



BOB SEARCH
EST. 1979

THE AEROSPACE AND DEFENSE EXECUTIVE SEARCH FIRM

CANDIDATE INTERVIEW TOOL BOX

**TIPS TO ACE YOUR NEXT
INTERVIEW**

all rights reserved - may not be
reproduced or retransmitted

**BOYLE OGATA BREGMAN
EXECUTIVE SEARCH**



ABOUT BOB SEARCH

For over 40 years, Boyle Ogata Bregman (BOB Search) has been Bringing Leaders to Smart Companies with the Art & Science of our unique Performance-Based Search System. Our **Science** is in precisely identifying critical results needed from the new hire, locating prospects with exactly the right background, and pinpointing their specific capability to produce the outcomes you desire. Our **Art** is applied through strategic partnering - understanding you, your organization and culture. This ensures not only that the new executive can perform, but is also a great fit in your company for the long term.

Smart companies know that superior talent acquisition helps to increase revenue, profitability, and market share. The "A" players we place improve everything they touch. It is not just about filling an opening - great hiring is about taking your company to the next level. BOB Search is driven to help our clients succeed. We are passionate about helping you achieve your goals. We apply our energy, excitement, experience, and technology to our projects, to enhance leadership performance at your company.

Excellent executive search must produce an outstanding hire who will positively impact your bottom line.



BRINGING LEADERS
TO SMART
COMPANIES

OVERVIEW

These tools for effective interviewing have been compiled over 40 years and are often based on mistakes previous candidates have made in interviews. We hope the following tips will ensure your interview experience be a successful one.

WHAT WE REVIEW



- Customer Visit Mindset
- Building Rapport
- Rehearsal is Vital
- Telling Business Stories
- High Data vs Low Data
- Beginning the Conversation
- The Video Interview
- The Panel Interview
- Situational & Behavioral Questions
- Do the Job To Win The Job
- Questions that are Easy
- Questions that Stump You
- Strengths & Weaknesses
- 'I' Versus 'We'
- Job Change Questions
- Why Do You Want This Job?
- What To Ask The Employer
- Discussing Money
- Closing The Discussion

CUSTOMER VISIT MINDSET



Typically, interviewees are reactive, humble, modest, positioned 'one-down' from the interviewer.

People visiting the customer are proactive, confident, proud, engaging, equal to the customer, and able to take charge of the conversation when required.

Position yourself to be an equal to the interviewer, not one step down.

Think of the conversation not as an interview, but as a Customer Visit. **You are the product.** Represent the product with pride, confidence, and portray the "benefit to the buyer."

BUILDING RAPPORT



If Face-to-Face: Look around the office; discuss the things you see that create commonality.

If Virtual: Remain aware of keeping eye contact. When answering questions or speaking, look directly at the camera.

Additional for In-Person: Watch body language and facial expressions. Use nonverbal signals. Adjust and align to create rapport.

If Phone: Listen carefully - imagine you are talking to a friend or a customer you like. Use tone, inflection, and pacing to align with the other person.

