Proving Your Best Professional Self: Agile Guidance for Building & Executing a Winning Interview

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Introduction

- Joseph Walter
  - Human Resources and Talent Acquisition, 2006
  - UPS, Staffmark, Nestlé
  - Cincinnati native; Cleveland, Columbus devotee
Proving Your Best Professional Self: Agenda

- **Motivational Evaluation**: Understanding What Engages You & Making Connections
- **Telling Your Story**: Knowing Your Experience, Roles, and Pursuits and Why They Are Important
- **Past as Future**: Behavioral Based Interviewing as an Agile Tool
- **Finishing Strong**: After-Interview Actions to Self Advocate
“Luck is what happens when preparation meets opportunity.”

- Seneca
Motivational Evaluation: Understanding Personal Engagement & Making Connections
Motivational Evaluation: Understanding Personal Engagement & Making Connections

Why?

• Most organizations are being forced to confront a long-term talent shortage...

• Hiring managers know* they can often bring someone “to speed” who has genuine, high leverage motivations.

*Note: Seasonally adjusted
Source: Bureau of Labor Statistics via FRED
<table>
<thead>
<tr>
<th>Exercise:</th>
<th>Purpose/Fulfillment/”The Zone”</th>
<th>Role</th>
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<td></td>
<td>• Coaching people in a committed way when they need help, guidance, or someone to listen</td>
<td>• “Lead employee relations and corrective action process.”</td>
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<td>• Learning about people’s professional lives and interests, and finding ways they can serve greater team goals</td>
<td>• “Continuously improve the design and quality of talent management.”</td>
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<td>• Building informational tools from scratch to solve unique problems</td>
<td>• “Advanced proficiency in Microsoft Office is critical.”</td>
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Telling Your Story: Knowing Your Experience, Roles, and Pursuits and Why They Are Important

- In many cases, your CV/resume (and/or cover letter) is “what got you here”
- Interviewers will almost always ask about the areas they find most pertinent, interesting, or unclear
- Critical to be able to meet your interviewer where they are
Telling Your Story: Knowing Your Experience, Roles, and Pursuits and Why They Are Important

Exercise: A “5 Why” Analysis

Important* Experience: “Designed and managed 2-year employee turnover reduction plan that reduced turnover by 10 points.”

Why?: Researched benchmarks and found that employee turnover was exceptionally high.

Why?: Employee surveys indicated staff were unclear regarding development path.

Why?: Employees not provided enough guidance/focus for development path.

Why?: Leaders were not encouraged/expected to check-in with staff.

Why?: There was no minimum employee check-in frequency set.
**Telling Your Story:** Knowing Your Experience, Roles, and Pursuits and Why They Are Important

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**Exercise: A “5 Why” Analysis**

Important Experience: “Designed and managed 2-year employee turnover reduction plan that reduced turnover by 10 points.”

“...I started researching turnover benchmarks in 2018 after getting the sense our turnover was starting to be abnormal. I found that it was abnormal, after all. To start to get a sense of why, I looked at our employee surveys and found a very common theme that staff felt they were not clear on what their future was with our organization, even though there were plenty of opportunities. After discussing with our managers, we realized it was rare that we met with staff to discuss and educate regarding career opportunities, so I presented the team with the plan to have a minimum once-quarterly development check-in meeting with all staff. After two years of this practice and a couple of other actions, we saw turnover decrease 10 points and positive employee career feedback double...”
Past as Future: Behavioral Based Interviewing as an Agile Tool

“Behavioral Based” Interviewing:

An interview approach that focuses on asking open-ended questions that encourage candidates to cite specific examples of how they handled a given scenario in the past...

“Can you tell me an example of a time where you were the first to address a problem?”

Why?:
• Best* indicator of future performance is past – we are creatures of habit
• Statistically effective
Past as Future: Behavioral Based Interviewing as an Agile Tool

- Preparing for Behavioral Based Interview
  - Few better readiness tools, regardless of your interviewer’s use or style. Agility.
    - “How would you rate your proficiency on MS Excel pivot tables, on a 1-10 scale?”
    - “Tell me about the most complex pivot table you have ever created?”
Past as Future: Behavioral Based Interviewing as an Agile Tool

Preparing Examples: How?

1. Position Description And Recruiter As Best Friend
2. Similar & Recent Circumstances – Functionally or Behaviorally
3. What you personally did (“I” vs. “we”)

Situation
Action
Result
Finishing Strong: After-Interview Actions to Self Advocate

- “Thank You”: 24 hours
- Check-in: Follow guidance, or 2 weeks
- Concisely restate your enthusiasm and case