

ACE Interviewing

Controlling or Conducting an
Interview

(But this applies to everything)

Presentation Notes

Introduction

- Welcome
- Who am I?
- Title: Having a Great Interview
 - Regardless if you are the candidate or the interviewer.
- Why Is This Important?
 - Explain a little
- Logistics
 - About 60 minutes
 - 40-50 minutes presentation
 - 10-20 minutes Q&A
 - Tape recording ready in 48 hours with URL

The Situation as a Candidate?

- You are a candidate
 - You have secured an interview (for new job/position).
 - You want the interview to go really well
 - You want to ensure that you get a clear understanding of what the job is.
 - You want to ensure that you get a clear understanding of what the company and organization are like.
 - You want to ensure that you answer questions that show you in the best light possible.
 - You could talk about anything relating to your experience... you want to select what to talk about that is most important to getting the job.

The Situation as an Interviewer?

- You are the interviewer (for job/position)
 - You have plenty of candidates for a position
 - You want the interview to go really well
 - You want to ensure that you receive honest answers from the candidate.
 - You want to ensure that you “see” and “hear” the candidate in the most real and natural light possible.
 - You want to ensure that you have an opportunity to evaluate the real capabilities and appropriateness or not of this candidate.

This Is Important – Story #1

- Interviews take me longer than I think
 - In my experience, whenever I interviewed candidates, my admin would set up a 45 minute interview
 - Invariably my interviews would last 90 minutes and this was because....
 - I used the techniques I'm teaching you here
 - I developed a positive relationship with the candidate in just 30 minutes that allowed us to communicate openly

This Is Important – Story #2

- A financial candidate was interviewed by five of us.
 - We all got different evaluations
 - Why?
 - How was it possible that one candidate interviewed by five people each had a slightly and progressively different impression... from....
 - She is warm and out-going... to...
 - She is as cold as ice.

This Is Important – Story #3

- **When I have been a candidate** for a position, my interviewer (s) always say that the interview with me goes much longer than with any other candidate and, I invariably get the job.
 - I have never been interviewed for a position in which I did not receive an offer.

Candidate's Usually Do This Wrong

- Candidates usually present what they have been able to glean from:
 - Job posting
 - Company research
 - Talking to others
 - Their own perceptions
- It is usually WRONG!
- And, each interviewer has his/her own perspective about what this job is – Story #3
- This does not just apply to interviews it applies to all communication... **ask questions first**

Candidate's Should Do This Instead

- Therefore, it is important for the candidate to understand what the **INTERVIEWER THINKS THE JOB IS.**
- It is less important what the **CANDIDATE THINKS THE JOB IS.**
- Therefore, the candidate's task is to elicit from the interviewer his or her perception of what the job description is.

The Candidate Must Do This?

- How do you, the candidate, elicit from the interviewer, the information you need?
 - You must ultimately get the answer to one or all of the following questions:
 1. **If I were the perfect candidate for this job**, how would you know?
 2. **If you were interviewing the right candidate for this job**, how would you know?
 3. **Have you developed a job description** for this position?
 4. Is so, **what is that job description?**
- You must get the answers to these questions

The Interviewer Must Do This?

- How do you, the interviewer, elicit from the candidate, honest, revealing information?
 - The interviewer does not necessarily want answers to questions.
 - The interviewer **wants the candidate to be honest, open, and convey to the interviewer who** exactly the candidate is.
 - Therefore, the interviewer's job is to get the **candidate to TALK!**
 - Openly, honestly, and comfortably

How Do You Do This?

- How does the candidate an/or the interviewer accomplish these seemingly different goals?
 - **The interviewer will** only divulge information if the interviewer feels comfortable with the candidate
 - If the candidate seems honest, open, and like a friend of the interviewer
 - **The candidate will** only be open and honest if the candidate perceives the interviewer as a, safe, helpful friend.
- I will call this concept of friendship, connection, comfort, honesty, openness... **RAPPORT**

What Is Rapport?

- You know what it feels like to be with friends.
- You know what it feels like to communicate with someone with whom you are comfortable.
 - This comfort, this connection, this good feeling that you feel when you are communicating with friends is called **RAPPORT**
 - RAPPORT means that the other person (s) is willing and be open to hear what you have to say and to answer your questions.

How Do You Build Rapport?

- Studies have shown that building rapport is **not a function of what you say**... of the content of your communication.
 - “Be my friend”, “Please be comfortable” will not cut it.
- In fact, RAPPORT is a function of a neurological structure known as the “cortical mirror neurons”.
 - These neurons are designed to notice non-verbal communication information, to send this non-verbal information back to the other person and build an empathetic bridge between communicators.

What People Think Are Important

- Therefore, while it may be important for the candidate in the interview to:
 - Wear the right clothes
 - Be on time to your interview
 - Be prepared
 - Speak in complete sentences
 - Etc., etc.
 - These actually, are not the most important parameters to your success in the interview.

Which of These Is Most Important?

- In fact, if I ask you which of the following are most important, in order... (Most important first) ... what would you say.
 - The way you speak (Your Voice)
 - What you say (Words You Use... Content) (#4)
 - The way you dress (#3)
 - Being on time (#1)
 - Eye contact (#2)
 - The way you sit or stand (Body Language)
- Most people would say...

