

**Tips
on
Job Interview**

November 2003

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1. **Questions and Answers**

1. **Tell me about yourself**

- a. Well, I grew up all over India since my father's job was transferable and they have now settled down in Pune. I decided to go out of state for higher studies so I could experience a new environment on my own. When I got to university I didn't know what I wanted to do after graduation, but after taking a lot of economics and political

science courses, I decided that I'd like to work in Marketing department. That's what brings me here today.

- b. What would you like to know?
- c. I've always been interested in marketing roles, especially after my summer internship in Sell Stuff Advertising agency. I'm particularly interested in B2B marketing.

2. If you are hired, how long will you stay with this company?

- a. As long as the work is challenging and I have the opportunity to learn and advance, I see no reason to consider leaving. How long do you believe that will be?
- b. certainly wouldn't consider leaving this, or any job after less than one year. It takes that long to really assess a position.
- c. I would like to stay with your company as long as possible, and I don't anticipate leaving in the foreseeable future.

3. What are the most important things you've learned in university?

- a. How to beat the system. As you know, my university has over 20,000 students. If you want to get anything done you have to know the right people, circumvent the rules a bit, that sort of thing. Of course I would never do anything illegal or unethical, but I have found that playing strictly by the rules is not always the fastest or best way to get things done.
- b. Being a philosophy major has taught me a lot about social justice and the role of the individual in society. I'm much more attuned to how certain groups-racial, sexual, religious, cultural-are marginalised and excluded from power. This knowledge has made me a much more tolerant person.
- c. Two things: time management and how to find information. Balancing a full course load and several extra-curricular activities-not to mention a social life-can be tricky, but if I've learned anything in these four years it's how to know how much time I have, how much time I need, and how to say no to those things that aren't necessary for me to do. I've also learned that it's impossible to know everything, so it's more important to be able to think creatively in order to figure out how and where to find the information I need.

4. How do you feel about working in groups? Do you tend to play a particular role?

- a. I enjoy working in groups. Although some projects may take a little longer when several people have to reach a consensus, I believe the result is always better when you can benefit from several peoples' ideas. I've found that when I work in groups I'm usually the person who makes sure the work gets finished-the detail person, the person who ties up all the loose ends and who sees the thing through.
- b. I don't mind working in groups, but I find that I'm generally more productive working alone, or maybe one-on-one with a supervisor.
- c. I think teamwork is one of the most overrated management concepts! Innovative organisations need independent thinkers.

5. What have you done that shows initiative?

- a. This year I organised a group of co-workers to change the title system at our company. Our titles don't match the ones used by most of the other firms in the industry and make us sound like we're lower down on the ladder. Our Team Leader recognises the fact that six out of the eight people at my level will have to leave the firm to move up, so I thought he would be sympathetic to our request. After all, it's not like we were asking for raises! I drafted a memo that all eight of us signed and submitted it to our Team Leader and to the Manager. A week later, our Team Leader explained that he couldn't grant our request because it would require a company-wide overhaul—a process he didn't want to undertake. But, he did offer to speak with senior executives at other firms so that we would be viewed fairly. Since this outcome addressed our primary concern, we were flexible enough to accept this solution.
- b. I started a community service group at my university that works with other local organisations. We provide information to students so they can volunteer to tutor underprivileged children, perform at youth centres, and participate in community clean-up efforts. It's taken a lot of time and effort, but it's the most rewarding thing I've done at school. Last year students logged over 2,000 hours of community service.
- c. My department is one of the smallest at my university and we often have trouble getting sufficient enrolments in our classes and classes

get cancelled. This is extremely frustrating to me so I went to see the Dean to talk about it. He expressed his commitment to the department and suggested we form a task force with the department head and a few other students to address the problem. In the year since, we've revamped the curriculum so that it's more in line with student demand. As a result, classes are better attended and we have fewer cancellations.

6. How do you work under pressure?

- a. I thrive on pressure. I think it brings out the best in me.
- b. I work well under pressure; although I usually try to avoid getting into eleventh hour situations.
- c. Pressure makes me very anxious. I start my taxes three months before they're due.

7. As an entry-level employee a lot of the work you do will be very routine. How do you feel about that?

- a. certainly don't expect to start my career at the top, and frankly, I welcome the opportunity to learn this business from the ground up. Of course, nobody wants to spend an entire career at the copy machine, but I expect that over time as my skills develop and I gain experience, my work will change to reflect my abilities.
- b. I don't mind routine tasks; in fact, I find they can be relaxing. I believe that there is no bad work, only bad attitudes.
- c. Actually, I don't think a large proportion of routine work would be appropriate for someone of my level of education and work experience.

8. What kind of position are you interested in? (Assume you're new to the field)

- a. First I'd like to hear a bit more about the kinds of positions you have to offer.
- b. I'm looking for real hands-on management experience, something where I have the opportunity to supervise other people and to initiate and develop my own projects.

- c. I'm interested in a position that will allow me to learn this business inside and out, one that will allow me to develop the skills I need to move forward.

9. How much money do you want to make in this job? (Assume your target range is Rs 100,000 - Rs 150,000 per year.)

- a. As I understand it, the position would entail reporting directly to the executive editor, overseeing all aspect of book production from acquisition to publication, reviewing submissions, and acting as a liaison between authors and agents and the company. Am I missing anything? In that case, based on my track record and qualifications, what would be the salary range for the position?
- b. Based on my qualifications and the market rate for this type of position, I'm looking for about Rs 10,000 a month.
- c. I'm looking to make between Rs 6,000 and Rs 10,000 per month.

10. What skills do you want to learn or improve?

- a. Since this is my first job, I'm excited to learn everything I can about this field. I also want to learn as many management skills as possible.
- b. Although I have some knowledge of marketing research, I would like to improve my skills at interpreting marketing data - knowing the type of information to request and how to analyse the numbers.
- c. I would like to learn how to effectively manage people

11. Tell me what you know about our company.

- a. I know that you have the third largest market share in the soft drink industry and that one of your main goals right now is to enter the international market. Also, you have a reputation for being a good company to work for - you made it to last year's Business Today's "Top 200 Employers" list. You've just experienced a change in senior management, and actually, one of the things I wanted to ask you about was how you see that change affecting the company in the near future.

