



Johnson  
Cornell  
SC Johnson College of Business

# Behavioral Interviewing

January 24, 2019

Ellis Chase, Consultant, EMBA and Alumni Career Development



# Agenda

- Interviewing mindset
- Proving your points (CARs)
- Pitch
- Opening and Closing
- Answering the big questions
- Following up

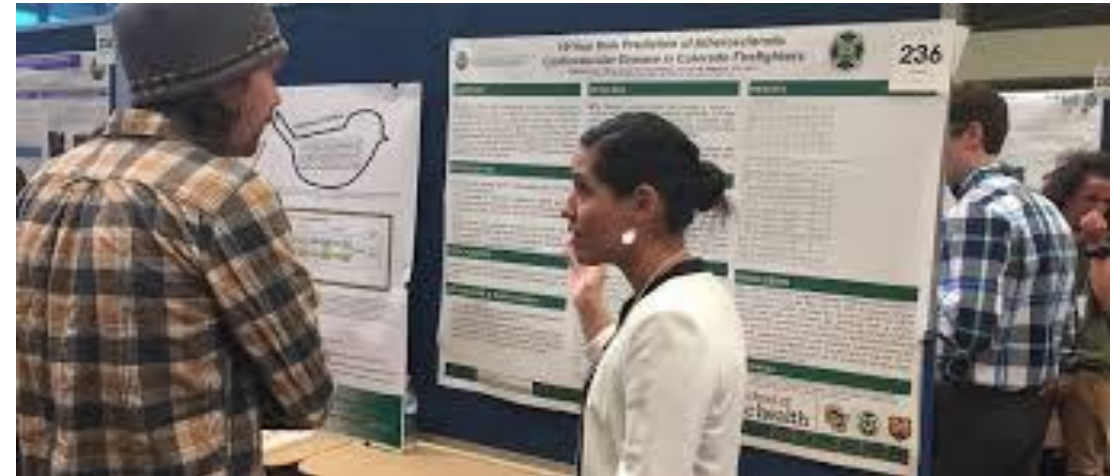
# It's a Conversation, Not a Test

- Have a plan
- **YOU** control half of the interview



# Research the Company

- Brand
- Competitors
- Strategies for growth
- Current events
- Culture, values, and people



# Know Your Skills

- ☒ Analytical
- ☒ Leadership
- ☒ Project management
- ☒ Client management
- ☒ Interpersonal
- ☒ Etc. (be specific!)

# Know Your Skills

NOT these skills for examples...

- ☒ Interpersonal
- ☒ Leadership
- ☒ Analytical
- ☒ Problem solving
- ☒ Team player (the worst!)

# Know Your Skills

THESE skills!

- ☑ Client relationship management
- ☑ Negotiating/building partnerships
- ☑ Competitive and strategic analysis
- ☑ Generating and presenting new solutions

Where? Current job, previous jobs, Johnson, outside work

# WAR STORIES (or CARS)

Context, Action, Results





# Developing Your CARs

- **CONTEXT:** Set the context
  - Keep it brief.
- **ACTION:** Describe the action you took
  - Use the “I” word.
- **RESULT:** What happened as a result?
  - If possible, quantify the result.

...Preparation for the interview



# The First Five Minutes

- Body language
- Handshake
- Eye contact
- Small talk
- Energy/passion
- Opening pitch



# Your Opening Pitch

First question may be:

- Tell me about yourself.
- Walk me through your resume.
- So, why this position?

# The Steps of a Pitch

**5. Summation**

**4. Settings/history**

**3. Unique/unusual selling proposition**

**2. Two or three skills/experiences**

**1. Label/positioning statement**

# Basic Interview Questions

1. Tell me about yourself (pitch).
2. Why are you looking for a job? Why did you leave your last one?
3. (a) Why should we hire you (CARS)? (b) What are your weaknesses?
4. Where do you see yourself in five years?
5. What are your salary expectations?



# Basic Interview Questions: SUBTEXT

“Why did you leave your last job?”

- Thou shalt not trash thy former employer.
- Have a plan.



# Basic Interview Questions: SUBTEXT

“Why should we hire you?”

- Use CARs; illustrate.
- Art of the segue.



# Basic Interview Questions: SUBTEXT

“What are your weaknesses?”

- Don't shoot yourself in the foot.
- Show that you have addressed the problem.





# Basic Interview Questions: SUBTEXT

“Where do you see yourself in five years?”

- It isn't “What do you want to be when you grow up?”
- Career direction/a well thought out plan.
- Don't use the firm to train you for the future.



# Basic Interview Questions: SUBTEXT

“What are your salary expectations?”

- Know your bottom number.
- Negotiation begins the minute money is mentioned.

→ **Don't delay this conversation.**



# Active Listening/Consultative Selling



# Asking the Right Questions

- Reflect your research
- One about strategy
- One about current events



# The Last 30 Seconds

Reiterate why they should hire you.



# Following Up

- Respond promptly, within 24 hours.
- Add new information – this is marketing.
- Reiterate key points – again, marketing.
- Keep communication open.



# Q & A / Additional Resources

- **Alumni Career Resources**

<https://www.johnson.cornell.edu/Alumni/Career-Services>

- **Alumni Directory**

<https://cornellconnect.cornell.edu/>

- **Quick Guide for Effective Interviewing**

<https://tinyurl.com/interviewingquickguide>



Johnson  
Cornell  
SC Johnson College of Business

