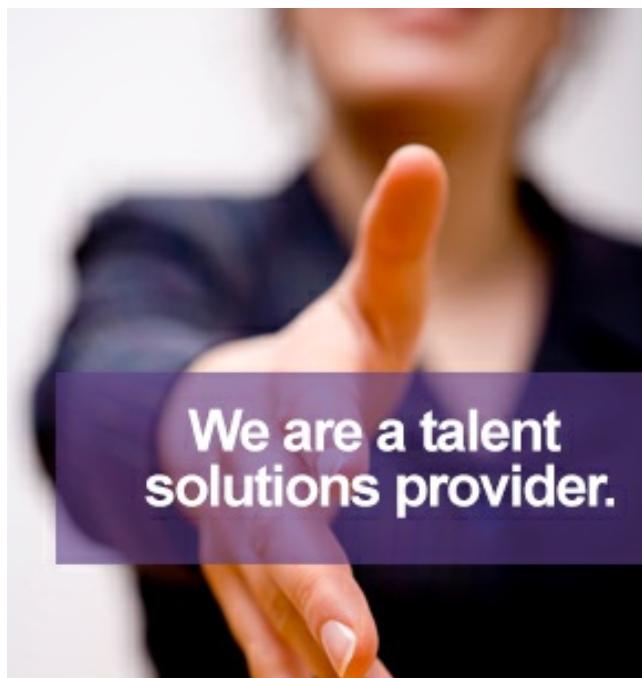




# INTERVIEW SUCCESS PLAN



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NOTE: This report deals specifically with operational performance patterns. It does not measure intelligence, technical knowledge, behaviors, personality, self-presentation nor does it factor in professional experience. It does attempt to uncover operational focus points and how those fit with common organizational requirements and job roles.

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# POSITION SUCCESS MODEL

## CONNECTING PEOPLE TO JOBS & ORGANIZATIONS

Professional success comes down to your ability to leverage strengths and compliment gaps. But first, you need to properly identify those qualities, and how they translate into job satisfaction for both you and any organization you may work for.

Hire Direction's **POSITION SUCCESS INDICATOR** matches your unique operational focus points to common job requirements and organizational needs.

This guide is designed to uncover your professional alignment—your unique performance meters ideal for specific types of job requirements and roles. **It will help you select better opportunities, communicate your value to employers, and help you focus on real critical operational strengths.**



### YOUR ALIGNMENT

"Alignment" describes your professional signature and unique approach to work. It is the key to optimizing job satisfaction, professional development and career advancement.

### YOUR POSITION FIT

"Position Fit" describes how well your alignment matches common job requirements used to develop most jobs, globally. Each of us has an optimal fit with different types of work scope, roles, tasks and applied skills.

### YOUR ORG FIT

"Org Fit"—or, organization fit—describes where your alignment would be most effective at the organization level. All organizations require similar needs in order to thrive.

# POSITION SUCCESS MODEL

## PROFESSIONAL ALIGNMENT – YOUR FIT WITH JOB REQUIREMENTS

### What is your professional alignment?

Your professional alignment is the KEY to maximizing job success. Whether it's the role you have today, a job you are looking to get, or to better evaluate future opportunities, there is no greater indicator of overall success.

