



CLAREMONT
MCKENNA
—COLLEGE—

Interview Training

The Company's Agenda

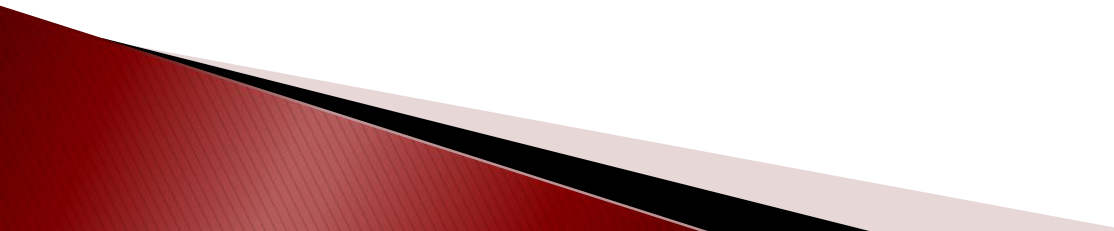
Can you do the job?

Do you want/genuinely like the job?

Will you do the job (right?) (own it?)?

Will you fit in/Do I like you?

The Applicant's Agenda

- ▶ *Can you do the job?*
 - ▶ *Does the job motivate you?*
 - ▶ *Will you learn and be mentored?*
 - ▶ *Will this organization fit you and your goals?*
- 

Matrix of Questions

Introduction	Tell me about yourself	Why you are interested in the role?	What do you know/why are you interested in this company?
Evaluation (Analytical & Fit)	Functional Questions	Behavioural	Hobbies & Interests
	Strengths	Weaknesses	Vision
Closure	Anything left out?	Questions/Interest	Close

S.T.A.R. Answers

▶ S–Situation

- Background necessary to showcase your work; provide context

▶ T –Task

- The goal or main tasks of your work, include challenges, constraints and expectations

▶ A –Actions

- Specifically, what did you do? How? What tools? Use “I” and “We” statements

▶ R –Results

- Accomplishments, lessons learned, recognition, savings, etc. Quantify

This approach conveys perspective and organization

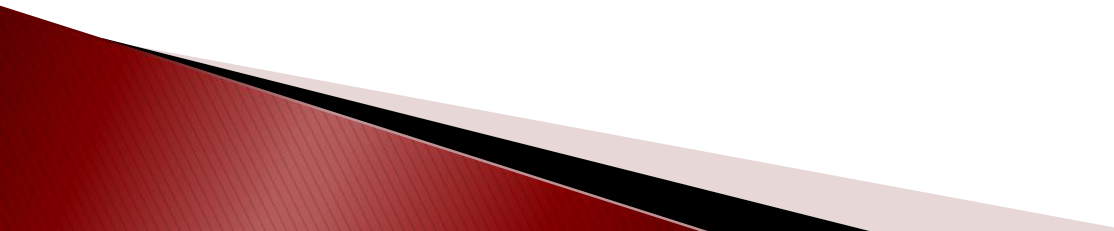


S.T.A.R. Response

▶ *Tell me about your work with The College Review*

- **Situation:** The College Review is a weekly campus paper that has an audience of about 1000 readers. Advertising revenue was falling and large numbers of long-term advertisers were not renewing contracts
- **Task:** My goal was a 15% increase in advertisers from the previous year
- **Action:** I designed a new promotional packet to go with the rate sheet and compared the benefits of The Review circulation with other ad media in the area. I also set-up a special training session for the account executives with an Economics professor who discussed competitive selling strategies.
- **Result:** We signed contracts with 15 former advertisers for daily ads and five for special supplements. We increased our new advertisers by 20 percent over the same period last year.

S.T.A.R. Response Example

- ▶ *Have you ever had to define yourself in the midst of criticism, and did you succeed?*
 - ▶ *Example: Manager at SOURCE*
- 

S.T.A.R. Response

▶ *Situation*

- ▶ “SOURCE is a student run nonprofit consulting organization that brings strategic thinking and results-oriented analysis to local nonprofits to make a positive impact on the Claremont area. There are approximately 30 students involved in the organization and we have worked with Claremont After School Programs, the Claremont Museum of Art, and Crossroads.”

S.T.A.R. Response

▶ *TASK*

- ▶ “The Friends of the Library are a devoted group of 300+ community members who pay yearly dues to help support the library. However, the chief source of revenue for FOL is the sale of books that are donated by community members. FOL needs more people at these book sales, so our job was to research, analyze and provide solutions for this problem.”

