Interviewing
The Art of Storytelling

An Effective Story

- A specific instance in time

- A distinct plot

- Beginning, middle, and end

- A character to care about (you!)

- Something at stake

- Captures attention intellectually and/or emotionally

Stories Are Powerful

"To involve people at the deepest level **you need to tell stories**.

People are not inspired to act on reason alone.

In a story, you not only weave a lot of information into the telling but you also **arouse your listener's emotion and energy**."

Robert McKee, Harvard Business Review

What is an interview?

A *conversation* . . . . . . with a *purpose*

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Preparation

Introductions: Meet and Greet

Tell me about yourself?

Types of Questions

Behavioral
Case Questions
Understanding the Role
Negative Questions

Your Questions

The Close

Debrief

Follow Up

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7 Seconds for a Good First Impression

Introductions: Meet and Greet

- The interview starts at the door
- Non-verbal communication
    - Smile, good posture
    - Appropriate attire, neat appearance
    - Appropriate eye contact (webcam)
    - Use a Zoom background
- Follow their lead on small talk
- *Be confident*

"Tell me about yourself"

Interviewers want your stories to *"connect the dots"* to answer these questions:

What is your experience using relevant skills the organization needs?

How do you solve problems, create value, and drive impact?

Why are you interested in this policy sector, role and organization?

How well will you fit in our culture?

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Your Professional Story

- A **logical evolution** of your career; why was it purposeful and self-determined

- Emphasize **relevant skills** found by *Dissecting the Job Description*

  - Mention specific successes to enhance **"value proposition"**

- Emphasize policy sector or cause **interest, motivation and passion**
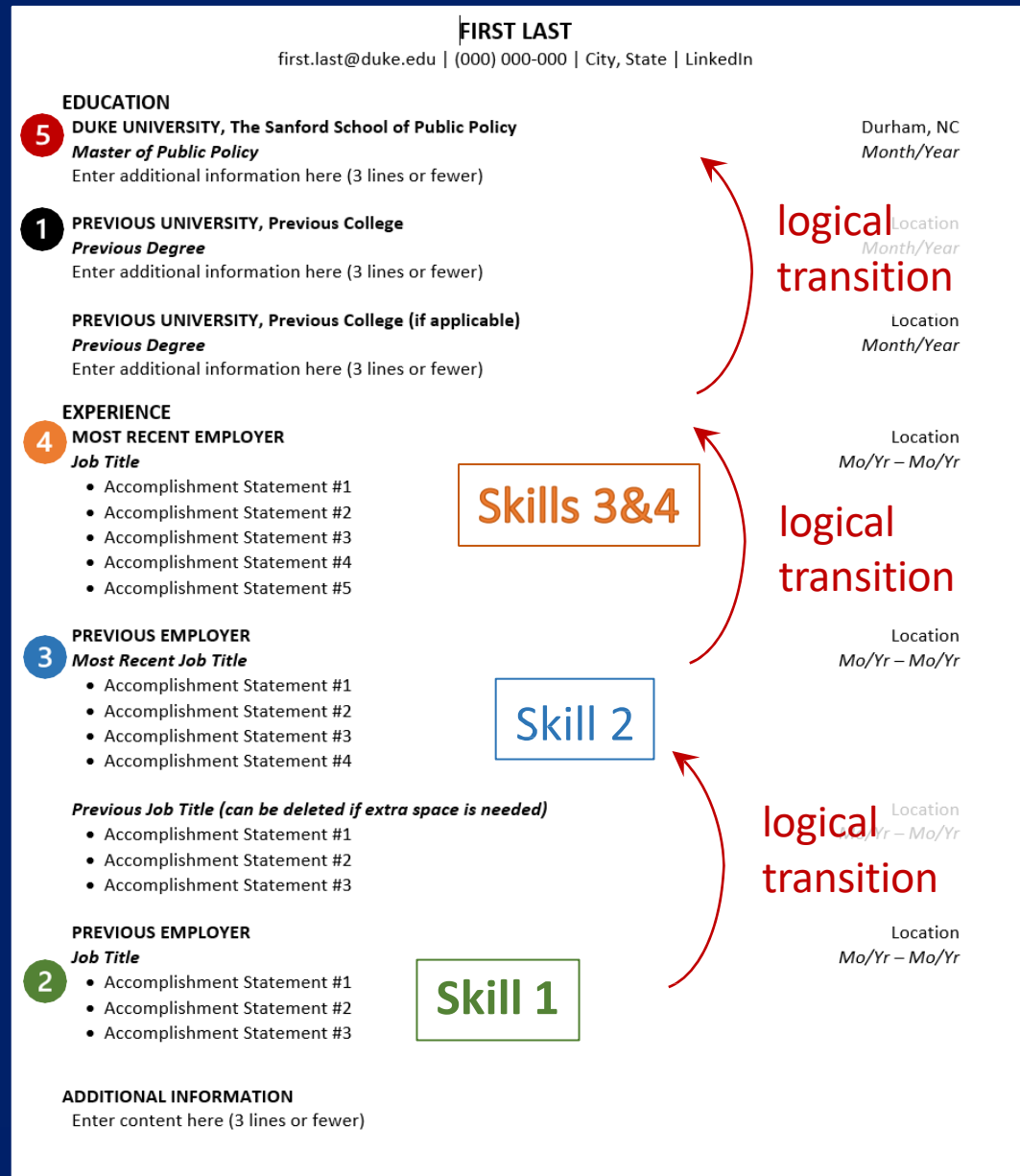