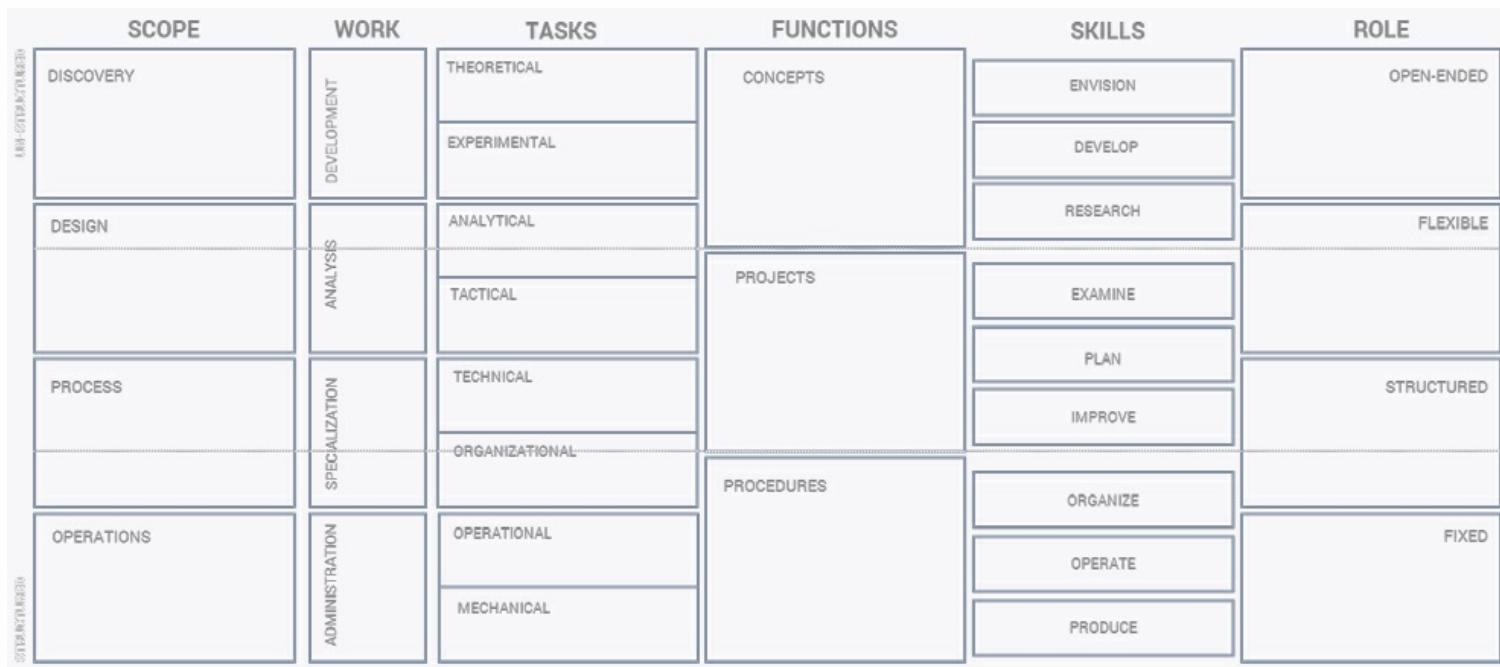
Think of alignment as your unique operational signature. It's where you naturally focus energy, attention and creativity. It's the source of effortless engagement and curiosity. If you learn only one thing in your professional career, grasp this single principle. HIRE DIRECTION will help get started.

Equally important, knowing your alignment helps you clearly communicate your professional value. You can more effectively demonstrate your job fit for specific requirements in language that speaks more directly to recruiters, hiring managers and potential partners.

### ALIGNMENT MAP

Part of understanding your alignment is seeing how it connects to the general world of work. The ALIGNMENT MAP is a visual snapshot of all major organizational functions and job requirements matched to your capability. It is comprised of six (6) key categories organizations use to develop job roles and job descriptions.

Everyone has capability matching each of the areas on this map. Even so, most people focus in one area within each of the six (6) categories.



# POSITION SUCCESS MODEL

## ORGANIZATION ALIGNMENT – FIT MAPPING

In the world of work, knowing where to go and what to do requires “big-picture” thinking.

The ORGANIZATION FIT MAP is a visual indicator showing core functions universal to most organizations. More importantly, it suggests areas where YOU may be most impactful within any organization.

Understanding your location on this map can help you directly communicate and establish value when reevaluating your current role, assessing a new job opportunity or even transitioning into a new field.

## SAMPLE ORGANIZATION FIT MAP

REGULATION	COORDINATION	INTEGRATION	IDEATION
You help organizations maintain standards and quality	You help organizations implement internal or external solutions, and improvements	You help organizations develop strategy and alignment	● You help organizations develop vision, mission and market identity
● You help organizations maintain operational productivity	● You help organizations regulate administration of processes, protocols and procedures	● You help organizations translate and analyze information and trends	You help organizations envision future applications and potential solutions
PRODUCTION	APPLICATION	EVALUATION	INNOVATION

# POSITION SUCCESS MODEL

## POSITION ALIGNMENT - JOBS MATRIX

The JOBS MATRIX is a position development model illustrating key requirement zones that organizations use to design ALL jobs. More importantly, it shows how YOU emphasize specific strengths that correspond with common areas of work.