The Real Situation Is This

- Are we more comfortable with people who are more like us or less like us?
 - Obviously we are more comfortable with people who are more like us?
 - This “comfort” is what I have previously called RAPPOR
- So to achieve this level of comfort, to achieve RAPPOR, the question is... how do we convey to others that we are more like them?

This Is What Is Scientifically True

The most important **ACTUALLY** are these:

1. Your Body Language
2. Your Voice
3. Everything else is in the “NOISE”
 - What you say (Words You Use... the Content)
 - The way you dress
 - Being on time
 - Eye contact

New Rules Re-Stated?

1. If it is true that we are more comfortable with people who are more like us than less like us.
2. If it is true that we want the communication exchange to FEEL like two friends talking.
3. If it is true that this FEELING is fostered not by what we say but more by how we say it.
4. If it is true that this FEELING is fostered by our VOICE and BODY LANGUAGE.... Then what should we should to build RAPPORT?

You Build Rapport by Mirroring

- You build rapport or communication comfort between people by mirroring them.
- Mirroring is the behavior of sending an unconscious message to the other person (or people) that you are like them...
 - Mirror (duplicate) their body language
 - Mirror (duplicate) their voice

Now You Might Think This Is Weird

- “To Signal Is Human”

- (Feature article: American Scientist, May-June 2010)

- “Similarly, people tend to mimic each other automatically and unconsciously. Despite being unconscious, this mimicking behavior has an important effect on participants: It increases how much they empathize with and trust each other.”

- “Not surprisingly, negotiations with lots of mimicry tend to be more successful, no matter which party starts copying the other’s gestures first.”

- “Each of these signals likely has roots in the biology of our nervous system. Mimicry is believed to be related to cortical mirror neurons, a distributed brain structure that seems to be unique to primates and is especially prominent in humans. Mirror neurons react to other people’s actions and provide a direct feedback channel between people.” (Pages 204-205)

Mirroring of Body Language

- Therefore, mirroring body language is behavior that duplicates the postures and gestures of another person (s) as a perfect reflection.
 - If their legs are crossed... you cross your legs or at least cross your ankles
 - If their arms are down... your arms are down
 - If their arms are crossed... your arms are crossed
 - You sit the way they sit
 - You use the same gestures that they use
 - Body language does not mean anything.

Mirroring Voice

- Mirroring someone's voice is a behavior that duplicates the voice tone, loudness, speaking patterns and words of the other person as a perfect reflection.
 - You use the same voice tone
 - You use the same words
 - You use the same speech cadence
 - You use the same speech patterns
 - The same inflections

What About What You Say?

- Isn't What I Say Important?
 - What you say is only important only AFTER you have built RAPPORTR
 - When there is comfort
 - When the filters are open
 - If you don't build rapport first, what you say will have little or much less consequence than if your message is conveyed once you have rapport
- So build rapport first!!!

Typical Questions

- What About...?
 - Maintaining eye contact
 - Showing disrespect by mirroring
 - Looking like you are mimicking someone
- You must do this elegantly and with respect
- But it must be done
- Aren't I Going To Get Caught?
 - Not if you are respectful
 - Not if you are slow in your process

Revisit of Story #2

- A financial candidate was interviewed by five of us.
 - We all got different evaluations
 - Why?
 - Because we all had different tolerances for “cold and warmth”.
 - Without the candidate understanding Mirroring and Rapport she behaved as SHE WANTED TO and only those who were like her...liked her.

So Now What? (candidate)

- As the candidate... Once you have built rapport
 - Once you have spent a few minutes with small talk building rapport
- You Then Ask Your Questions
 - If I were the perfect candidate, how would you know?
 - If you had the perfect candidate, how would you know?
 - Now ask the questions that help you to ascertain
 - What the job is?
 - What is the job description for this position?
 - If you are a good candidate?
 - If you want the job?
 - If you do, how to put yourself in the best light?

So Now What? (interviewer)

- As the interviewer... Once you have built rapport
 - Once you have spent a few minutes with small talk building rapport
 - You Then Ask Your Questions
 - So what was your most challenging situation?
 - What would you like to be doing?
 - What is important about your career?
 - Now you can ask questions and you will get honest and open answers and you can have a discussion.

Therefore The Key Is...

- RAPPORT is the cornerstone to an open and successful interview
 - Whether you are the candidate or the interviewer
 - You want to have a successful interview
 - A success interview is:
 - One in which people are honest and open
 - One in which real information is exchanged
 - One in which the candidate understands what is expected of him or her and can talk about relevant work experience
 - One in which the interviewer gets a clear and honest view of the candidates strengths and weaknesses

Agenda Revisited – Pg #1

- What Have We Covered Today?
 - If you are a candidate
 - If you are an interviewer
 - Your goals
 - Your typical processes
 - Better goals
 - Communication Rules
 1. We are more comfortable with people who are more like us than less like us
 2. Build Rapport before you really get into your interview
 1. Whether you are the candidate
 2. Or the interviewer

Contact Information

- Steven Cerri
- www.acementoring.com
- Email: steven@acementoring.com
- Office: 1+925-735-9500
- 231 Market Place, Suite 320, San Ramon, CA 94583