

# Working the Interview

Interviewer's Perspective

Mike Lehr

President – Omega Z Advisors, LLC

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## Interviewing Trends

- Less about talent and more about fit; the first sentence from the introduction of a Fortune 500 company's general interviewing guide:  
*It's important that we look for people able to work in our culture* (modified to protect confidentiality).
- Increasingly processed (interviewers are told what to ask)
- Plug-n-play employees with minimal hassles

## Realistic Expectations

- The hiring process is purely subjective
- Most of the time the interview is about disqualifying you for the job (unless they've already decided that they want you)
- Sometimes you will simply be fodder for the interviewing process
- Discrimination does exist; not just the illegal kinds but the legal kind too (personality discrimination)

## Seizing Control

- Attitude is more important than answers (Attitude > Answers)
- Know where you stand
  - Does the employer want the status quo or a change?
  - Are you the favorite or the underdog?
  - What are the motivators and personalities of the interviewers?
  - What do you need to do to get this job (think attitudinally)?
- Have 3-4 key questions to ask at the end
  - Why do you like working here?
  - What will be the number one challenge the new hire will have?
  - What are three most important attributes this employee will need to have?
  - Do you (or company) expect this position to work very differently than it has in the past? If so, how?
  - What will this employee need to know about working for you?
  - What is your (the company's) management style?
  - What is your assessment of me being able to work for you?
  - It seems this job will require good \_\_\_\_\_ skills. Is that true?
- Have 2 or 3 good stories about yourself

## Common Interviewing Mistakes

- Failing to be in a confident mindset and emotional state for the interview
- Giving long answers or talking too much (keep answers to a minute or less); the more you talk the less likely you will get the job
- Making it too easy for the interviewer to disqualify you (make the interviewer work)
- Defining too narrowly the terms used by the interviewer to describe the job and its requirements and thus excluding yourself (use the most liberal definition you can)



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Mike Lehr - President  
[www.wikitehblog.com](http://www.wikitehblog.com)

[www.omegazadvisors.com](http://www.omegazadvisors.com)  
[www.linkedin.com/in/mikitehr](http://www.linkedin.com/in/mikitehr)

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- Apologizing for your career, resume, experience, abilities, etc.; people need to believe that you are the way you are because you planned it that way (it's all part of a master plan; take responsibility)
- Apologizing too much for a mistake (definitely apologize for being late - even a few minutes)

## Real-time Personality Assessment Tips

- Center of the Universe = You
- Listen: focus on word choice and phraseology
- Freedom/Order Duality (Chaos/Slavery): Do they seem free-wheeling or structured? What thoughts or feelings enter your mind when they talk (use table as a guide)? Respond accordingly.
- Assessment Guides: Are they emphasizing feelings or thoughts? Respond accordingly.

Freedom		Order	
Feelings	Thoughts (words)	Feelings	Thoughts (words)
Wild Card	Dynamic	Control Freak	Strong
Scattered	Different	Uncreative	Structure
Undisciplined	Tolerance	Domineering	Accountable
Emotional	Flexible	Bottom-line Oriented	Standardize
Aggressive	Variety	Impersonal	Goals

## Interviewing Strategies & Techniques

- Help other people: it's hard to believe you have no value when people see you adding value to their lives
- Develop your network especially your support network; you will never know who will help you
- Ask people if they know of any openings even if they aren't in your discipline or market
- Remember and use people's names, shake hands and thank them ("I appreciate your effort, time etc.", "You've been very helpful.")

## Self-help Strategies & Techniques (most scientifically supported)

1. Develop your support network (friends & family) ≈ 8
2. Have a mutual job seeking support group (Alcoholics Anonymous based model)
3. Practice meditation (focus on thoughts of compassion since they stimulate the positive emotional centers of the brain the most)

## Assignment

1. Tell 2 family members that you love them
2. Tell 3 friends that you appreciate their friendship
3. Tell 4 people about a unique talent that they bring to the relationship