Understanding how your talents fit across the requirement zones can help you better leverage your strengths, reveal areas you should focus on, and properly assess your potential to thrive when presented with new professional opportunities.

### SAMPLE JOBS MATRIX PROFILE

JOB ROLE	OVERSIGHT	CONSULTATION	EXPANDING	VISIONING
	SPECIALIZATION WORK		DEVELOPMENT WORK	
COORDINATION	EXPERTISE	ADAPTING	CONCEPTS	
STRUCTURE	CONTROLS	ORGANIZATION	STRATEGY	RESEARCH
	ADMINISTRATION WORK		ANALYSIS WORK	
DEFINED	PRODUCTION	COMPLIANCE	PLANNING	EVALUATION
	OPERATIONS	PROCESS	DESIGN	DISCOVERY
	JOB SCOPE			

## INTRODUCTION

Think of an interview as an opportunity. It's a chance for you to assess how your strengths and experiences fit a prospective job.

In other words, it is an opportunity for you to communicate your value for the job.

In fact, it goes both ways. Understanding how YOU GET value from a potential employer is equally important. Knowing your focus areas, strengths, and how you work is critical to ensuring an effective interview and hiring process.

## HOW TO USE THIS GUIDE

This guide is designed to help you develop an interview strategy based on your **POSITION SUCCESS ALIGNMENT**.

Your position success alignment describes how you focus on specific operational constructs connected to common job requirements and organizational needs.

At the end of the day, a job role needs to properly match your alignment. When you evaluate a job based on how it fits your alignment, you maximize your ability to convey the right impression while staying authentic to work that can naturally keep you engaged and where you will thrive.

Keep the following tips in mind as you read this:

### ***You are building an interview strategy***

**You help to shape the interview.** Your ultimate goal should be connecting your focus areas, strengths and experience directly to the scope, tasks and skills needed for the specific job role.

Based on your Position Success Profile, this guide will help you formulate the most important points to convey during the interview.

Secondly, once you are clear on how your alignment connects to the job's required scope, tasks and skills, think about specific experiences that can illustrate these connection points. People often grasp stories far easier than facts or information alone. This will also help the interviewer better envision how you would fit the job.

### ***You must effectively emphasize your potential for the role itself***

**Setting the tone for a good interview depends on how well you directly connect your strengths to the needs of the job.**

This will also help you keep your responses focused on the most important points.

Rather than talking about any credentials you lack or where you may fall short—or letting the interviewer do the same—keep the focus on your ability to *add value in the specific job*. This is often a far better indicator of future job performance.

Even if your previous job experience and achievements are not directly related to the job, you can still highlight aspects of your potential, such as how you focus on details or your ability to learn and adapt to new situations.

Remember, the interviewer ultimately wants to fill the position as much as you want the job. You are not just “selling” yourself. You are assessing whether or not the required scope, tasks and skills adequately match your position success alignment.

## GET THE BASICS DOWN FIRST

Keep in mind that only the most serious candidates will invest in tools to help navigate the hiring process. You are already ahead of the curve!

Still, the key to a good interview is mastering the basics, and involves following a few suggested behaviors and protocols.

To start, below is a list of things you should be doing prior to your interview. Keep in mind that while this information includes tried and true best practices, use your best judgment to determine what is relevant to your situation.

### Do some research to understand the job

Industry articles & trends

Any current issues in the field

Be able to cite best practices or recent lessons learned

### Understand the needs of the organization you are applying for

Is this company looking for leadership?

How do they define value around new ideas, problem-solving and execution ?

Ask about common pain points: unclear scope of the work, redundant tasks, lack of process.

## YOUR ALIGNMENT HELPS DETERMINE JOB FIT

### Before getting into your interview strategy, you need to understand how organizations develop and place jobs.

Job roles are more than just a description of tasks and duties. They also provide information that can help you assess how your alignment fits certain organizational needs and requirements. In fact, all organizations have to fulfill the same basic needs to function properly.

In the Position Success model, the alignment patterns that connect your capability, work experience and job requirements are the basis for determining job fit. By understanding an organization's needs, you can assess specific categories that describe how your strengths and skills may fit the specific job in your interview.