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Logical Evolution

1 Undergraduate school
- *What did you study and why?*
- *How is it related?*
- *Logical transition to first role*

2 3 4 Previous roles from past to present
- *What relevant **skill**(s) did you gain, enhance, improve?*
- *Value add? (success)*
- *Logical transition to next role*

5 Sanford MPP/MIDP: Connect the Dots to the Role
- *What skills are you now enhancing?*
- *Why is your function and policy sector goal the next logical step in your career?*

Things to consider . . .
- What makes you unique?
- How do you want to be remembered?
- What is your brand/message/guiding principle the recruiter should know?

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EDUCATION
5 **DUKE UNIVERSITY, The Sanford School of Public Policy**   Durham, NC
Master of Public Policy   *Month/Year*
Enter additional information here (3 lines or fewer)

1 **PREVIOUS UNIVERSITY, Previous College**   Location
Previous Degree   *Month/Year*
Enter additional information here (3 lines or fewer)

PREVIOUS UNIVERSITY, Previous College (if applicable)   Location
Previous Degree   *Month/Year*
Enter additional information here (3 lines or fewer)

EXPERIENCE
4 **MOST RECENT EMPLOYER**   Location
Job Title   Mo/Yr – Mo/Yr
- Accomplishment Statement #1
- Accomplishment Statement #2
- Accomplishment Statement #3
- Accomplishment Statement #4
- Accomplishment Statement #5

3 **PREVIOUS EMPLOYER**   Location
Most Recent Job Title   Mo/Yr – Mo/Yr
- Accomplishment Statement #1
- Accomplishment Statement #2
- Accomplishment Statement #3
- Accomplishment Statement #4

Previous Job Title (can be deleted if extra space is needed)   Location
- Accomplishment Statement #1   Mo/Yr – Mo/Yr
- Accomplishment Statement #2
- Accomplishment Statement #3

PREVIOUS EMPLOYER   Location
Job Title   Mo/Yr – Mo/Yr
2
- Accomplishment Statement #1
- Accomplishment Statement #2
- Accomplishment Statement #3

ADDITIONAL INFORMATION
Enter content here (3 lines or fewer)

logical transition

Skills 3&4

logical transition

Skill 2

logical transition

Skill 1

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Why Behavioral Interview Questions?

