# Skills Needed: Balance of Hard and Soft Skills

<table>
<thead>
<tr>
<th>SOFT SKILLS –</th>
<th>HARD SKILLS</th>
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<tbody>
<tr>
<td>Your Emotional Intelligence</td>
<td>Discipline-specific skills</td>
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<tr>
<td>Communication skills</td>
<td>Technical skills</td>
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<tr>
<td>Team skills</td>
<td>Skills related to the 3 Rs</td>
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<tr>
<td>Flexibility</td>
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<tr>
<td>Creativity and entrepreneurial ability</td>
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<td>Ability to cope with responsibility</td>
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<tr>
<td>Social sensitivity</td>
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<tr>
<td>Interest in life-long learning</td>
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Types of Employment Interviews

Structured interviews

- One-on-one interviews
- Group interviews
- Computer-assisted interviews
- Virtual interviews
- Stress interviews

Unstructured interviews
# Types of Team Interviews

## Hiring Team
- Facilitator explains process to the candidate
- Team members ask predetermined questions and applicant may ask questions to team or individuals
- Following interview, team discusses candidate’s performance
- After interviewing all candidates, team discusses results to reach hiring decision

## Candidate Team
- Applicants brought together and placed in problem-solving team
- Company personnel observe interacting applicants
- Each candidate participates in traditional interview with questions based on observed interactions
- Serious contenders return for second interview
### Your Turn

In which interview type(s) have you participated? What challenges did each type pose?

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<table>
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<tbody>
<tr>
<td>1.</td>
<td>One-on-one interview</td>
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<tr>
<td>2.</td>
<td>Group interview</td>
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<tr>
<td>3.</td>
<td>Virtual interview</td>
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<td>4.</td>
<td>Stress interview</td>
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## Your Turn

Why is face-to-face interviewing preferred for the final interview?

1. Because employers like to see what they are getting

2. Because face-to-face interactions are rich in nonverbal cues and can provide a more detailed interaction

3. Because they want to know what you look like
Preparing for an Interview

- Research the **company** and position
- Study **yourself** to identify how your **qualifications** match the job
- Be ready to provide clear, specific **evidence** of your qualifications
- Plan a professional **appearance**
- Plan your **time** and **materials**
- Practice
Your Turn

What sources would you use to research a company for a potential job interview? Explain.

1. Company website
2. Company annual report
3. Trade publications
4. Current employees
### Company Information
- Name, status in industry, latest stock quotes
- Recent news or developments
- Scope and corporate officers
- Products and services

### Position Information
- Job title/requirements
- Probable salary range
- Career path
Conducting a Successful Interview: The Beginning

- Use the interviewer’s **name** and **pronounce** it correctly
- Apply a firm **handshake**
- Wait to ask to be **seated**
- Make appropriate **eye** **contact**
- Be conscious of **nonverbal** messages
Your Turn

How can you “put your best foot forward” in the first part of an interview?

1. By bringing a gift to the interviewer
2. By smiling, acting confident, and shaking the interviewer’s hand firmly
3. By being prepared; knowing about the company and the job
4. By providing a good reason for being late to the interview
Appropriate Nonverbal Messages in an Interview

- Smiling
- Making eye contact
- Crossing your legs
- Moderate hand movements or gestures to animate your speaking
- Leaning a little bit forward
Inappropriate Nonverbal Messages in an Interview

- Frowning or making faces
- Staring
- Swinging the foot of your crossed leg or tucking your legs beneath you
- Looking at your watch or cell phone
- Leaning too far forward or slouching
Exchanging Information

- Select five or six key points to emphasize
- Answer standard and behavioral interview questions effectively
- Demonstrate logical thinking and creativity
- Display a professional attitude
- Know about salary and benefits
- Recognize possible discriminatory questions
## Standard Interview Questions

<table>
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<tr>
<th>Question</th>
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<tr>
<td>Tell us about yourself.</td>
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<tr>
<td>What are your career plans (short and long range)?</td>
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<tr>
<td>What led you to select your college major?</td>
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<tr>
<td>What are your greatest strengths? Weaknesses?</td>
</tr>
<tr>
<td>What interests you most about this job?</td>
</tr>
<tr>
<td>What determines a person’s progress in an organization?</td>
</tr>
<tr>
<td>Why do you want to work for us? Why should we hire you?</td>
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</table>
Your Turn

What is the best answer to the question: “What are your weaknesses?”

