
- Promoter



Social Profiles

- Analyzer
- Controller
- Specialist
- Strategist
- Venturer



Stabilizing Profiles

- Adapter
- Craftsman
- Guardian
- Operator



Persistent Profiles

- Individualist
- Scholar

06

PERSONALITY & SKILL ASSESSMENTS

Beyond just the questions about you and your past work experiences, many employers are using personality and skill assessment tests to help gauge candidates using a standardized test. There is a wide range of assessment tools available to companies looking to assess potential employees, and it's helpful to be aware of the most commonly used utilities so that you can be prepared if you are asked to complete an assessment as part of the interview or screening process.

DiSC Assessment:

One of the most ubiquitous assessments on the market, this test seeks to score a candidate in four core areas: Dominance, Influence, Steadiness, and Conscientiousness. Test-takers are generally given a statement – for example, “I like to be involved in group projects” – and then are asked to give a response on a five-tier scale ranging from “Strongly Disagree” to “Strongly Agree.” This assessment provides a measure of a candidate’s personality and behavioral style.

Learn more about the test at Everything DiSC’s website.

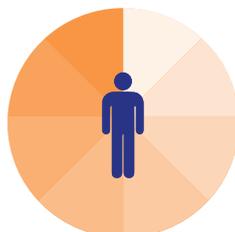
Profiles International:

One of the leading companies in providing custom-tailored assessments, Profiles International offers employers a series of pre-screening and current employee testing solutions. These assessments, such as the Step-One Survey II, Profile XT, and Profiles Sales Assessment, are designed to determine how successful a candidate would be when faced with objective scenarios or predict a test-taker’s critical behaviors and traits in job-relevant situations. **Learn**

more about the tests on Profiles International’s website.

Asher Sales Profile:

In some aspects similar to the DiSC Assessment, the Asher Sales Profile uses the Craft Personality Questionnaire (CPQ) to assess candidates in eight distinct areas: Goal Orientation, Need for Control, Social Confidence, Social Drive, Detail Orientation, Good Impression, Need to Nurture, and Skepticism. The test covers 75 questions and ranks each of the eight aspects on a scale of 1 to 100. **Learn more about the Asher Sales Profile and CPQ at Asher Strategies’ website.**



07

PERSONALITY & SKILL ASSESSMENTS CONT.

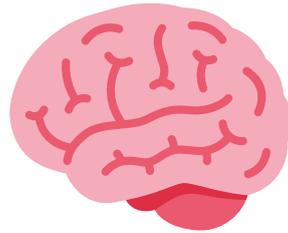
According to Meyers-Briggs.org: The purpose of the Myers-Briggs Type Indicator® (MBTI®) personality inventory is to make the theory of psychological types described by C. G. Jung understandable and useful in people's lives. The essence of the theory is that much seemingly random variation in the behavior is actually quite orderly and consistent, being due to basic differences in the ways individuals prefer to use their perception and judgment. The 16 personality types of the Myers-Briggs Type Indicator® instrument are listed here as they are often shown in what is called a "type table." All types are equal: The goal of knowing about personality type is to understand and appreciate differences between people. As all types are equal, there is no best type.

CHOOSE YOUR TYPE

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

08

EMOTIONAL INTELLIGENCE EVALUATIONS



Another assessment that has grown in popularity among interviewers is **emotional intelligence (EI)** evaluations. Unlike personality and skill assessments, these tests and questions seek to determine your overall emotional stability and attitudinal approach to different situations.

One of the most common assessments is the **TalentSmart Emotional Intelligence Appraisal**, which reports a candidate's overall EI in two core competencies. The first, Personal Competence, is measured by a combination of Self-Awareness and Self-Management. Social Competence is the second and is measured by evaluating a person's Social Awareness and Relationship Management.

People who have a **greater degree of control over their emotions** are often categorized based on their EI. For example, a person may be perceived as being a great listener if they are patient and welcoming of others' input, while great influencers are effective speakers who can help identify the strengths of others and help build their skills and expertise.