- b. Well, one of the reasons I'm here today is to learn more about the company from an insider such as yourself.
- c. Of course you're one of the biggest names in the soft drink industry - you've been around for generations. And based on your marketing campaigns over the last few years, I'd say you have a fun, youthful image and that you appeal to the under-40 crowd - although the diet products appeal more to women than to men.

12. What has been your most difficult experience?

- a. I was very close to my father and recently after we relocated to Bangalore he passed away. We were unprepared because he was a healthy person and quite young. I was devastated for a while - in fact it's still painful to think about - but I learned that I can handle any setback, no matter how painful.
- b. I am currently the secretary of a sporting club. Last semester, I discovered that another secretary, who happens to be a good friend of mine, was embezzling funds from our club account. What a situation! I knew I had to confront my friend, and the sooner I did it the better. When I confronted him, he first denied it, but I had brought proof with me. When I showed him the paperwork, he finally admitted that he had taken the money. I told him that I wasn't going to pretend that nothing had happened and asked him how he thought he should proceed. He wanted to just return the money and go on, but I didn't think that was enough. I told him I thought he should resign from the club, confess and apologise to the president of the club. He agreed. I could have turned him in to the College principal, but I felt, as did the president of the club, that these steps were sufficient.
- c. Last summer I was working for a law firm and sharing responsibilities with another woman. Unfortunately, this woman refused to pull her weight. She spent large portions of the day on the phone, took long lunch breaks and left early, while I stayed late to finish the work she hadn't done. I tried talking to her about it, but nothing seemed to work. Finally, I went to our boss. He said he had noticed the inequity and that he would take care of the situation, and he did. After the conversation with my boss, I noticed that my co-worker began doing her share of the work. I was pleased by the way things turned out, that I had taken the initiative and that the situation had been resolved to my satisfaction.

13. Why do you think you would enjoy this kind of work?

- a. I know this job would be a real challenge and would allow me to grow professionally. Also, marketing has always been my main area of professional interest, so I'm excited about the opportunity to work in that field.
- b. Brand management appeals to me, because it requires a combination of creativity, strategic and analytic ability - all qualities that I possess. Also, after doing an internship last summer at Sell Stuff Advertising Agency, I have a pretty good idea of what it's like to work toward the same goal but from another angle, and I know I enjoy the work and perform well in it.
- c. Right now I'm most concerned with finding a position that will challenge me and allow me to grow professionally. I'm a very positive person in general, and I know that if the environment is right, I will enjoy my work.

14. Are you more of a leader or a manager?

- a. You can count on me to be an effective, down-to-earth, no-nonsense manager. I'll leave the leading to you
- b. I've read articles on this topic in the past several years, and I've always been interested in the difference because I see myself as someone who is a leader by nature - constantly alert for new ways to do things and eager to help members of my team grow - but I also have a keen sense of details and am able to help my people figure out how to handle complex tasks.
- c. Can you tell me what you see as the differences and how that plays out for this organisation?

15. What is your greatest weakness?

- a. Lack of experience in this field. But if hard work and enthusiasm count for something, then I hope that won't be a weakness for long!
- b. I'm a perfectionist. I'm never satisfied with anything until I know it's the very best I can do, and I recognise that sometimes this tendency can slow things down.

- c. I used to be very disorganised. You know, the kind of person with every paper he owns spread on top of his desk. Eventually this got me into trouble; I missed a meeting because the slip of paper I wrote the details on got lost in the mess. I knew I had to make some changes, so I asked a very meticulous co-worker if she would help me organise my workspace. In just an hour we worked out a system that I still use today. I find now that not only am I more on top of things, but I work more efficiently, too.

16. What is your greatest strength?

- a. I'm efficient and I know how to get things done. For example, in my previous job I repeatedly met my targets within time and budget and within our quality standards. I was able to do this by planning ahead, prioritising and ensuring I was up to date with any of the technical changes.
- b. That's a hard question to answer. Probably my sense of loyalty.
- c. I'm a people person. I'm good at developing and maintaining relationships

17. Do you have any questions?

- a. You've gone over just about everything. I honestly can't think of another thing I need to know!
- b. How much growth potential is there in this job?
- c. Did I get the job ?

18. Where do you see yourself five years from now?

- a. In your chair!
- b. In five years I see myself in a mid to senior level management position, with real responsibilities and projects of my own to develop.
- c..To be honest I think it's difficult to know now exactly where I'll be five years from now. As a recent graduate, I don't have enough

experience-and thus enough information-to make that decision. Instead, my main goal is to move forward, to get ahead. In order to do that, I need to develop skills and expertise in the areas that are essential to my company and the industry I work in. Once I've done that I can define my goals more narrowly.

Results

1 b. This is the best response. The question "Tell me about yourself" is far too open-ended to answer immediately. The interviewer may want to know about your career goals, your hobbies, your activities, who knows? When you ask the interviewer what he/she wants to know, you allow him/her to focus the question so that you can provide the kind of information he/she wants to hear.

2 a. "As long as the work is challenging and I have the opportunity to learn and advance"—this is the most important part of your response. Since no one can see into the future, you shouldn't give a more specific response. Asking the employer how long that environment will continue is also a good idea; it suggests the idea of mutual responsibility for your ongoing commitment.

3 c. This is best response because it is the only one that demonstrates knowledge that translates directly to the workplace. Time management skills and finding information are two skills that most employers value very highly.

4 a. This is the best answer because it shows a real understanding of the value of teamwork and what your major strength is. Before answering this question, it's important to consider the type of job you're interviewing for. Obviously, if you're going to be alone in a room all day doing some type of individual research you don't want to convey the idea that you hate working alone. Conversely, if you're planning a career in management consultant where teamwork is everything, you don't want to come off as a hermit.