- The best predictor of *future* behavior is *past* behavior

- Describe your **process** to address challenges and **solve problems** and include your results

- Demonstrate your **knowledge** of the **role**, relevant **skills**, and **fit** with the organization

Active Listening Is an Act of Practice

- Quiet your thoughts. Listen for comprehension

- Resist choosing a story before the end of the question

- Restate, rephrase, clarify *only* if you have questions

- Jot down key points in the question

- Do not dwell on your previous answer, listen to the next question

Behavioral Questions

The **STAR** Framework

Situation
Identify the *challenge* you faced.
What was the *problem* you needed to solve? (Brief)

Task
What did you need to do to solve the problem?
What was your *strategy*?

Actions
Actions you took to meet the challenge (*skills* in *Dissect the Job Description*); what are 3 to 5 key actions?

Result
Success or result, who benefitted, how, how much? Include figures (# $ %) when possible.

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Behavioral Questions

The **CAR** Framework

Challenge   Identify the *challenge* you faced and the *strategy* to address it.

Actions   *Actions* you took to meet the challenge (*skills* in *Dissect the Job Description*); what are 3 to 5 key actions?

Result   *Success or result*, who benefitted, how, how much? Include figures (# $ %) when possible.

Timing for STAR Stories

Challenge:	10 – 15%
Actions:	70 – 80%
Result:	10 – 15%

"Go To" Stories   *5*

- Develop *five "go to" stories* that end well

- Can be adapted for *various questions*

- Consider a variety of *relevant skills* that made each story successful

- Consider the *multiple problems* you had to solve in each story

Negative Questions

- *What is one of your weaknesses?*
  - Choose one that does not impact a required skill
  - Do not pick your "greatest" weakness
  - Demonstrate awareness and how you learned to manage that weakness
  - Prepare three examples – just in case!
  - But answer with only one weakness.

- *Give me an example of a time you failed.*
  - Honest, authentic, but **not** disastrous or catastrophic
  - How did you manage the situation to a positive outcome?
  - What lesson did you learn? How did you prevent it from happening again?

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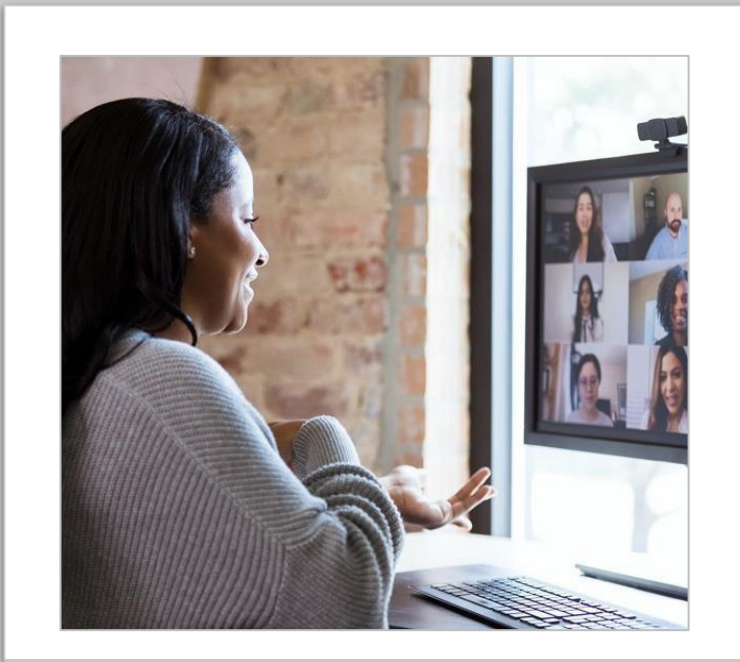Case Questions
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After the interview

Big Interview is **an online system that combines training and practice to help you improve your interview technique and build your confidence** through: Challenging, virtual mock interviews for all experience levels and dozens of industries. A database of thousands of interview questions with tips on how to answer them.

https://duke.biginterview.com/

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