Learn more about TalentSmart's EI tests by visiting their [website](#).



09

VIDEO INTERVIEW:

“

A growing trend in interviewing is the video interview. In these interviews, many aspects are similar to a standard one-on-one interview, but the entirety of your answers to questions is recorded and often done through one of the many online web platforms like Skype or Spark Hire.

”

THE CAPTURED VIDEO CAN THEN BE

- Shared with other members of the interviewing team or panel
- Screened by the person conducting the interview and shared with decision-makers higher up in the company who will make further decisions regarding the position
- Referred to the hiring company or individual on behalf of whom the interviewer was speaking with you for their consideration



10

VIDEO INTERVIEW CONTINUED

With the ubiquity of video recording and playback devices, this option is quickly becoming one of the more popular options for interviews that are conducted in multiple stages. It allows the interviewing person(s) to further review candidates after an initial conversation and compare multiple prospective interviewees side by side to determine which candidate(s) they wish to proceed with further interviewing or hiring decisions.

In addition, like phone interviews, video interviewing allows companies to take a more cost-effective and collaborative approach to their hiring. By having candidates record their answers to employer questions, employers can have the benefit of a panel interview without the need to clear the schedules of several employees to conduct multiple interviews. Others involved in the interviewing process can review screened videos after all interviews have been conducted and weigh in with all the candidates' information available, saving companies time and money and allowing them to hire the best candidate or candidates for the job. Furthermore, multiple people can also participate in a video interview from different locations, meaning that those participating in a group interview can even do so from different offices, whether down the street, across the country or anywhere else in the world.

Last, by retaining candidate interviews on video, if another position opens and more than one individual was a good fit for the position, employers still have those candidates' interviews on file. This can allow them to later re-review the interviews and reach out to the person or persons who were not selected for the earlier opening to discuss their interest in subsequently available positions.

11

PHONE INTERVIEW

It may seem that participating in a phone interview can help to relieve the pressure that is built up in the interview process, but this is not always true. Phone interviews are looked upon as an informal means by which a candidate can get a job or advance to a second level of assessment. Unfortunately, some candidates make some of their most critical mistakes when dealing with the questions asked in a phone interview.

First of all, it is important to understand the increasing popularity of this type of interview. Some of the main factors that make phone interviews appealing for employers include:

- *Time. This is one of the biggest factors because phone interviews save the time of the interviewer as well as the person who is being interviewed.*
- *Phone interviews also help interviewers judge a potential candidate before actually inviting them into the office for an in-person interview. It serves as a great screening technique for many employers because they can concentrate on your phone presence, hear your smile and energy, and listen to your articulation of the answer to the question.*
- *It helps clarify any confusion regarding the position and its requirements before a formal interview.*
- *It allows the interviewee to discuss the position and inquire about the additional career information.*



12



PHONE INTERVIEW CONTINUED

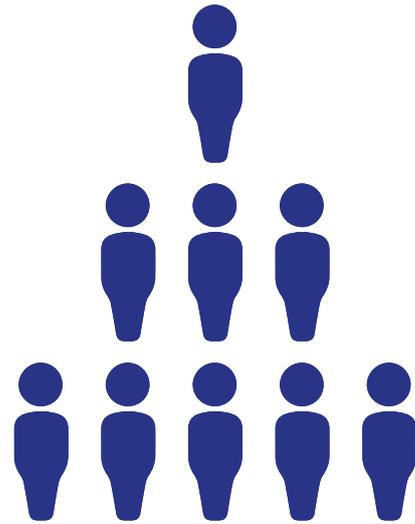
The drawback of this kind of interview is that although it caters to the immediate needs of the employers, it sometimes is not as good for the interviewee. At times, such interviews can even be bad for candidates. Poor network signal and unfavorable or noisy surroundings on the candidate's end can also cause problems during a phone interview.

