Interviewing for Academic and Non-Academic Careers

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The Basics

- Purpose of an interview is to explain your resume or CV, demonstrate that you have the necessary skills for the position and for the work environment, and determine “fit” within the company or organization- from both sides (the employer and the potential employee- YOU)

- Types of interviews
  - In-person interviews
  - Phone interviews
  - Skype interviews

- Types of Interview questions
  - Structured interview
  - Open ended questions
  - Behavioral interview questions
Interview Preparation

- Do your research - about the organization, the people, and the position
- Clean up your social media profiles (if necessary - see next slide)
- Know how to answer “why are you interested in this position?”
- Prepare and practice
- Determine what you still want to know about the job and the organization
- Plan what you will wear and get plenty of rest the night before
- Leave early to arrive a bit early
Does your organization use the Internet in any way to look up job candidates on social networking sites (e.g., Facebook, MySpace, Twitter, etc.) before inviting them for an interview?

Source: SHRM Poll, 9/15/2009 © SHRM 2009
If a job candidate’s social networking profile or tweets showed evidence of unprofessional behavior—for example, drunken party photos, sexually suggestive content, indiscreet comments about a former employer or boss—to what extent would you be less likely to hire the candidate?

- **Not at all less likely**—that’s his/her personal life: 14%
- **Somewhat less likely**: 45%
- **A lot less likely**—it tells a lot about him/her as a person: 41%

*n = 442

Source: SHRM Poll, 9/15/2009 © SHRM 2009
Interview Preparation pt. 2

- Do not bring your cell phone or ensure it is turned OFF, no gum, watch flashy jewelry or visible tattoos
  - Know your audience and what you are applying for; if you are aware of the culture by doing your research ahead of time, this kind of preparation will be easier. Always best to err on the side of conservative with these things
- Be on time, smile, eye contact, shake hands firmly, greet everyone with professionalism
During the interview

- Be on time, smile, eye contact, shake hands firmly, greet everyone with professionalism
- Take your time, it’s okay to take a breath or a moment to collect your thoughts before answering
- Give examples, but be aware of what you are communicating through those examples (i.e. watch negativity about past positions or supervisors)
- Listen carefully
- Be mindful of your tone and body language
- Be clear and concise; don’t ramble
- Ask questions for clarification if needed, and always have questions prepared for the interview team (or each interview team if there are several interviews in one day)
During the interview pt. 2

Skype
- Be on time, smile, eye contact, shake hands firmly, greet everyone with professionalism
- Take your time, it’s okay to take a breath or a moment to collect your thoughts before answering

Phone
- Give examples, but be aware of what you are communicating through those examples (i.e. watch negativity about past positions or supervisors)
- Listen carefully
- Be mindful of your tone and body language
- Be clear and concise; don’t ramble
- Ask questions for clarification if needed, and always have questions prepared for the interview team (or each interview team if there are several interviews in one day)

Conference – common for faculty positions
Campus Visits – standard for university jobs
Generally speaking, how long does it take you to make the NOT-to-hire decision when you meet with a job candidate for an interview?

- **Under 1 minute**: 5%
- **Around 5 minutes**: 28%
- **Around 15 minutes**: 30%
- **Around 30 minutes or longer**: 15%
- **N/A – I usually don't make the not-to-hire decision during the interview**: 22%

*Source: SHRM Poll, 9/15/2009 © SHRM 2009*
Conference Interviews

- Very Important for International Candidates!— of debatable importance for domestic candidates...
  - Try to limit the number of interviews you take to under 30.
  - Be punctual--- even if it looks like they are busy, approach the table at your scheduled time and let them know you are ready to interview when they are ready to have you.
  - Bring folders (business card, vita, dissertation abstract) to each interview.
  - Do research on each university, department, and at least the research backgrounds of your interviewers.
  - Ask questions! Express interest in the school and your future colleagues.

- Be seen: network as much as possible! Be collegial with other candidates- they may share information and job leads.
  - When you are a job candidate at Academy, you are always “on”— someone “important” is always watching!
Campus Visits

Typically a 2-day interview process in US.
- Many 30-minute meetings with individual management faculty members.
- Maybe teach a class.
- Job talk (typically 1 hour)
- Several breakfasts, lunches, dinners, parties.
- Real estate tour.

Again:
- It’s critical to thoroughly research the school, the programs, and potential colleagues at school.
- Remember to come equipped with several questions to ask! (research support, summer support, students, class size, # of preps, teaching load, grant funding, …)
Generally speaking, if a job candidate exhibited the following behaviors/characteristics during the job application process, how detrimental would these behaviors/characteristics be to getting the job?