Below are three (3) categories of job fit linked to your position success alignment. Each type corresponds to your alignment and will help you effectively manage the interview:

## JOB TRAITS FIT

**Traits describe your best qualities as a worker.**

They are often associated with specific attributes recruiters and hiring managers look for in a high-performer—e.g. detailed-oriented, a problem-solver or an idea innovator—but in this case, NOT PERSONAL traits such as personality. (e.g. introverted or “out-going”—though other assessments do evaluate character traits)

## JOB METHODS FIT

**Methods describe specific techniques you focus on to perform work,** and how they match specific process, procedures or project needs. Though it's important to know what type of performer you are (traits), it is equally important to understand HOW YOU APPLY your qualities to achieve work, too. This is especially helpful to better understand how YOUR methods will align with the job's scope of work, tasks and required skills.

## JOB VALUES FIT

**Values describe how you may support the organization's culture and provide teamwork.** It also helps you compare your style of collaboration with what an organization's values as part of team support. Understanding an organization's culture can help you properly assess values fit, i.e. your ability to cooperate successfully, capacity to build relationships and level of opportunity to add value.

## USING YOUR ALIGNMENT TO SHAPE THE INTERVIEW

Formulating an effective interview strategy starts with properly engaging the process. Based on your position success alignment—which connects your key focus points with three (3) basic types of job fit—this model gives you the proper context to articulate your selling points. Just as important, it provides a template to ask compelling questions and carry a meaningful conversation focused on conveying your value in a measurable way.

Remember, the interviewer ultimately wants to fill the position as much as you want the job. In addition to “selling” yourself, you must also assess how adequately the job matches your best qualities. Recognizing a potential employer’s needs can give you a distinct advantage.

Based on your Position Success Profile, this guide will help you formulate an effective interview strategy based on how your alignment is configured within each of the three (3) main job fit types.

In addition, it will cover the following basics to help you communicate your unique strengths:

- ✓ Common Questions to Answer
- ✓ Your Alignment and Strengths
- ✓ Questions to Ask the Interviewer

These points will help you successfully shape and organize the rhythm of interview, manage your interaction and effectively convey your best qualities.

## YOUR JOB TRAITS FIT

Job traits describe you as a performer. Knowing this information helps you focus on **QUALITIES** that suggest how you may be a good fit for the specific job you are interested in.

Based on your Position Success Profile, below are three (3) recommended traits to communicate during the interview. You can also include additional qualities depending on your specific field of expertise, formal qualifications or education.

### YOUR SUCCESS ALIGNMENT METHODS:

ANSWERS THE QUESTION: What are your qualities that make you a good performer

- You demonstrate innovative thinking
- You learn by designing new systems
- You are a more creative thinker

### What This Means for You:

#### *You demonstrate innovative thinking*

Employers will favor candidates who can demonstrate some level of inner direction. You need to emphasize your personal approach for taking accountability, responsibility and self-direction. Make the connection for the interviewer as to how this trait will benefit the role.

#### *You learn by designing new systems*

Candidates who show curiosity and eagerness for learning are more likely to make a lasting impression. Emphasize your learning style to demonstrate your ability to adapt and be flexible to new information and circumstances. This also shows that you can be versatile for additional roles.

#### *You are a more creative thinker*

Recognize that creative thinking can take a number of different forms. There are advantages for diverse thinking styles, but you still want to communicate your ability to be resourceful and think outside the box. Even though there are many types of creative thinking, you need to convey how yours can be used to energize the role.

## **Common Questions You'll Need to Answer**

There are several common questions you may be asked related to your job traits. These typically involve you describing certain work qualities or simply open questions that ask you to describe yourself.

Here are some of the most common:

*What is your greatest strength?*  
*What is your greatest weakness?*  
*How do you handle stress and pressure?*  
*What are your personal goals for the future?*  
*How do you define success?*  
*What characteristics make you the best person for the job?*  
*Describe a time when you felt excited about work.*  
*Why should we hire you?*  
*What makes you a good fit?*  
*Tell me about yourself*

## **Why They Ask**

The interviewer is interested in knowing how well you understand your own strengths, and your ability to articulate value. The prospective job may require specific qualities needed to sustain success, such as strong attention to detail or using creative thinking.

The employer may also be seeking out very specific qualities, such as a highly organized person. Therefore, the interviewer may ask very particular questions to see if your qualities match those requirements.