SOME GREAT PHONE INTERVIEW TIPS INCLUDE:

- Make sure you are prepared 15 minutes before the phone interview, have water, your resume, list of questions, job description, and **SMILE** ready for the call.
- If you are asked to call the employer, be **2 minutes early**, never be late. You can only control yourself to make a good impression.
- Sit out of a **location** with a great phone reception so the conversation is crisp and clear. In most cases the employer will usually call you. Be flexible if they are a few minutes late.
- Standing up during the phone interview to allow your voice to carry more. You will feel more confident and think more clearly.
- Stand in front of a mirror during a phone interview to keep yourself engaged.
- **Close for next steps** at the end of the call and ask if they have any hesitations on whether they think you are a fit or not.

13

PANEL INTERVIEW



Just like phone interviews, **panel interviews** are growing increasingly popular. The need for this type of interview mainly rises from the need to **shorten the time to hire and make that critical decision faster**. The process and procedures of holding such a meeting are also modified so that all people involved in the recruitment process can meet, discuss, and take notes to compare with their peers when the final interviews have been completed.

A panel interview can be one of the most stressful of all of the different types of interviews. The **candidate is often pitched several questions from different people who have different responsibilities and backgrounds within the company**, meaning that the candidate has a tough job in pleasing all the judges in the interview panel. Relating to the interviewers can become nearly impossible in these interviews, removing the opportunity for a candidate to lighten the mood or find a comfortable balance in their answers.



14



PANEL INTERVIEW PREP

- **Prepare a cheat sheet** to bring with you as part of your preparations. This sheet should contain the highlights of all the different things that you want to mention in your interview. It should mainly focus on your key assets and your strengths – the things that make you stand out differentiate you from other candidates. Remember that when asked to mention your key elements don't write an essay on it: just give an outline on what needs to be mentioned and fill in with details as it relates to the questions asked.
- It is a known truth that people like hearing their name during a conversation. When you arrive for a panel-type interview, remember to pay attention to each interviewer's name. **Take note of who's who and refer to each person by name** during your conversation and while asking or answering questions.
- During your interview, the panel of interviewers may mention things that may be worth remembering, so be sure to **always carry a note pad with you to jot down important facts or figures**. Taking notes of details mentioned by the interviewers will make them feel important while also giving a visual impression of you as a responsible and careful person.
- **Making proper eye contact** is considered to be important in an interview, but a panel interview has more complexity than a face-to-face conversation between two individuals. In these group situations, the candidate has to be much more careful to strike a balance between looking only at the person actively asking questions and also casting glances at each person. When someone asks you a question, don't just stare at them while answering: you must make more eye contact with the person who asked you the question, but you should also look at other people in the panel while giving your answer, especially if any aspect of your response relates to questions asked by others earlier in the process.

15

LUNCH INTERVIEW

Many employers select this method of interview to **assess how you will interact in social settings**. These interviews may happen at a lunch destination or may just be done over food at the employer's office. This kind of interview is often set up if both parties are friends or former colleagues, but **typically a candidate may be invited to a lunch interview as a final test before extending an invitation for employment to the selected candidate.**

However, there is a disadvantage when it comes to confidence in this setting. **Some people get nervous when people watching them eat.** A confident eater knows that they can handle all sorts of situations over a meal, and if there is a mess, simply grabbing a napkin and clearing it off can handle any temporary awkwardness. However, a nervous person may find it difficult to concentrate on anything else other than the dining experience, which can distract the candidate from responding and engaging fully during the mealtime discussion.