5 c. This is the best response because it not only demonstrates initiative and results from your undertaking, it also shows how you identified a problem, were willing to take advice and took part in its solution.

6 b. This is definitely the best response. You want to walk the middle ground here—don't sound like pressure is the only thing that gets you to do your work, and don't sound like a wimp.

7 a. A smart answer. It shows you don't mind paying your dues, and moreover, that you understand that until you've learned more you aren't ready for heavier responsibilities. At the same time, you demonstrate ambition.

8 c. This is the best answer for someone new to the field. It shows that you have reasonable expectations and goals, that you are willing to learn and that you want to get ahead.

9 a. In any discussion of salary your goal should be to find out as much as possible about the employer's expectations and target range before you divulge your own. In this answer you clearly articulate your responsibilities (making them sound as weighty as you can); you ask the employer if

there are additional responsibilities that should be considered, and then you turn the question around to try to find out the employer's bargaining zone. Nice work.

10 b. It refers to specific skills that you will need for your job, and yet it doesn't make you sound as if you have no skills at all.

11 a. It shows you've done your homework, which makes you sound focused and professional. Candidates should always take the time to do this kind of preparation for an interview, but you'd be surprised at how many people fail to take the time. Lack of preparation is a common complaint among interviewers. Preparation often equals success.

12 b. This example demonstrates your ability to confront and resolve a difficult situation in a responsible manner.

13 b. You clearly demonstrate how your particular skills and background match the requirements of the job.

14 b. You get the picture that they're looking for an idea person and someone who brings out the best in people. But you hedged your bets in case they've got some nitty-gritty detail folks on the hiring team.

15 c. This is the best response because you discuss a real weakness and show how you successfully acted to improve your self. Also, and very importantly, you've placed the weakness in the past.

16 a. This is a good, straightforward response. You know what you're good at; you sound proud of it; and it's a talent that's valuable in any job. You've also provided a concrete example and the relevant skills.

17 b. This is a good example of a final question. Others topics include: finding out why the job is open, what your initial responsibilities would be, and the company's competitors and future outlook. Do not ask too many questions, and never ask a question that may embarrass the interviewer.

18 c. This is the best type of answer for an entry-level candidate because it shows you have realistic expectations and goals.

2. Rehearsal

Coping with interviews

by David Denny

Introduction

Preparation and confidence

Preparing to meet the employer

Don't forget you

Answering interview questions

Questions for the interviewer

Presentation and body language

Introduction

After coming through all the hurdles of the SELECTION PROCESS, you will

eventually arrive at an interview. This is of course, a major obstacle for many job applicants. Although they may have the qualifications, experience and a proven track record, they may lose out to a candidate who 'interviews better.'

So what does 'interviewing better' actually mean? It comes down to the candidate being well-prepared and confident. A candidate who can answer questions in a way which is acceptable (but not necessarily right) to the interviewer, someone who knows something about their potential employer's business and the post they hope to fill. These are really the basic components of any candidate who 'interviews well'. There are undoubtedly other aspects employers may look for in relation to specific posts - having their own ideas, articulate, thinking on their feet, aspects which will be related to the job and to the company's preference in employees.

The employer will also be looking to fill a post, which has a particular job specification - in other words personal aspects besides the experience, and qualifications that can be put down on paper. The interviewer will set out to ascertain that the candidate has these personal qualities, skills and abilities the company requires.

Preparation and confidence

These two essential ingredients are interlinked. Good preparation instils confidence.

The basic approach to an interview is to be well-prepared. This means two things - preparing yourself practically for the interview, and gathering knowledge and information you can draw on during the interview.

- Be sure you know the time, date and location of the interview and name of interviewee where appropriate.
- Check out how you will get to the location, and when you need to set off to be there in good time - do a dummy run if necessary. Plan to get there no earlier than half an hour before the interview time, anticipate delays.

- Have what you are going to wear ready in advance - everything down to your underwear.
- Do not go to the interview laden down with baggage - psychological as well as physical. Take the bare minimum of belongings necessary. Concentrate on the interview at the interview - nothing else.
- If you are asked to bring certificates, references etc, get them ready before the day. Take your interview letter.
- On arrival ensure the receptionist knows you are there, visit the toilets to tidy up etc.

If you are well-organised and have planned for the day your confidence will increase.

Preparing to meet the employer

The interview is a chance for you and the employer to get to know one another. It is NOT the time to get to know about the post or the employer's business.

Do gather information about your employer before you are interviewed - what do they do, what are their current projects, what other interests do they have? Ask staff - many companies will offer you the chance to talk about the vacancy with someone, use the opportunity to find out more about the company.

Bigger companies will have PR departments, smaller ones will provide you with some information - libraries can provide information on local business and keep directories of national business. Use the Internet - many companies have a presence here now.

Make sure you know what the job entails - get a job description, ask someone in a similar post; ring the company to clarify if unsure.

Don't forget you

Remember the employer is interested in you as a person, your experiences and your opinions (in most cases). Do take the time to sit down and think about you, who you are and what you've achieved. It can be highly embarrassing to know more about the employer than yourself.

Sit down with your CV and make notes about your work record, what you've achieved. Look at yourself as a person in employment - how do you see yourself, what have you done, what ambitions do you have. Make notes and prepare and rehearse sound bites about yourself. Remember that one of the most common interview questions is 'Tell me about yourself'. Prepare a sound bite for this in particular, but not a life history. Usually interviewers want to know about personal qualities, not achievements - though examples can be included to support your statement.

Answering interview questions

Interviews vary tremendously, from very informal to formal. However, some questions can be anticipated, as can the subject matter. If you are well-prepared, then the majority of problem questions should not arise. You will know about the company, you will know about yourself and you will have a good idea of the demands of the job - these questions will not be a problem to the well-prepared interviewee.