REHEARSAL IS VITAL

DON'T RELY ON AD LIBBING

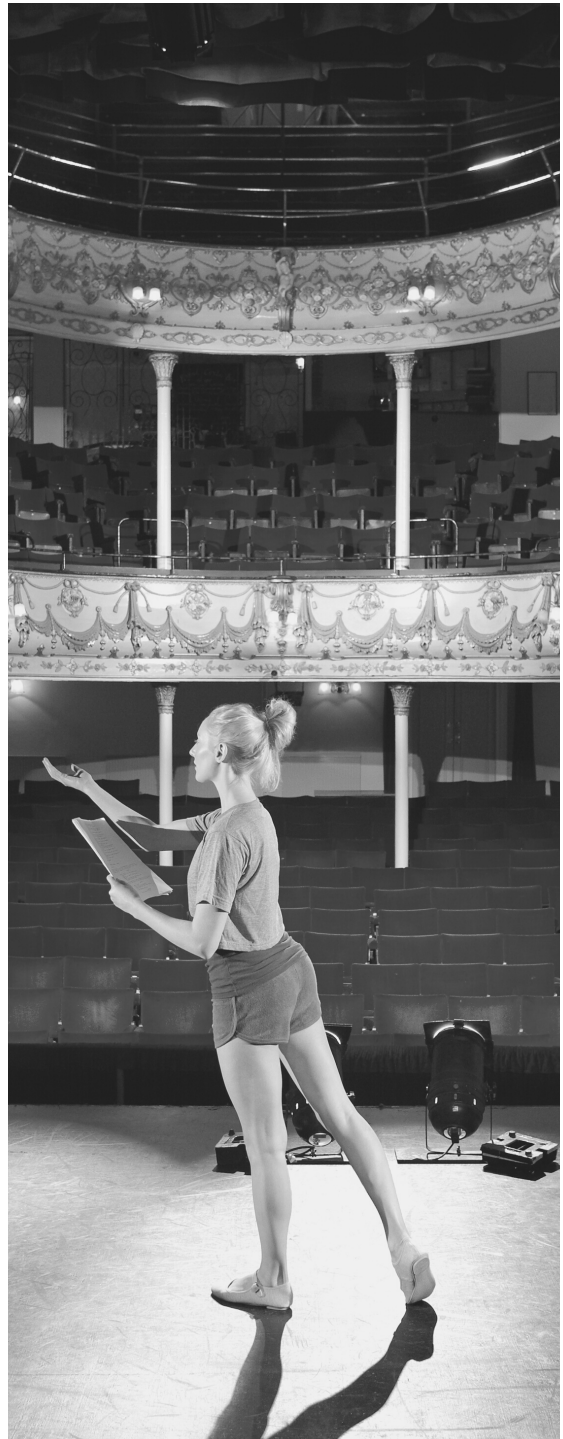
THINK OF A TIME YOU HAVE WATCHED AN ACTOR IN A PLAY OR A MOVIE ACHIEVE A TOTALLY NATURAL PORTRAYAL OF THE CHARACTER. THE WAY THAT IS ACHIEVED IS THROUGH REHEARSAL.

TO COMMUNICATE IN A NATURAL, ARTICULATE, AND COMPELLING MANNER:

- Plan what you will say.
- Rehearse it in your mind (or even out loud) to prepare.

PREPARE:

Preparing these stories and reviewing them in your mind - **even one day in advance** - will enable you to come across stronger, and leave a more favorable impression.



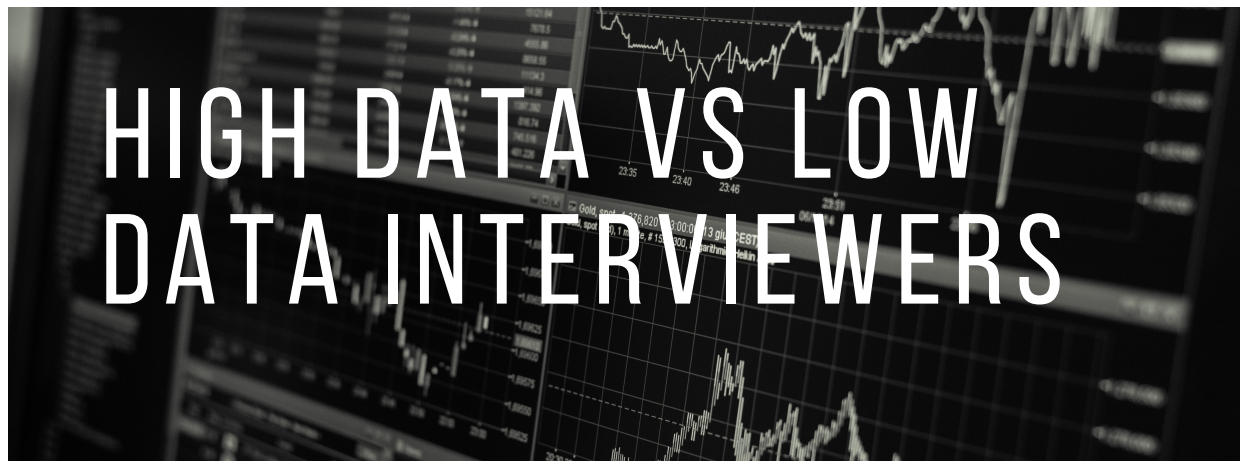
TELLING BUSINESS STORIES

STRUCTURE A BALANCED NARRATIVE

Business stories are key to show your past experience and capability to achieve the Performance Objectives needed in the role you are interviewing for.

- Be prepared to illustrate how you can achieve the role's Performance Objectives with stories.
- Build 8-10 stories around specific accomplishments or major events.
- Make sure your stories show key leadership skills that may be asked in a "behavioral" interview: initiative, drive, problem-solving, managing others, dealing with stress, dealing with missing a goal, etc.
- Must be concise – 1 minute / 7 sentences long.
- Must give concrete, specific examples of what you did – **no generalities!**
- **REHEARSE.**
- The more recent the business story, the better.