16

WHILE ON A LUNCH INTERVIEW

While on a lunch interview, take extra care of **how you handle food** and the finer nuances of dining as this may reflect your personality and style. You may need some practice for this beforehand, but **these helpful tips from Contemporary Staffing Solutions can aid you in having a successful lunch interview:**

- Order **something simple to eat**, like a salad. You can use a fork and take small bites.
- Try to avoid having anything other than water that can spill. More importantly, remember to **never order or suggest any kind of alcoholic beverages** – even if the person interviewing you does.
- Try to order a similar dish as your interviewer. **This puts the two of you on a relatable level** and should ensure that you have a similar waiting period between ordering and eating.
- Always **wipe your mouth using a napkin** and try to avoid eating anything that could get stuck in your teeth, like wings or ribs.
- Be careful to **not use your fingers** while eating and avoid sandwiches or finger foods.

Commonly, **the company pays** for the lunch during these mealtime interviews, but if you are invited to such an interview, **be sure to bring enough money to pay for both your and your interviewer's meal** – along with the tip. **Thank your interviewer with a firm handshake** after the lunch. Many times, people do not send a “thank you” note after the lunch interviews. This is an opportunity for you – make yourself stand out from the rest of the candidates and **send out a “thank you” note or email.**

17

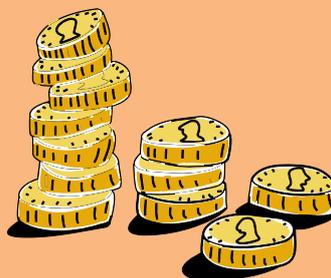
PERFORMANCE-BASED INTERVIEWS

Another increasingly common style of interviewing is **performance-based interviews**. Closely related in style to behavioral interviewing, performance-based interviews seek to elicit more tangible cause-and-effect style responses that showcase achievements and results rather than attitude and traits. With this style of interview, you should be prepared to highlight successes from previous positions with concrete and tangible results.

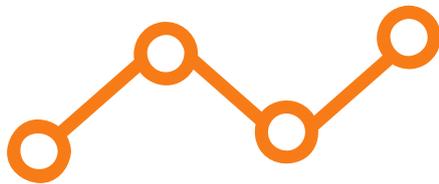


For example, if interviewing for a sales position, an interviewer may ask you to give an example of a time when you hit a high sales goal or made a suggestion that resulted in increased sales. When answering, you should keep in mind the **“S-A-R” methodology of behavioral interviewing**, but focus more on how your actions benefited the company.

Employers love to see candidates who have not only shown success in the past, but also have the **initiative and drive** to achieve those results consistently. Framing your responses to highlight your ability to identify opportunities and attain positive outcomes will show the interviewer that you’re well qualified to not only succeed in the position, but to also help the company achieve their goals.



18



TOP GRADING FOR TOP PERFORMERS

As in any competition, whether it's a sports rivalry, an academic contest or a job interview, the goal is to come out on top and win. Unlike the former two, where having more points on the scoreboard is the clear indication of your level of success, interviews are far more abstract and require a different approach. **So how do you “score points” in interviews?**

Unfortunately, there is no definitive rule that holds true 100% of the time. Whereas a competition has clearly defined rules to govern success, interviews require that you perform well, effectively convey your abilities and merits, and build a case on your past experiences to show that you are the most qualified candidate for the job. **Beyond preparing a powerful and compelling resume and wearing formal attire, success in an interview relies mostly on you – your successes, your experience, your knowledge, your story.**



19

TOP GRADING FOR TOP PERFORMERS CONT.

“

When assessing candidates, most interviewers are looking for an “A” player – someone who not only looks good on paper, but offers a track record of success at setting and achieving goals, working with others, increasing productivity or achieving sales, and more. As interviewers work to find the best talent, you may hear questions during an interview that are designed to get a better look at your current or past achievements and ability to work as part of a cohesive group.

”

SOME EXAMPLES INCLUDE

- Who did you report to at your company and what do you think of them professionally?
- What would your manager say about you and what do you think they think of you professionally?
- How would you describe the team you're working with and what do you think of them professionally?
- How would your team describe you and what do you think they think of you professionally?