A few general rules:

- Speak up when answering questions.
- Answer briefly, but try to avoid yes or no answers.
- Don't worry about pausing before you answer, it shows you can think and are not spitting out the sound bites you learned!
- Don't worry about admitting you don't know - but keep this to a bare minimum.
- Don't embellish answers or lie! Be as honest as possible.
- Be prepared for hypothetical situation questions, take your time on these.
- Be prepared for the unexpected question, that's designed to see how you cope with the unexpected.
- If you ask questions, keep them brief during the interview, remember you're the interviewee. At the end of the interview, ask your questions in an open manner, that is, questions which cannot be answered with yes or no. E.g. tell me about....? what is....? why.....?

Thank the interviewers for their time when you leave, and smile, even if you now hate them.

Questions for the interviewer

There is always the opportunity to ask them questions at the end of the interview - remember the interview is a two-way process, you need to be sure you want to join them too!

Try to concentrate on issues which are important to you and combine as an apparent interest in the company. Leave issues like terms and conditions until the very last, even though they may feel like the most important to you. Write your questions down prior to the interview and take them with you.

Good topics to touch on include:

- the competitive environment in which the organisation operates
- executive management styles
- what obstacles the organisation anticipates in meeting its goals
- how the organisation's goals have changed over the past three to five years.

Generally, it is most unwise to ask about pay or benefits or other similar areas. The reason is that it tends to make you seem more interested in what the organisation can do for you. It is also not a good idea to simply have no questions at all. Doing so makes you appear passive rather than curious and interested.

Suggested questions:

1. What are the main objectives and responsibilities of the position?
2. How does the company expect these objectives to be met?
3. What obstacles are commonly encountered in reaching these objectives?
4. What is the desired time frame for reaching the objectives?
5. What resources are available from the company and what must be found elsewhere to reach the objectives?

Presentation and body language

Wear what is appropriate for the post and the company. It may vary from smart, formal wear in some instances to very formal dress in others. Try and get an insight into what the company would expect from employees or gauge this through observation. What would be appropriate for a building company is very different to a public relations agency.

Be well groomed and clean. Try to look calm and confident, simple things like deodorant can boost your confidence.

Once you are ushered into the interview room there will usually be a short exchange of pleasantries and ice breaking. Don't be fooled by this time - it really is designed to put you at ease in most circumstances, but these initial moments are the most formative - don't go over the top being exceptionally friendly, or alternatively going rigid with fear thinking that your handshake was too limp! A pleasant natural smile, a firm handshake and a brief exchange of words in a natural manner is sufficient.

- Sit comfortably with both feet on the floor, lean slightly towards the interviewer.
- Don't play with your hair or your hands. Keep them out of pockets!
- Try not to create defensive barriers between you and them, like a brief case on your knees, folded arms or crossed legs....even if you feel you need to. It's natural, but your interviewer will not physically attack!
- Maintain natural eye contact with the interviewer - that is maintain eye contact, but don't stare like a snake!
- If there's more than one interviewer, look at who's talking.
- When you're talking, shift your glance from one to the other.
- Don't over-use your hands, if you are a natural gesticulator.
- Don't squirm and fidget.
- Do nod and Mmm, to show you're listening to them.
- Above all try to be you, unless you're naturally offensive!

Obedying these rules, will allow the interviewers to concentrate on you and not what you're doing in the interview. Body language conveys all sorts of messages, and the right body language will convey the message of a well-balanced and confident individual.....even if you're not!

Don't sweat the interview

Find tips to help you before, during and after the interview. Remember: the more you prepare up front, the more relaxed you will feel during the interview; the more relaxed you feel, the better you will perform; the better you perform, the more likely you will be to get the job! Makes sense, yes?

So, what's the big deal?

OK, you're revving up for the big interview. What important details do you need to know? First of all, you need to understand what the interview is all about. Your winning resume, cover letter and good use of your networking contacts have won you entree into Potential Employer's office. The interviewer will already have reviewed your resume, which basically provides the hard facts of your employment history and skills.

The interview is a subtle, more subjective aspect of the job-hunting process. Frequently, an interviewer (sometimes without even realising it) will form an opinion of you based on the nuances of your interaction. You're trying to make a good impression here. You need to portray sincerely, politely and enthusiastically that you are knowledgeable about the organisation and have something to offer it. Your resume may well have shown examples of your skills as a team player, but now you need to convince them that you fit their team. In order to make the best impression you can, you need to be prepared, know what you can expect, and know how to handle it if things don't go quite as you had planned.

Preparation

- Know how to keep yourself calm. The best way to do this is to be prepared!
- Research the company.
- Research the interviewer, if possible.
- Know what kind of interview to expect - a screening interview, a stress interview....
- Have you done any informational interviews about this industry?
- Know why you want the job.

- Identify your wants and your needs - and know the difference!
- Be able to express, *specifically*, the marketable skills you have to offer the organisation.
- Be prepared for the standard interview questions and know your answers to them - try taking the virtual interview.
- Be prepared to answer that killer question.
- Know how to deal with illegal questions tactfully during the interview.
- Prepare questions you wish to ask - only ask questions you can't find answers to yourself.
- Line up your references in advance and verify that they will be good ones.

Presentation

- Find out the standard dress for the organisation.
- Dress on the conservative side.
- Arrive early.
- Bring extra resumes, notepad, pen.
- Be sure you know how to pronounce your interviewer's name correctly.
- Be polite to everyone you meet there. They all count.
- Be personable as well as professional.
- Do not chew gum, smoke, swear or use slang.
- Be aware of body language, vibes, reactions - use your instincts to keep things on course.
- Assume all questions are asked for a good reason and answer accordingly.
- Do not assume that your interviewer knows how to elicit the information he/she is looking for.
- Feel free to ask for clarification before answering a question.
- Take some time to formulate your answers before you speak.
- Answer all questions honestly, but in the best, most positive light.