## **Questions to Ask the Interviewer**

### ***What do you think are the most important qualities for someone to excel in this role?***

This question can often lead to valuable information that is not in the job description. It can help you learn about role expectations and suggest how you may be a good match.

### ***What is the typical career path for someone in this role?***

This question can help you learn whether or not the company tends to promote internally, and how career advancement works within the organization. By asking this question, you demonstrate interest in growing with the organization. Here again, keep your traits in the context of performance. This will help you to focus the conversation on developing value for the role rather than personal benefit alone.

### ***What do YOU (ask your interviewer) like best about working for this company?***

Ask about your interviewer's personal experience to get additional insight into how the organization's culture may influence your work experience. Keep the conversation centered on her or his experience in the organization, and how they are able to showcase their individual strengths to demonstrate value.

## **YOUR JOB METHODS FIT**

Job methods describe how you APPLY your traits to accomplish work. It also relates to your previous job experience and achievements. In this area, you need to emphasize how you handled past job duties to demonstrate your ability to perform the potential role.

Based on your Position Success Profile, below are three (3) recommended methods to communicate during the interview. You can also include additional qualities depending on your specific field of expertise, formal qualifications or education.

### **YOUR SUCCESS ALIGNMENT METHODS**

ANSWERS THE QUESTION: What you do, What you've done, How you do it...

- You use concept-driven problem-solving
- You help visualize new potential
- You focus on implementing new innovations

#### **What This Means for You:**

##### **You use concept-driven problem-solving**

Problem-solving is essential for performing work successfully. You want the interviewer to have a firm understanding of your specific problem-solving strengths. Recognize that there are different types of solutions that are best for certain situations. Emphasize how YOUR problem-solving has been effective in the past in order to show your potential to perform the job.

##### **You help visualize new potential**

A big part of job success is anticipating needs related to key tasks in the job description. There are many different methods of managing day-to-day tasks. Some tasks involve numerous procedures and some require more experimental thinking. Recognize and accentuate how YOUR methods for managing tasks would be helpful for the role in mind.

##### **You focus on implementing new innovations**

Managing information is an important part of being an effective employee. You need to understand how your methods for handling information translate into value for the employer, whether coordinating tasks, implementing solutions or coming up with new ideas. Articulating your ability to manage information to enhance the job will make a significant impression on the interviewer.

## Common Questions You'll Need to Answer

There are several common questions you may need to answer related to how you have managed certain tasks in previous roles. These typically involve the interviewer asking you about past achievements, such as assignments and projects, or how you handled specific scenarios in order to complete them.

Here are some of the most common:

*How would your past experience translate into success in this job?*

*Describe a difficult work situation or project and how you overcame it.*

*What was the biggest accomplishment or failure in this position?*

*What were your responsibilities?*

*What did you like or dislike about your previous job?*

*Describe your career goals.*

## Why They Ask

Interviewers ask these types of questions to assess your response to certain situations, and to also predict how you may perform in the future. The interviewer is looking to understand how well those responses match the duties within the job description.

You might start with naming the top few requirements for the job, and then describe how you would coordinate or manage them in specific ways. On the other hand, you can also begin with your background and summarize how it has prepared you for the job at hand. Often, the context of the job is almost as important as the requirements, so don't forget to speak to possible challenges and opportunities you see in the role related to your previous experiences.

## Questions to Ask the Interviewer

***Can you tell me more about the day-to-day responsibilities of this job?***

This is your chance to learn as much as possible about the ACTUAL structure of the role, and how well (or NOT!) the work is defined. Then you can measurably decide whether or not it's a job that properly matches your alignment. By learning more about everyday operations, you will also gain more insight into what your actual experience would be like, as well as how the job matches your alignment.

***What are your expectations for this role during the first 30 days? 60 days? 1st year?***

This demonstrates that you are not short-sighted, and are aware of both the long-term and big picture. It also helps you get a feel for the employer's real expectations of the role.

## YOUR JOB VALUES FIT

Job values describe how people relate to others to create meaningful teamwork. It involves your style of interaction, relationship building and your influence on peers.

Here you will want to convey how your alignment values may complement other team members, supervisors, and partnerships you maintain outside the organization. (e.g. customers, clients or the public)

Based on your Position Success Profile, below are three (3) recommended values, based on your values, to communicate during the interview. You can also include additional qualities depending on your specific field of expertise, formal qualifications or education.