All of these questions are designed to have you look in the mirror and consider how your current experiences have helped you to grow and develop as a skilled employee as well as how your team has grown with you and how you have helped them, in turn, become a **more productive and efficient group.**

Recognizing feedback and lessons learned from your current team members and managers – both positive and negative aspects that you have seen and learned from – shows that you are a highly capable and adaptable candidate who can identify opportunities and succeed as a part of a team, **which is exactly the kind of A player that the interviewer should want to join their organization.**

20



BEHAVIORAL INTERVIEWING

A style of interviewing that is becoming more and more popular with employers is known as the behavioral interview method. While this interviewing model has been around for several decades, it is only within the past few years that many companies have incorporated aspects of this style into their interviewing process.

Behavioral interviewing focuses primarily on asking questions that are related to the job within the scope of a candidate's experiences, knowledge, skills, and abilities. The underlying rationale is clear – past experiences and behaviors are predictive of future performance and capabilities. Thus, by asking questions that are framed to have the candidate support their answer through real-life examples, interviewers can glean a more relevant impression of the candidate and how they might perform in the position.

When preparing for any interview, you should think about your previous work and educational experiences and recall specific examples that could provide good insight or help to highlight your skills, knowledge and expertise.



21

ABOUT BEHAVIORAL INTERVIEW QUESTIONS



With so many different aspects to consider, it can seem hard to prepare for any question that might be asked. However, many of your past experiences can illustrate more than one of the traits listed above. **As long as you are confident in yourself and your abilities**, you should have no problem relating your past experiences to hypothetical situations that you may be asked about.

To help you further prepare, the team at Contemporary Staffing Solutions offers the following information about **behavioral interview questions** that can help you to provide the most relevant and insightful answers.

- Many behavioral interview questions will be framed with “Tell me about a time...” or “Give me an example of...”
- When giving your response, the best way to frame it is using “S-A-R,” which is a convenient mnemonic device to remember **“Situation (or Task)-Action-Result (or Outcome).”**
 - **Situation:** Tell the interviewer about the situation that you faced
 - **Action:** Explain the action(s) that you took to resolve the situation
 - **Result:** Describe the results of your actions and what you learned or gained
- **Stay positive in your responses and avoid disparaging your previous employer or supervisors.**
- You can also use your response to help illustrate your humility or ability to learn from situations. For example, you may be asked if you faced a situation and your action did not result in the best result. Use your example to show what you learned from that instance and how it helped improve your abilities and knowledge.

22

SAMPLE BEHAVIORAL INTERVIEW QUESTIONS

“Describe a situation in which you were able to use persuasion convince someone to see things your way.”

1. Describe a time when you were faced with a stressful situation that demonstrated your coping skills.
2. Give me a specific example of a time when you used good judgment and logic in solving a problem.
3. Give me an example of a time when you set a goal and were able to meet or achieve it.
4. Tell me about a time when you had to use your presentation skills to influence someone's opinion.
5. Give me a specific example of a time when you had to conform to a policy with which you did not agree.
6. Please discuss an important written document you were required to complete.
7. Tell me about a time when you had to go above and beyond the call of duty in order to get a job done.
8. Tell me about a time when you had too many things to do and you were required to prioritize your tasks.
9. Give me an example of a time when you had to make a split second decision.
10. What is your typical way of dealing with conflict? Give me an example.
11. Tell me about a time you were able to successfully deal with another person even when that individual may not have personally liked you (or vice versa).
12. Tell me about a difficult decision you've made in the last year.
13. Give me an example of a time when something you tried to accomplish and failed.
14. Give me an example of when you showed initiative and took the lead.
15. Tell me about a recent situation in which you had to deal with a very upset customer or co-worker.
16. Give me an example of a time when you motivated others.
17. Tell me about a time when you delegated a project effectively.
18. Give me an example of a time when you used your fact-finding skills to solve a problem.
19. Tell me about a time when you missed an obvious solution to a problem.
20. Describe a time when you anticipated potential problems and developed preventive measures.
21. Tell me about a time when you were forced to make an unpopular decision.
22. Describe a time when you set your sights too high (or too low).