Dress for success: Casual or casualty?

by Carole Martin

Summary:

- ? The traditional interview suit may not be mandatory.
 - ? You'll still want to save jeans and T-shirts for the weekend.
 - ? Women can increasingly get away with wearing pants.
-

In a business-casual world, how do I dress for an interview?

Just a few years ago, everyone knew the answer to this question. The standard interview uniform was suit and tie for men, and suit with a skirt for women. Anyone arriving at work in a new suit was presumed to be interviewing elsewhere that day. But now that workplace dress codes have relaxed, both men and women have more choices when it comes to interview attire.

Does that mean the uniform is out?

Not necessarily. It's still important to make a good impression. You just face more decisions about how to do that.

How will I decide what to wear to the interview?

Remember, each company has an individual culture and environment. Try to find out what the standard is for the company before the interview. When you schedule the interview, ask what would be appropriate. Or call the human resources department and ask what the company's dress code is. Sometimes an interviewer will tell you what to wear: "We don't dress up here, so a suit is not necessary." Some people actually go to the place where they will be interviewing and stand outside at lunchtime or after work to check out employees' clothes.

If not a suit, then what?

A good rule of thumb is to wear something somewhat dressier than what the employees wear to work. Never wear jeans and a T-shirt, especially slogan T-shirts. A jacket is always a safe bet for men and women, with slacks or a skirt. Somehow a jacket seems to pull the outfit together and can cover a multitude of figure problems as well.

But the suit is still a staple in some professions. Sales people, for example, prefer the suited look, as do other professionals such as lawyers and bankers. Whatever you decide to wear, make sure it fits properly and is of the best quality you can afford. What seems like a big investment now will pale in comparison when you get the job.

Remember, whether you are interviewing at an Internet company or a bank, it's always best to keep your outfit on the conservative side. You're giving the interviewer a picture of yourself, so make sure it reflects well on you.

Handling multiple interviewers

Panels and boards and teams

by Carole Martin

Summary:

- ? Speak to each person in the room and make eye contact.
 - ? Plan and prepare as you would for any interview.
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It might feel like you're facing lions and tigers and bears. There you sit alone in front of the room, waiting for the pack to attack with questions. It's really not quite that bad. In fact, there is an upside to this process. You'd probably have to talk to each of these people individually at some point in the process. This way, you get it over all at once.

But how do you deal with so many interviewers in one sitting? The best way is to take them one at a time. The board or panel is not one entity, but several individuals coming together with the common goal of hiring the best candidate for the job. At the same time, each person has his own agenda or department's interest at heart. For example, the HR manager will be checking to make sure you are a good fit with the culture and people working at this company. The hiring manager will want to know about your technical skills or business know-how. And the person from accounting will want to know if you are savvy enough to operate a business budget.

Board or panel interviews are usually rather formal and organised, using a standard set of questions for all applicants. This type of interview is typically used in academia, government or for high-level executives but can be used for any other type of position in any company.

A female client interviewed for a senior administrator job at a major health agency, facing a panel of 10 doctors, nurses, technicians and administrators. She felt like it was an inquisition, not an interview. But she had prepared well and was confident when she faced this tribunal. She looked at each person as he or she asked the question, and continued to look at that person for 30 seconds or so. She then shifted her eye contact to each member of the interviewing team. She made sure she made contact with each set of eyes while answering questions. She felt very much in control and her interview went well. The result was a job offer.

Another multiple-type interview is the team or "good cop/bad cop" interview. The team is usually made up of two interviewers, one who asks the questions and one who takes notes. The two typically trade roles, which can be confusing if they have different styles. In fact, one person may be kind and gentle and the other more harsh or pushy.

Just remember, these inquisitors are working together toward the same end. Treat them equally, not favouring one over the other.

Regardless of the type of interview, the best advice is to prepare and practice beforehand. When you have your script and have rehearsed your answers, you will feel prepared and more confident no matter how many people you have to face.

Lastly, a good tip to remember is to make sure you get each person's business card, hopefully at the beginning of the interview, so you can address each person by name.

How do I make that killer call?

by Burton Nadler

Experts in business communication will tell you that next to public speaking, making a phone call strikes fear in the hearts of even the most seasoned executives. They call this phenomenon "telephone reluctance." To overcome this phobia, we've assembled a list of telephone tips. Review these points, plan your calls, practice what you are going to say and start dialling.

1. Say "hello" and acknowledge (and note) the name of person you are speaking with.
2. Say why you are calling and who you wish to speak with. If you are conducting a follow-up call, quickly describe previous communications.

3. Assess the status of your candidacy, confirming whether your fax or mailed documents were received, and, focus on identifying appropriate next steps.
4. Request an appointment for a job or informational interview. Be assertive about this - if the person you are speaking with cannot schedule one, request suggestions for next steps, additional resources or referrals.
5. Thank the person you are speaking with and confirm spelling of all names, mailing and email addresses, phone and fax numbers.

And don't forget...

- Never be impolite, impatient, or pushy. You can always call back if you don't get the information or results you expect.
- Stay focused and know what you want before you call. Goal-oriented conversations get the best results. Be realistic about what can be achieved with each call.
- Whenever possible, ask to see or speak with someone "who can tell me about entry-level options."
- Always write, email, or fax thank you notes.

What if I get an answering machine?

- Don't be shy, always leave a message. Ask for "confirmation that you received my resume and cover letter," or for "information about the position recently posted on the Internet." Leave your name and number.

How do I develop a Conversation Outline?

Use the above list to develop a "conversation outline," but don't try to memorise a script. Below is a basic sample. Create your own and don't wait until it is perfect to give it a try. The more phone calls you make, the more natural you will become and the easier calls will be to make.

Conversation steps

1. Say "hello" and acknowledge (and note) the name of person you are speaking with.
"Hello, my name is And, your name please?"

Say why you are calling and who you wish to speak with. If you are conducting a follow-up call, quickly describe previous communications.