S.T.A.R. Response

▶ *Action*

- ▶ “My team of 4 set up a meeting time. We decided that we needed to learn more about the books sales, including who currently attends, what books/materials are offered, when then are held, and information regarding historical attendance. As a result, I was assigned the responsibility for gathering information on historical attendance.
- ▶ In the initial email to FOL, my four team members coordinated the information that we were seeking. Because I knew that the group had not kept meticulous records, I asked for a meeting with the Book Sales Team. After an introduction, I outlined my goals with the team and we set up a time to meet where they would bring all of their records.
- ▶ Once we met, with the help of the Book Sales Team, we tallied the number of purchases at each book sale, which resulted in an average of 107 visitors. I thanked the team for their assistance and then began to crunch numbers. I also plotted the fluctuations on multiple graphs, representing time of year, time of day, variance in purchases, etc.
- ▶ The next week, when my SOURCE group met, I informally presented my data and conclusion, which was that _____
- ▶ Next, _____

S.T.A.R. Response

▶ *Result*

- ▶ “As a result of my contribution to the team, SOURCE was able to increase the attendance at the average book sale by over 30%.

Matrix of Questions

Introduction	Tell me about yourself	Why you are interested in the role?	What do you know/why are you interested in this company?
Evaluation (Analytical & Fit)	Functional Questions	Behavioural	Hobbies & Interests
	Strengths	Weaknesses	Vision
Closure	Anything left out?	Questions	Close

Managing the Introduction

- ▶ **Introduction Goal**
 - Applicant responsible
 - Take control!
 - What do you want them to know?
- ▶ **Try to start the conversation before the interview questions begin!**
 - Look around the room
- ▶ **Mirroring**

Managing the Introduction

- ▶ **Tell me about yourself**
 - Focus on themes (brand)
 - Inquisitive, problem solver, open-minded
 - These can change depending on the firm/position
 - Chronological
 - Focus on what you learned from specific experiences
 - How are you unique?
 - Customize to position/firm
 - Tell them what you want them to know!

- ▶ **Why are you interested in this role/working for this firm?**
 - Research – talk with those in the role, alumni, Vault, other guides
 - Be specific regarding responsibilities, culture, etc.
 - Customize to position/firm

Matrix of Questions

Introduction	Tell me about yourself	Why you are interested in the role?	What do you know/why are you interested in this company?
Evaluation (Analytical & Fit)	Functional Questions	Behavioural	Hobbies & Interests
	Strengths	Weaknesses	Vision
Closure	Anything left out?	Questions	Close

Surviving the Evaluation

▶ Prepare

- 5–7 examples that you have written out
- 2 negative
- Cross-section of experience (academic, work, team, social, etc.)

▶ Functional Questions

- Specific to the role – writing, climbing a learning curve, analytics
- Practice!
- Guides
- Try to answer – do not give up!

▶ Behavioral

- Research position and firm – teamwork, challenge response, etc.
- Mirroring
- “Tell me about a time when...”

▶ Hobbies & Interests

- Plans for the weekend
- True passion for _____
- Current events

Surviving the Evaluation (cont'd)

▶ Strengths

- Three
- NOT “I work too hard” or “I am a perfectionist”
- Supervisors have told me I am “...”

▶ Weaknesses

- Two
- Do not refer to multiple weaknesses in an attempt to appear humble
- Always end by how you are addressing them

▶ Vision/Future

- Plans for the future (can be customized)
- What you hope to contribute once you have the skills

Example Using S.T.A.R

- ▶ Tell me about a weakness
 - “Each year, the economics department hosts a college-wide case competition focused on business ethics with a \$5000 prize. In my sophomore year, along with three other colleagues, I participated and received feedback from the judges that I come across as rather shy. Although my performance was favorably rated, we came in 2nd out of 20 teams, I learned that I need to build up my assertiveness.
 - For this reason, I conducted some research and found a local Toast Master’s chapter. Twice a month, I attend TM meetings and gave a presentation on an assigned topic. The practice of presenting, coupled with the feedback from the TM chapter, allowed me to focus on my volume, eye-contact, and sticking to my message.” Additionally, I devised a system whereby I force myself to ask three questions per week in my classes. Although I am still learning, I was recently complimented on my thesis defense performance of my university endowment policy research.



Matrix of Questions

Introduction	Tell me about yourself	Why you are interested in the role?	What do you know/why are you interested in this company?
Evaluation (Analytical & Fit)	Functional Questions	Behavioural	Hobbies & Interests
	Strengths	Weaknesses	Vision
Closure	Anything left out?	Questions	Close

Closing the Deal

▶ Oversight

- If anything great or important about you was missed, now is the time to weave it into the discussion

▶ Questions

- Five
- Basic (how is work assigned, typical team structure)
- Advanced (current events related)
- Do NOT show off!



A Few Final Thoughts

- ▶ Do not go there hungry! You need brain fuel!
- ▶ Get there early – plan to arrive at least 30 minutes before interview time
- ▶ Use restroom at the start if necessary
- ▶ Do not sell yourself–*present*– you are a valuable resource!
- ▶ Check in with headlines and markets day of
- ▶ Stay humble, enthusiastic and “in the game”
 - Remember names of interviewers