Beginning	Middle	End
Situation	Action	Result
2 Sentences	3 Sentences	2 Sentences
As chief engineer, I was asked to turn around a troubled program. The customer was unhappy, we were behind schedule, there was scope creep, and cost overruns.	I had the team review the requirements and find the problem areas. We formed a problem resolution team that met daily to ensure progress. We also implemented a more rigorous gated approval process to eliminate scope creep.	Within six months, the program was back on track, with the customer happy and change orders in place for legitimate extras. As a result, I became known as a change agent and was put into two more turnaround situations.



INTERVIEWERS CAN
GENERALLY BE
GROUPED INTO 2
CATEGORIES:
**HIGH DATA AND LOW
DATA.**

**A HIGH DATA
INTERVIEWER
WANTS A LOT OF
INFORMATION AND
DETAIL.**

**A LOW DATA
INTERVIEWER JUST
WANTS THE
PUNCHLINE, THE
SUMMARY.**

- The **higher** up the food chain you are interviewing, the more strategic and "**low data**" the interviewer tends to be. If you're interviewing with a Board Member or a CEO, keep things strategic and "**low data**".
- The **lower** in the food chain you are interviewing, the more tactical and "**high data**" the interviewer tends to be. If you're interviewing with a Manager or an individual contributor, keep things very detailed and "**high data**".
- Certain functions tend to be more "**high data**" than others. Accounting / Finance, Engineering, and Quality tend to skew toward the "**high data**" side. People in the C-suite, and Sales & Marketing tend to skew toward the "**low data**" side.
- You never know what the interviewer is going to be like, **so try this trick**: the first question you get asked, give a concise, "**low data**" response and ask the interviewer, "**Where would you like me to expand and go into more detail?**" The "**high data**" people will jump all over it.
- If you give a "**low data**" person too much information you risk being tuned-out. If you give a "**high data**" person too little information, they tend to ask follow-up questions (because they want more data!). Err on the side of them being "**low data**" and ask the follow-up question above to gauge how much data and details you should be providing.

BEGINNING THE CONVERSATION

THE INTERVIEW WILL LIKELY START IN ONE OF THREE WAYS:



1. Interviewer will give you an overview of company, role, his/her role.

2. Interviewer may ask you a very general question. Perhaps collecting his/her thoughts, refreshing themselves on your paperwork, or buying a minute or two to get ready.

3. Starts the discussion with:

“Tell me about yourself”

Steer the discussion toward one of the objectives- [I'll be happy to tell you everything you'd like to know. Shall I start with my customer experience, or my technical side?]

“Give me an overview of your background”

Interviewers ask this because they either haven't read your paperwork or to see if you can tell a concise story. Prepare a three-minute overview and just hit the highlights.

NOTE: Initial questions are **NOT** an invitation to talk for 10-15 minutes – be concise!

THE VIDEO CONFERENCE INTERVIEW

HOW TO PREPARE AND EXECUTE

VIRTUAL INTERVIEWS ARE BECOMING THE NEW NORMAL. CONSIDERATIONS FOR A SUCCESSFUL VIRTUAL INTERVIEW:

TEST YOUR TECH

Perform a test of your equipment and ensure all software is installed and updated. Ensure visuals, audio, lighting, and internet speed are optimal.

CHECK YOUR SURROUNDINGS

Set up a professional, minimal background with reduced clutter or potential distractions. Ensure ambient noise is reduced and windows are closed.

BUSINESS ATTIRE RULES STILL APPLY

Show your professionalism and dress accordingly. Avoid distracting patterns that may not show up well on the screen.

AWARENESS OF BODY LANGUAGE

Correct body language matters. Sit up straight, face your camera, and keep lens at eye level. Look directly into the camera when speaking.



THE PANEL INTERVIEW



IF YOU ARE INTERVIEWING WITH A PANEL (I.E. MORE THAN 1 INTERVIEWER) IT IS IMPORTANT TO TAKE NOTE OF THE FOLLOWING:

Pan your gaze to each of the panelists. Often times there is 1 person who is giving a lot of non-verbal feedback (nodding their head in agreement, taking the lead on questions) and it can become easy to “lock-in” on that person.

Engage. It is important to engage the person who is giving you the least amount of feedback (the quiet person on the panel). You must actively engage them and bring them into the conversation.

SITUATIONAL QUESTIONS

"SOME OF OUR PEOPLE DON'T DO 'X,'
HOW WOULD YOU GET THEM TO DO THIS?"

WHAT TO EXPECT:

Interview has the 'right' answer in mind.