"I am calling about the marketing assistant position and I would like to speak with the director of marketing, please."

or:

"I saw on the Internet that your firm offers wonderful entry-level sales options. Is there a specific person who could tell me more about these positions? Good. That person's name, phone and fax number is? Does he/she have email?"

2. Assess status of your candidacy, confirming whether your fax or mailed documents were received, and, focus on identifying appropriate next steps. Be assertive about this - request an appointment for a job or informational interview. If the person you are speaking with cannot schedule one, request suggestions for next steps, additional resources or referrals.
"I emailed a resume to ... of your human resources office. Can I speak with Mr./Ms. ...? I would like to confirm that the resume was received and clarify next steps. Ask to see the appropriate person, I'd like to schedule an appointment with Mr./Ms. ..."

3. Request an appointment for an employment interview or information conversation. If the person you are speaking with cannot schedule one, request suggestions for next steps, additional resources or for a referral.
"Yes, I understand that decisions regarding formal interviews won't be made for a few weeks. In the meantime could you refer me to someone who is in a sales position? I would like to informally learn about what it is like and ask questions about their experiences. Who would you suggest I speak with?"

4. Thank the person you are speaking with and confirm spelling of all names, mailing and email addresses, phone and fax numbers.
"Thank you so much. You have been very helpful. If I have additional questions would it be appropriate to call you again?"

Again, Mr./Ms. is the best person to contact and their phone and fax number is... Is that correct?"

Create additional outlines and rehearse with friends and family. Let common sense be your guide, but start now!

3. The Interview

Tell me about yourself

It's one of the most frequently asked questions in an interview: "Tell me about yourself?" Your response to this request will set the tone for the rest of the interview. For some, this is the most challenging question to answer, as they wonder what the interviewer really wants to know and what information they should include.

Priya dreaded this question. When it was the first one asked at her interview, she fumbled her way through a vague answer, not focusing on what she could bring to the job.

"I'm happily married and originally from Delhi," she began. "My husband was transferred here three months ago, and I've been getting us settled in our new home. I'm now ready to go back to work. I've worked in a variety of jobs, usually customer service-related. I'm looking for a company that offers growth opportunities."

The interview went downhill after that. She had started with personal information and gave the interviewer reason to doubt whether she was an employee who would stay for very long.

She's married, and when her husband gets transferred that means she has to leave; she did it once and can do it again.

- She has some work experience with customers but didn't emphasise what she did.
- She is looking to grow. What about the job she is applying for? Will she stay content for long?

The secret to successfully responding to this free-form request is to focus, script and practice. You cannot afford to wing this answer, as it will affect the rest of the interview. Begin to think about what you want the interviewer to know about you.

Focus

List five strengths you have that are pertinent to this job (experiences, traits, skills, etc.). What do you want the interviewer to know about you when you leave?

Priya is strong in communications and connecting with people. She has a strong background and proven success with customer relationships. Her real strength is her follow-through. She prides herself on her reputation for meeting deadlines.

Scripting

Prepare a script that includes the information you want to convey. Begin by talking about past experiences and proven success:

"I have been in the customer service industry for the past five years. My most recent experience has been handling incoming calls in the high tech industry. One reason I particularly enjoy this business, and the challenges that go along with it, is the opportunity to connect with people. In my last job, I formed some significant customer relationships resulting in a 30 percent increase in sales in a matter of months."

Next, mention your strengths and abilities:

"My real strength is my attention to detail. I pride myself on my reputation

for following through and meeting deadlines. When I commit to doing something, I make sure it gets done, and on time."

Conclude with a statement about your current situation: "What I am looking for now is a company that values customer relations, where I can join a strong team and have a positive impact on customer retention and sales."

Practice

Practice with your script until you feel confident about what you want to emphasise in your statement. Your script should help you stay on track, but you shouldn't memorise it -- you don't want to sound stiff and rehearsed. It should sound natural and conversational.

Even if you are not asked this type of question to begin the interview, this preparation will help you focus on what you have to offer. You will also find that you can use the information in this exercise to assist you in answering other questions. The more you can talk about your product - you - the better chance you will have at selling it.

Do you have any questions?

by Carole Martin

At the conclusion of a job interview you may be asked, "Do you have any questions?" A common answer is, "No, I think you've covered everything very well." This is the wrong answer. You have passed up your opportunity to ask some critical questions could help you decide whether you want to work for this company.

But, what questions are appropriate? When Maria was asked if she had any questions at the conclusion of her first interview, she began asking about sick time and vacation days and when she would be able to start taking them. The interviewer was taken aback. "Is this what this woman cares about? Time off? This doesn't sound like someone who will come in and get the work done," the interviewer thought to himself. Clearly, Marianne had asked inappropriate questions.

Timing is key

The first round of interviews is about discovery, learning about the job and the company, not the benefits or raises. Good questions to ask in the first round are about the job content, and the company's culture and future.

David had prepared ahead of time and was ready when the manager asked if he had any questions. David asked, "What types of projects would be forthcoming over the next six months?" The manager was eager to tell David about prospects for future business and the plans for future growth. This discussion prompted more questions from David. The interview ended after a lively exchange and on a very upbeat note. David's questions were appropriate and timely.

The interview should be an exchange of information: What does the company want, and what do you have to offer? But it is also important to discuss what the company has to offer, and what you want. It is essential to express an interest in the company and the work being done. By asking questions, you will demonstrate investigative skills, illustrate you are particular about the company you work for and that you are not going to take just any offer.

It is also important to consider whom you are talking to. The human resources person is the one likely to know about job descriptions, qualities being sought and the morale or company culture. The hiring manager, your future boss, is the person to ask about the department, the team you will be working with and the job's challenges.

What about the benefits?

But what about those other questions about benefits, stock options and time off? As the interview process unfolds, there will be time to ask about the benefits and practical matters. Often the human resources department will provide you with a brochure or information packet. Obviously, you will need this information to assess an offer, but all in good time.