<table>
<thead>
<tr>
<th>The applicant</th>
<th>A Major Problem/ a Deal Breaker</th>
<th>Somewhat of a Problem</th>
<th>Not a Problem</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is dressed too provocatively</td>
<td>67%</td>
<td>28%</td>
<td>5%</td>
</tr>
<tr>
<td>Has typos or grammatical errors in cover letter and/or resume</td>
<td>58%</td>
<td>41%</td>
<td>1%</td>
</tr>
<tr>
<td>Is late for the interview</td>
<td>58%</td>
<td>39%</td>
<td>3%</td>
</tr>
<tr>
<td>Talks negatively about a previous supervisor/boss</td>
<td>49%</td>
<td>46%</td>
<td>5%</td>
</tr>
<tr>
<td>Talks negatively about a previous job/internship</td>
<td>42%</td>
<td>53%</td>
<td>5%</td>
</tr>
<tr>
<td>The applicant’s cell phone rings during the interview</td>
<td>40%</td>
<td>51%</td>
<td>9%</td>
</tr>
<tr>
<td>Brings food or drink to the interview (e.g., water, coffee, snack)</td>
<td>31%</td>
<td>48%</td>
<td>21%</td>
</tr>
<tr>
<td>Is dressed too casually</td>
<td>27%</td>
<td>68%</td>
<td>5%</td>
</tr>
</tbody>
</table>

Source: SHRM Poll, 9/15/2009 © SHRM 2009
Generally speaking, if a job candidate exhibited the following behaviors/characteristics during the job application process, how detrimental would these behaviors/characteristics be to getting the job? (continued)

<table>
<thead>
<tr>
<th>The applicant</th>
<th>A Major Problem/ a Deal Breaker</th>
<th>Somewhat of a Problem</th>
<th>Not a Problem</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is overly casual/familiar (i.e., speaks casually, as if talking to friends)</td>
<td>18%</td>
<td>65%</td>
<td>17%</td>
</tr>
<tr>
<td>Asks about vacation time or sick time prematurely</td>
<td>15%</td>
<td>54%</td>
<td>31%</td>
</tr>
<tr>
<td>Asks about work hours prematurely</td>
<td>7%</td>
<td>35%</td>
<td>58%</td>
</tr>
<tr>
<td>Has an e-mail &quot;handle&quot; (e-mail address) that is other than some version of his/her name (e.g., <a href="mailto:smileyface@yahoo.com">smileyface@yahoo.com</a>)</td>
<td>5%</td>
<td>48%</td>
<td>47%</td>
</tr>
<tr>
<td>Doesn’t send a written (via e-mail or regular mail) thank-you note after the interview</td>
<td>5%</td>
<td>31%</td>
<td>64%</td>
</tr>
<tr>
<td>Drops names in cover letter, resume and/or during the interview</td>
<td>3%</td>
<td>54%</td>
<td>43%</td>
</tr>
<tr>
<td>Arrives more than 10 minutes early for the interview</td>
<td>1%</td>
<td>14%</td>
<td>85%</td>
</tr>
</tbody>
</table>

Source: SHRM Poll, 9/15/2009 © SHRM 2009
Which of the following characteristics/behaviors make a job candidate stand out MOST POSITIVELY during the job interview process? (select top two options only)

- Skills directly applicable to the job: 56%
- A “good fit” with other team members/organization: 42%
- Professionalism/work ethic: 32%
- Passion/drive for the job: 20%
- Personable/people skills: 14%
- Performed very well during the interview: 8%
- Very knowledgeable about company: 7%
- Very knowledgeable about industry: 7%
- Flexibility/adaptability: 6%
- Education directly applicable to the job: 5%
- Other: 2%

n = 468
Note: Percentages do not total 100% as respondents were allowed multiple choices.

Source: SHRM Poll, 9/15/2009 © SHRM 2009
After considering the objective qualifications of a job candidate (education, skills, experience, etc.), approximately what percentage of the final decision to HIRE is based on “chemistry”? 

- About 75% or more: 15%
- About 50%: 39%
- About 25%: 36%
- About 10% or less: 10%

Source: SHRM Poll, 9/15/2009 © SHRM 2009
Example Questions

- Tell me about a time when you dealt with conflict with a colleague in your work environment.
- Give an example of when you have been part of a successful team, what made it successful and what role did you play in that success?
- Describe some of your strengths/areas of challenge?
- What do you know about the company/organization and why do you want to work here?
- What is your leadership/management style?
- Talk about a time when you were frustrated with a project and how you handled it.
- What questions do you have for us? (ALWAYS have 1 or 2)
Example Questions to ask them

- Can you tell me a bit about what you really enjoy working here and what some of the challenges may be?
- Is there anything else you need to know about me that I can address for you to make an informed decision?
- What kinds of professional development are provided or encouraged?
- Can you talk about opportunities for collaboration with colleagues or other departments?
- What would you say are the challenges of this position?
- What do you have coming up within the organization that you are excited about?
- What might I expect in a typical day?
- How does this organization evaluate success?
- When might I expect to hear something about next steps?
Generally speaking, when is the right time for a job applicant to bring up salary, if not prompted by the interviewer?