HOW TO ANSWER:

Give it your best shot, then
seek validation of your answer:

*"How does that fit with how you
want that handled?"*

*"Would that align with your
approach?"*

You may have a second
chance to give the
'right' answer - you've
handled situations
more than one way!

DO THE JOB TO WIN THE JOB

The main theme of your responses in an interview must be your ability to achieve the employer's objectives. If you are working with us, you have a Performance-Based Position Profile. Look at those objectives prior to your interview and think of stories that relate.

REMEMBER - keep your answers focused on the achievement of specific results. Avoid "how to" and focus on what you have actually "done."

**Show the employer how you can DO the job,
you are more likely to WIN the job.**

QUESTIONS THAT ARE EASY

EXPLAIN WHY YOU ARE CAPABLE- WITHOUT BRUSHING OFF THE QUESTION.

In the course of an interview, you may be asked a question where you feel you'll have no issue handling or are well-equipped to manage. Your natural response maybe:

"Yeah, that's no problem, I am totally comfortable with that."

That's not an acceptable response. If you're asked something, it's because the interviewer needs to understand your experience or comprehension of the issue. Brushing off these questions can appear arrogant and vague.

Put yourself in the interviewer's shoes and explain why: why you are so comfortable and what in your background would make you accomplish this task with ease.

Take something that you have done from the past and translate it to how that will help you in the future.

QUESTIONS THAT STUMP YOU

"HAVE YOU BEEN RESPONSIBLE FOR MANAGING 'X'?"

Imagine you said no, and were asked these follow up questions (which are unlikely to be asked):

1. Tell me what you know or what you have experienced with 'X'.
2. If 'X' were part of your job, could you manage it?
3. Why are you confident of that?

When asked this question, give the direct answer: ("No, I have not done that in my career") followed by answers 1, 2, 3.

Portray your capability to do it!

STRENGTH VS WEAKNESS

STRENGTHS

Discuss your strengths from a third-party perspective:

This increases credibility and enables you to discuss your strengths with even greater confidence.

My boss has told me I'm _____.

My team has complimented me on being _____.

WEAKNESSES

Interviewers are not trying to discover your faults, they're trying to determine how self aware you are. Think of your last performance review and discuss a topic that you have worked on and improved:

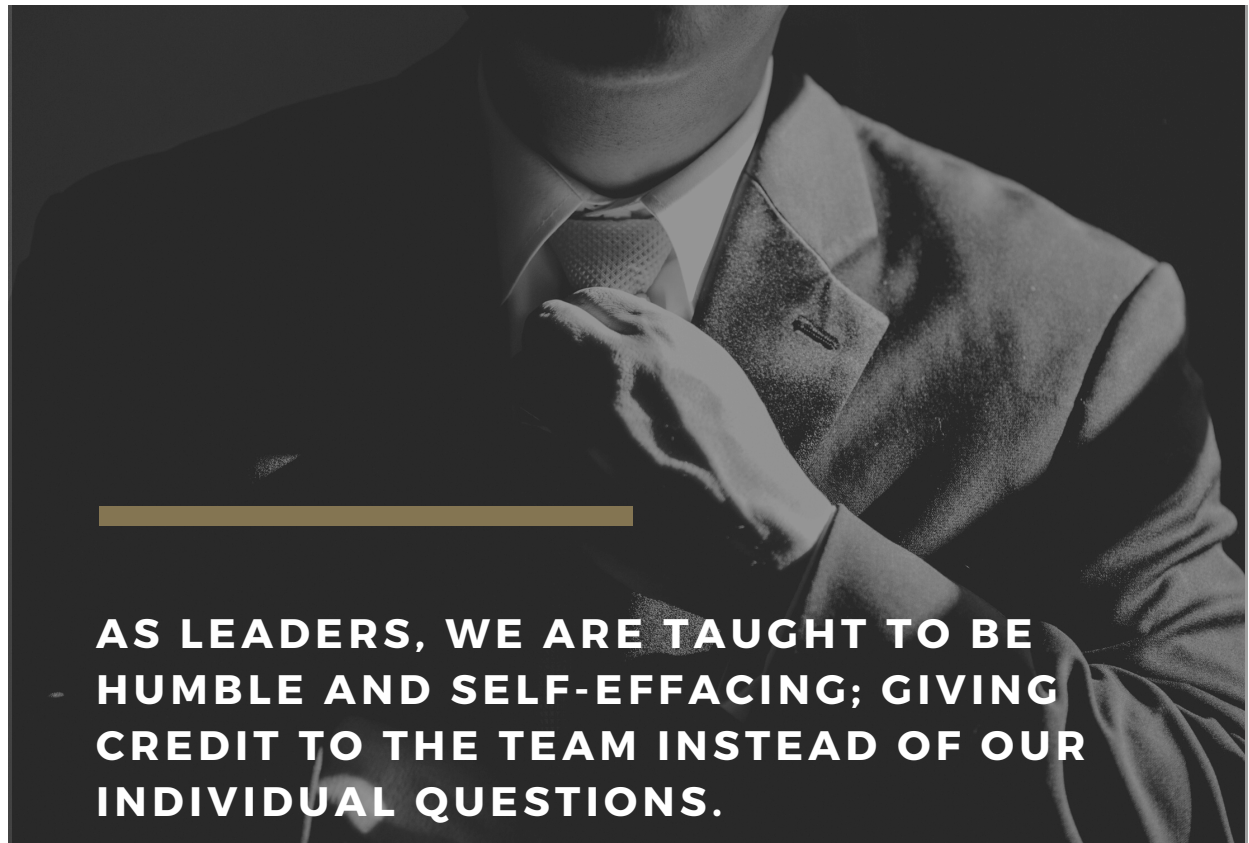
"A couple of years ago it was pointed out to me that I could be stronger at _____."