What you *should not* ask in the first rounds of interviewing

- Don't ask about salary, stock options, vacation, holiday schedule or benefits.
- Don't ask questions that have already been answered in the interview, just for the sake of asking something.
- Don't grill the interviewer. It's OK to ask about the person's background, but only as an interested party, not an interrogator.

Questions you *should* ask in the first rounds of interviewing

- May I see a copy of the job description?

- Why has the job become available?
- What qualities are you seeking in the person for this job?
- What is the next step?
- When will you make your selection?

Prepare five or six questions before the interview and take them with you. When the time comes for you to ask questions, take out your list. This will show good preparation on your part. This time is a valuable opportunity for you to get the information you need to help you make an informed decision.

Encountering behaviour-based interviews and questions

More and more employers are conducting a different type of interview than they did five or 10 years ago. Known as "behaviour-based interviews," these interviews are filled with behaviour-based questions designed to elicit patterns of accomplishments relevant to the employer's situation. They are specific and challenge interviewees to provide concrete examples of their achievements in different types of situations. Such interviews are based on the simple belief that how a job candidate has responded to certain types of situations in the past is a good predictor of how that person will behave in a similar future situation.

Behaviour-based questions are likely to begin with some variation of:

- Give me an example of a time when you . . .
- Give me an example of how you . . .
- Tell me about how you . . .

This is an opportunity for you to sell your positives with an example or two. Briefly describe the situation, enthusiastically explain what you did (adding information as to why if you think this would not be evident), and indicate the outcome.

Obviously you want to select examples that promote your skills and have a positive outcome. Even if the interviewer asks about a time when something negative happened, try to select an example where you were able to turn the situation around and something positive came out of it. For example, if asked, *"Tell me about a time you made a bad decision."* Try to identify an example where:

- Even though it wasn't the best decision, you were able to pull something positive out of the situation.
- Although it was a poor decision, you learned from it and in the next similar situation you made a good decision or know how you will handle it differently the next time a similar situation arises.

- It was bad decision but the negative outcome had only minor impact.

In other words, try to pull something positive - either that you did or that you learned - out of even a negative experience you are asked to relate. As you prepare for your interview, consider situations where you:

- Demonstrated leadership
- Solved a problem
- Increased company profits
- Made a good decision/made a poor decision
- Handled change (not money, but changing events)
- Handled criticism
- Met a deadline/missed a deadline
- Worked as part of a team

Add to this list other behavioural questions you think of that apply to the job for which you are applying. For example, if the job includes making presentations, expect questions about a speech where you achieved your goal or conversely about a time when your speech failed.

How you say something is as important as what you say

by Michael Spiropoulos

Summary

Communication experts say that:

- ? Only 10% of our communication is represented by what we say
 - ? 30% is represented by our sounds
 - ? 60% is represented by our body language.
-

Obviously what you say at an interview will go a long way to securing you the job. However, how you say things also plays an extremely critical role. In fact, some experts strongly contend that how you say things is more important.

As a job seeker it's your responsibility to ensure that you prepare for both. Below you'll find five very useful tips on how you should be saying things at an interview. Follow these tips carefully and you'll significantly improve your chances of winning that job. Good luck!

1. Avoid saying anything that does not put you in a positive light:

You'd be surprised how many people are critical of themselves at an interview. They're just shooting themselves in the foot. Research shows that negative comments are:

- a) remembered more easily and
- b) attract follow up questions!

The last thing anyone needs at an interview is follow-up questions on negative points.

2. how they can benefit your new employer:

Try to think of ways your skills and knowledge will benefit the company. Putting yourself in the shoes of an employer really helps. Here's a tip: All employers are very interested in: productivity improvements (efficiency), improved customer service, attention to detail and quality and flexibility.

Here's an example for you: "My extensive skills in Word and PowerPoint means that I will be able to complete many of my duties quicker and with less mistakes than they are currently being completed. This will release me to assist you in other areas."

3. Avoid timid or uncertain language:

Because of cultural norms we tend to use slightly belittling language when asked to talk about our strengths. For example: We often use expressions such as: I feel I could, I think I could, Perhaps I would. All these statements weaken the statements that follow, so avoid them as much as possible. There's a big difference between "I feel I could do a good job" and "I could do a good job."

4. Use examples as much as possible:

Wherever possible try to use examples of what you've done rather than just using descriptors. Examples are entertaining and remembered more easily! If for example, you're asked to describe yourself, instead of saying things like: fair, honest and hardworking use examples such as:

" If we're busy at work I'm happy to stay back until the work is completed. I feel guilty about leaving things half done and going home. Also, if there's a problem at work I'm the sort of person who prefers to gently bring it out in the open rather than turning a blind eye or sweeping it under the carpet. Experience had taught me that problems not dealt with quickly tend to get a lot worse."

5. How to be humble:

If you feel that "I" statements are beyond you or that your intuition is telling you that you might be coming across as a little too bold there is a technique on getting your message across strongly but at the same time maintaining an acceptable level of humility. That technique involves using the third person. For example, instead of saying: "I'm a hard worker." You can say, "My boss always used to say how hard I worked."

Interview Cheat Sheet

by Carole Martin

Relax - a cheat sheet is not really cheating. It's a checklist to make sure you stay focused before, during and after the interview. Creating a cheat sheet will help you feel more prepared and confident. You shouldn't memorise what's on the sheet or check it off during the interview. You should use your cheat sheet to remind you of key facts. Here are some suggestions for what you should include on it.

In the days before the interview

Draw a line down the center of a piece of paper. On the left side, make a bulleted list of what the employer is looking for based on the job posting. On the right side, make a bulleted list of the qualities you possess that fit those requirements.