- During the interview—but only if asked by the interviewer (39%)
- After the interview, during follow-up (30%)
- During the interview—the job candidate should bring it up (15%)
- After the job is offered to him/her (12%)
- In a cover letter and/or resume (5%)

n = 459
Note: Percentages do not total 100% due to rounding.

Source: SHRM Poll, 9/15/2009 © SHRM 2009
After the Interview

- Ask about next steps
- Remind them that you want the position (but don’t overdo it - see next slide)
- Follow-up
  - Send a thank you note that expresses sincere thanks and reminds of your interest
  - Depending on how long it takes it is okay to follow-up to ask about the status of their search process after a couple of weeks
- Learn from the experience - whether or not you get the position. Reflect.
If you were to give interviewing advice to a job candidate, which of the following statements would you suggest that he or she NOT use in an interview? (select top two only)

- This is my dream job
- I think outside the box
- I’m results-oriented
- I’m a team player
- I’m a people person
- I take initiative, a self-starter
- Other

Source: SHRM Poll, 9/15/2009 © SHRM 2009

n = 468
Note: Percentages do not total 100% as respondents were allowed multiple choices.
After an interview, what is the optimal way for a job candidate to send a “thank-you” note?

- Via email: 50%
- Via regular mail: 28%
- Via email first, followed by regular mail: 17%
- Other: 5%

\[n = 457\]

Source: SHRM Poll, 9/15/2009 © SHRM 2009
How often should a job candidate call/e-mail to check on the status of the job opening for which he or she interviewed?

- Once: 33%
- Once a week: 43%
- Every few days: 3%
- As instructed by interviewer: 5%
- Never: 5%
- Other: 11%

$n = 457$

Source: SHRM Poll, 9/15/2009 © SHRM 2009
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Any Questions?
# Demographics: Organization Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health care, social assistance (e.g., nursing homes, EAP providers)</td>
<td>16%</td>
</tr>
<tr>
<td>Services—professional, scientific, technical, legal, engineering</td>
<td>14%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>9%</td>
</tr>
<tr>
<td>Financial services (e.g., banking)</td>
<td>7%</td>
</tr>
<tr>
<td>Government/public administration—federal, state/local, tribal</td>
<td>7%</td>
</tr>
<tr>
<td>Consulting</td>
<td>6%</td>
</tr>
<tr>
<td>Educational services/education</td>
<td>5%</td>
</tr>
<tr>
<td>Other services (e.g., nonprofit, church/religious organizations)</td>
<td>5%</td>
</tr>
<tr>
<td>Retail/wholesale trade</td>
<td>5%</td>
</tr>
<tr>
<td>Services—accommodation, food and drinking places</td>
<td>4%</td>
</tr>
<tr>
<td>High-tech</td>
<td>4%</td>
</tr>
<tr>
<td>Insurance</td>
<td>3%</td>
</tr>
<tr>
<td>Utilities</td>
<td>3%</td>
</tr>
<tr>
<td>Construction, mining, oil and gas</td>
<td>2%</td>
</tr>
<tr>
<td>Industry</td>
<td>%</td>
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<tr>
<td>-------------------------------------------------------</td>
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</tr>
<tr>
<td>Transportation, warehousing (e.g., distribution)</td>
<td>2%</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>2%</td>
</tr>
<tr>
<td>Pharmaceutical</td>
<td>1%</td>
</tr>
<tr>
<td>Publishing, broadcasting, other media</td>
<td>1%</td>
</tr>
<tr>
<td>Arts, entertainment, recreation</td>
<td>*</td>
</tr>
<tr>
<td>Association—professional/trade</td>
<td>*</td>
</tr>
<tr>
<td>Biotech</td>
<td>*</td>
</tr>
<tr>
<td>Real estate, rental, leasing</td>
<td>*</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
</tr>
</tbody>
</table>

n = 455
* Less than 1%
Note: Percentages do not total 100% due to rounding.
Demographics: Organizational Sector

- Privately owned for-profit: 41%
- Publicly owned for-profit: 25%
- Nonprofit organization: 23%
- Government sector: 9%
- Other: 2%

n = 453
Note: Percentages do not total 100% due to rounding.
Demographics: Organization Staff Size

- Small (1-99 employees): 19%
- Medium (100-499 employees): 28%
- Large (500 or more employees): 53%

n = 408