[Describe the actions you took, and how you feel you might be better at this **NOW**].

This shows personal growth, development, improvement, etc.

DO NOT use clichés like "I've been called a workaholic".
DO NOT vent about all your faults – it is an interview, not therapy!

'I' VERSUS 'WE'



AS LEADERS, WE ARE TAUGHT TO BE HUMBLE AND SELF-EFFACING; GIVING CREDIT TO THE TEAM INSTEAD OF OUR INDIVIDUAL QUESTIONS.

Interviewing is not the time for that. You must take credit for the specific, tangible actions that you were responsible for.

Give credit to the team when it was truly a team effort. And take credit for your specific accomplishments.

If you use **“we”** too frequently, interviewers wonder how much you are capable of and how much you need to rely on others to get things done.

JOB CHANGE QUESTIONS

When asked why you changed jobs, keep your response brief (around 2 sentences) and forward focused:

- Tell the truth about whether you were terminated, laid off, or left voluntarily.
- Never bad-mouth a previous employer or your boss.
- If you hated a job and left, discuss the positive things you were moving towards, not the negative reasons for your transition.

WHY DO YOU WANT THIS JOB?

Every employer wants to know why you are genuinely interested in this job and their company.

- Enthusiasm & interest in the company goes a long way!
- Do not play 'hard to get' or try to be coy - **it does not work.**

WHAT TO ASK THE EMPLOYER

EMPLOYERS LIKE IT WHEN CANDIDATES BRING MEANINGFUL QUESTIONS ABOUT THE COMPANY, THE JOB, ETC. ONCE THAT IS ACCOMPLISHED, TRY THE FOLLOWING:

The moment the interviewer is done asking questions, he/she can relax a bit. This is your opportunity to create a connection and establish your value.

Find out what is personally meaningful to the interviewer if a quality hire is made:

What keeps you up at night?

How will your work life improve when the right person is in this job?

What business issues will be resolved for you when this individual is on board?

If the interviewer opens up, you have an opportunity to **be the solution**. Describe how you can provide the solution they have outlined as being personally meaningful to them.





Money should not come up.

If it does, it should be no more than confirming some details of your compensation.

If the interviewer insists and it feels like a negotiation, **defer** -

"If this is a fit for both parties, I am sure we will come up with an offer that works for both parties."

You want to know how you did, where you stand? -
YOU MUST ASK!

An interviewers concerns solidify as soon as the interview ends.

Remember Customer Conversation concept:

Ask for the order:

"What do you think of my fit for the position? Do I fit your requirements?"

Discover objections:

"What concerns do you have about my ability to do this job that we can discuss right now before I leave (before we hang up)?"

MEET THE TEAM

PEOPLE BEHIND BOB SEARCH



RYAN BOYLE
PRESIDENT



MICHAEL BOYLE
FOUNDER



JEFF TYSON
VICE PRESIDENT

The team at Boyle Ogata Bregman Executive Search are experts at finding “A” players for companies throughout the Aerospace, Defense, and Space industries.

BOB SEARCH - INTERVIEW TOOL BOX



THE AEROSPACE AND DEFENSE EXECUTIVE SEARCH FIRM

GOT ANY QUESTIONS?

E-MAIL US AT
EXECUTIVESEARCH@BOBSEARCH.COM

ALL RIGHTS RESERVED - MAY NOT BE REPRODUCED OR RETRANSMITTED