23

SAMPLE INTERVIEW MAP



1. Rapport

Future Employer Says...

How is.....?

Future Employee Says...

- *Great!say something that is short but connects*
- *Thanks for being flexible with my interview date & time!*

2. Premise Statement

The interviewer is in control; you should look for their agenda and have the ability to navigate through the agenda and respond to it.

2. **Passion** – smile through the phone! ENERGY!

3. **Qualities** of YOU...

- Good for the culture
- Hard worker – smart worker
- Dependable
- On time
- Flexible
- Changing priorities FAST is easy for me

4. Pause when you are answering a question – they may have heard enough!

5. **Questions** from you – prepare some – this is critical and very custom to the opportunity (3 minimum).

6. **Close the deal!!!**

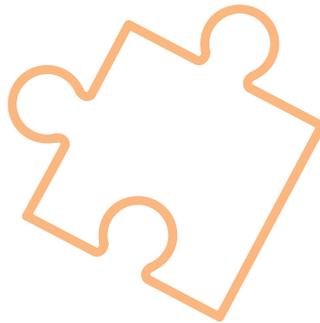
- Do you have any concerns?
- Would you recommend me?
- What are the next steps?

24

SAMPLE INTERVIEW QUESTIONS - GENERIC

1. CUSTOMER FOCUS

- Tell us about a time when you were faced with a challenging customer situation.
- Tell us about a time when you exceeded a customer's expectation. Describe a situation where you were proactive in addressing a customer's needs.



2. PROBLEM SOLVING

- Tell us about a situation when a customer identified a difficult problem and you were able to successfully solve it for the customer.
- Tell us about a time when you had to solve or overcome a particularly difficult problem.
- Tell us about a time when it was necessary for you to learn something in a condensed period of time. What did you do?
- Can you tell us about a time when you recommended an improvement in a process or workflow? What was the outcome?
- Tell us about a time when you were faced with an unfamiliar request and needed to rely on the tools or systems to find the answer.

25

SAMPLE INTERVIEW QUESTIONS - CONT.

3. INTERPERSONAL/TEAM MEMBER

- Tell us about a time when you participated on a team. What made the team successful or unsuccessful?
- Can you tell us about a time when you recommended an improvement in a process or workflow? What was the outcome?
- Describe a situation where you helped a group reach consensus.
- Describe a situation where conflict among participants prevented progress on a project or activity and you were a key contributor to resolve the conflict. What did you do?
- Tell us about a time when you observed someone doing something that was inappropriate. What did you do?
- Describe a situation when you took a course of action that was contrary to your manager's expectations. What was the course of action?
- Tell us about a time when you had a disagreement with your immediate supervisor.

4. VALUES

- If we were to ask your current supervisor to describe your strengths, what would he/she say?
- If we were to ask your current supervisor to describe your weaknesses, what would he/she say?
- If we were to ask your current supervisor to describe your attendance, what would he/she say?
- What hours are you looking for? If we cannot guarantee 8-4 or 9-5, do you have flexibility?

ABOUT CSS (CONTEMPORARY STAFFING SOLUTIONS)

Contemporary Staffing Solutions (CSS) is a company that exudes unwavering results with urgency, honesty, and integrity. CSS has been a leading provider of contract, temporary, and direct hire solutions.

- Nationally supporting Salesforce Projects & Managed Services and staffing solutions with a focus in **Accounting & Finance, Human Resources, Sales & Marketing, Information Technology, Salesforce, and Call Center & Office.**
- Everyone at CSS operates with pro-active pipelines, the highest business ethics, a winning spirit in our approach, and a team-oriented workflow with real cross-training. The CSS team coaches you with current business intelligence so that we can timely deliver solutions to meet your expectations. Our testimonials on our website tell the story from our clients and candidates—check them out!
- We post jobs daily, view and apply at ContemporaryStaffing.com



ContemporaryStaffing.com