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<tbody>
<tr>
<td>1.</td>
<td>Weaknesses, I don’t have any weaknesses!</td>
</tr>
<tr>
<td>2.</td>
<td>My biggest weakness is looking for the best in people because I sometimes find it hard to criticize and correct employees. I improving by learning to deliver constructive criticism and end the interaction on positively.</td>
</tr>
<tr>
<td>3.</td>
<td>My weaknesses are tardiness, insubordination, and laziness.</td>
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</table>
Behavioral Interview Questions

Describe a time when you (a) worked well under pressure, (b) worked well with others, or (c) organized a major project.

Describe something you have done that shows initiative and creativity.

How have your extracurricular activities and/or work experience prepared you for work in our company?

Describe a time when you faced frustration. How did you deal with it?
Recognizing Illegal Interview Questions

- National origin
- Age
- Disabilities, health conditions, and physical characteristics not reasonably related to the job
- Marital status, spouse’s employment, or dependents
- Arrests or criminal convictions not related to the job
Sample Interviewee Questions

What is a typical day like in this job?

With what type of people would I be working?

Why do you need someone for this job?

How many people have held this job in the past five years?

What advice do you wish you had been given when you were starting out?

When do you expect to make your decision about the position?
Using Effective Techniques as an Interviewer

- Create a non-threatening climate, using:
  - Friendly tone and positive nonverbal signals
  - Advanced preparation with attention directed at interviewee
  - Introductory comment that puts interviewee at ease
  - Good listening skills

Continued
Using Effective Techniques as an Interviewer (cont.)

- Explain clearly purpose of interview and work from logical plan to keep interview moving
- Ask open-ended questions that generate in-depth discussion about qualifications
- Avoid questions that could lead to discriminatory hiring
Other Employment Messages

- Application forms
- Follow-up messages
- Thank-you messages
- Recommendations
- Job acceptance
- Resignation
- Job refusal
Thank you for the opportunity to visit Viking Range for a plant interview yesterday. I enjoyed meeting you and appreciated the plant tour and the opportunity to learn about the exciting research efforts underway at Viking.

Viking’s success in developing higher quality products than its competitors after such a short time in the refrigeration market is impressive. Additionally, I was impressed with the friendly, enthusiastic employees who shared their enthusiasm and commitment to Viking.

After visiting your plant on Thursday, I am confident that my interest and previous experience in research and development at the DIAL labs in Starkville would allow me to contribute to Viking’s important research efforts in the refrigeration area.

Mr. Fann, I am eager to receive an offer from Viking for the co-op position. If you need additional information in the meantime, please call me.

• States main idea of appreciation for interview and information gained
• Includes specific points discussed during interview
• Assures employer of continued interest in position
• Politely reminds employer that applicant is awaiting reply
Dear Mr. Franklin:

Recently I applied for an audit staff position at Foster & Daniel and now have additional qualifications to report.

The enclosed, updated résumé shows that I have passed the Auditing and Practice and Law sections of the CPA exam; I will take the final section at the next sitting. In addition, the internship I’ve just completed with Smith & Lewis, CPAs, has enhanced my formal education and confirmed my interest in working as an auditor.

Mr. Franklin, I would welcome the opportunity to visit your office and talk more about the contributions I could make as an auditor for Foster & Daniel. Please write or call me at (512) 555-9823.

• Formats as formal business letter, but could be sent electronically to mirror previous contacts
• States main idea clearly and identifies position being sought
• Refers to enclosed résumé; summarizes further qualifications
• Assures employer applicant is still interested in job
Writing a Legally Defensible Recommendation

• Respond only to requests for specific information
• Label your letter as confidential
• Provide only job-related information
• Avoid vague, general statements
• Provide specific facts for any negative information
• Include some positives, even in an overall negative recommendation
• De-emphasize negatives unless emphasis is justified