### YOUR JOB VALUES

ANSWERS QUESTIONS ABOUT: How can your values improve teamwork and add to the culture?

- You are a team idealist
- You are a more idea-driven communicator

### What This Means for You:

#### You are a team idealist

Remember, teamwork is largely about the organization's culture. You need to convey how your performance can help support a value-driven climate. Also, keep in mind that there are different types of value. You want to show how your core values can support good teamwork to accomplish work and create positive collaboration. Employers very often hire people they like, and not necessarily those who present the most accomplishments.

#### You are a more idea-driven communicator

Communication is critical for effective teamwork. You can be sure that the interviewer will be keying in on how well you articulate your qualities and skills. You need to recognize your communication strengths and how they would translate into the job in mind. Understanding that there are different types of communication demonstrates your ability to be a team asset.

## Common Questions You'll Need to Answer

There are a number of common questions you may need to answer related to teamwork and culture. These typically involve the interviewer asking you about collaboration, and how you typically handle conflict or criticism.

Here are some of the most common inquiries:

*What are you like working on a team?*

*Questions about your supervisors and co-workers*

*Who was your best boss and who was your worst?*

*Tell me about a time when you had to get cooperation from someone in another area to be successful on a task or project.*

*Describe a time you had to give candid feedback to one of your peers.*

## Why They Ask

In interview questions used to assess teamwork, hiring managers are seeking a candidate who best exhibits the values and principles of their organization. They are interested in hiring people who complement the organization's ideals. (as opposed to candidates who would likely take constant effort to bring into compliance with workplace norms)

Ultimately, employers want to hire individuals who share a common understanding of how to cooperate smoothly with peers and supervisors. They want to avoid, for example, hiring an aggressive, overly self-centered personality (which may be good for sales) into an organization that values collaboration, shared goals, mutual respect, and shared rewards; or, on the other hand, hiring someone who requires significant peer validation into an organization that promotes individualism, self-directedness and risk-taking.

The point is, organizations look for people who best fit their culture and values.

## Questions to Ask the Interviewer

***How would you describe the organization's culture?***

What you really want to know is whether or not you would be a good fit for the organization. Remember, when all is said and done you need to make sure you are comfortable with the organization's social environment.

***If you could define your culture in only a few words, what would you say?***

This question accomplishes several things. First, it shows some tactical creativity on your part. It demonstrates that you are a critical thinker, and not simply someone on auto-pilot. Second, it challenges the interviewer to boil down the essence of the workplace in only a few words. Your interviewer's response isn't as important as how she or he responds. Watch body language, posture and facial expressions. Look for consistency between actions and words to get a more realistic impression.

***What's the best part about working in this environment that I won't be able to see from just a walk around?***

This question digs to get a deeper assessment of the working environment. You learn the "true" culture behind what is being presented, as some workplaces are quite different once you have been employed there for a few months. This may also help prompt the interviewer to give valuable insight about the reality of working for the organization. An organization's true values are often difficult to recognize from a brief walk through.

***What are the biggest challenges facing the organization or department right now?***

To better articulate how you can be an asset to the organization, you need to ask about its challenges. This question may also help you uncover trends and issues in the industry, and perhaps identify areas where your skills could make a difference.

***Where do you think the organization is headed in the next 5 years?***

If you plan to be in this role for any significant period of time, make sure the company is growing so you can grow with it. This demonstrates your ability to include the bigger picture.

# ABOUT THE COMPANY



**HIRE DIRECTION** is a data-driven talent solutions provider dedicated to helping organizations and individuals identify, measure, and align jobs and people.

## TECHNOLOGY



The POSITION SUCCESS INDICATOR is the talent diagnostic technology that identifies and measures job fit indicators and provides data intelligence to power HIRE DIRECTION's product suite.

## PROFESSIONAL SOLUTIONS



POSITION SUCCESS PLANS are advanced talent alignment tools used to optimize performance management, professional development and career readiness. They can also be used by coaches and organizations to support professional coaching, recruitment, career services, and employee development.

## ORGANIZATION SOLUTIONS



The JOB FIT CALCULATOR is the ultimate talent sourcing, screening and comparison tool to optimize recruiting, career counseling, employee development, and organization re-alignment.