- Research the company, the industry and the competition: Prepare your 60-second personal statement: Your answer to the, "Tell me about yourself," question.
- Write at least five success stories to answer behavioral interview questions ("Tell me about a time when..." or "Give me an example of a time...").
- List 10 questions to ask the interviewer about the job, the company and the industry.
- Research salary data and determine your worth: Determine your salary needs based on your living expenses - what is your bottom line?
- Get permission from your references to use their names.

Before you go to the interview

- Do you look professional? Check yourself in the mirror; part of your confidence will come from looking good.

- Carry these items to the interview: Several copies of your resume on quality paper. A copy of your references. A pad of paper on which to take notes (notes are optional). Directions to the interview site.
- Prepare answers to the 10 most common interview questions:
 1. Tell me about yourself.
 2. Why did you leave or are you leaving your last position?
 3. What do you know about this company?
 4. What are your goals?
 5. What are your strengths and weaknesses?
 6. Why do you want to work for this company?
 7. What has been your most significant achievement?
 8. How would your last boss and colleagues describe you?
 9. Why should we hire you?
 10. What are your salary expectations?

Upon Arrival

- Arrive early - enter the building 10 minutes before your appointment.
- Review your prepared stories and answers.
- Go to the restroom and check your appearance one last time.
- Announce yourself to the receptionist in a professional manner.
- Stand and greet your interviewer with a hearty, not a bone-crushing handshake.
- Smile and look into the interviewer's eyes.

During the Interview

- Try to focus on the points you have prepared without sounding rehearsed or stiff.
- Relax and enjoy the conversation. Learn what you can about the company.
- Ask questions and listen; read between the lines.

- At the conclusion, thank the interviewer and determine the next steps.
- Ask for the interviewer's business card so you can send a follow-up letter.

After the Interview

- As soon as possible, write down what you are thinking and feeling.
- Later in the day, look at what you wrote and assess how you did.
- Write a follow-up or a thank-you letter reminding the interviewer of your qualities.

Overcoming interview nerves

by Michael Spiropoulos

CEMAP

Do you suffer from interview nerves? If you answered "yes" you'll probably not be surprised to learn that you're not alone. In fact, most people experience a degree of nervousness before and during an interview. Whilst some people can control their nerves and use the excess energy to their advantage others feel trapped and are unable to perform to their best. Moreover, some people completely undermine their chances of success due to out of control interview anxiety.

If you feel that your performance at interviews suffers as a result of your anxiety you'll be pleased to learn that there are things you can do that will help you lessen those debilitating nerves. Here are five practical tips, some of which you can begin applying immediately.

Tip 1: Attend as many interviews as you can. The more you practice, the better you'll become and the better you become, the less nervous you'll be. The more interviews you attend, the less strange and foreign they'll seem to you. Also, it is likely that you will have some idea of which areas you need to improve, which should make you better prepared for the next interview.

Tip 2: Prepare, prepare and prepare. The more prepared you are for the interview the more likely it is that you'll be able to answer the questions with a high level of authority. The better you can answer questions the more likely it is that your confidence will grow during the course of the interview. Of course, the opposite happens when you can't answer a question properly. When you're preparing make sure you cover all bases including the three very important questions:

- Can you do the job?
- Will you fit it in?
- Are you keen to do a good job?

Tip 3: Avoid thinking that the job you're going for is "The perfect job for me and if I don't get it I'll never be able to find a job like this one ever again!" These "all or nothing" attitudes are extreme and only serve to unnecessarily heighten anxiety levels. How do you know it's the perfect job for you? Don't forget that no one really knows what a job is like until they start it. It may seem great on paper but that doesn't mean it is. And how do you know that there won't be a better job for you tomorrow or next week or next month?

Tip 4: Avoid trying to give the perfect answer – you'll only add to your anxiety. If you think about it, the perfect answer is a virtual impossibility because what you may think is perfect, the interviewer may not. So why not settle for a good answer that covers the important points?

Tip 5: Never belittle yourself. Too many people add to their nervousness levels by not believing that they're good enough or that they're as good as their competition. Rather than focusing on their strengths they focus on their weaknesses. It stands to reason that the less you believe in yourself the less confident you'll be. Don't think about the competition, after all there's nothing you can do about it. Just focus on giving the best interview you can.

Questions to ask the interviewer

Even if you don't ask any questions during an interview, many employers will ask you if you have any. How you respond will affect their evaluation of you. So be prepared to ask insightful questions about the organisation.

Good topics to touch on include:

- the competitive environment in which the organisation operates
- executive management styles
- what obstacles the organisation anticipates in meeting its goals
- how the organisation's goals have changed over the past three to five years.

Generally, it is most unwise to ask about pay or benefits or other similar areas. The reason is that it tends to make you seem more interested in what the organisation can do for you. It is also not a good idea to simply have no questions at all. Doing so makes you appear passive rather than curious and interested.

Quick Tip

Q: I've been on several interviews lately, and invariably the interviewer invites me to ask questions about the position or the company. What kinds of questions would be most appropriate to show genuine interest? I know what not to ask, e.g. "How much am I gonna make at this place?" Still, I think it is possible that I have done less than my best in this regard.

A: I would ask the following questions:

1. What are the main objectives and responsibilities of the position?
2. How does the company expect these objectives to be met?
3. What obstacles are commonly encountered in reaching these objectives?
4. What is the desired time frame for reaching the objectives?
5. What resources are available from the company and what must be found elsewhere to reach the objectives?

The dreaded weakness question

What to avoid and how to impress interviewers

by Michael Spiropoulos

It seems that these days most interviewers want to know what your weaknesses on the job are. This is not an easy question at the best of times, but in an interview situation when you're trying your best to impress it can be extremely trying and, if you're not careful - dangerous.

Unfortunately, most people fail to do themselves any favours when answering this question. Even worse, some job candidates talk themselves right out of a job.

But don't despair. There's good news. Below you'll find several user-friendly strategies that will help you turn the weakness question to your advantage. In fact, with a little bit of practice you can actually make yourself look good!

Four things to always avoid:

1. Never say you don't have any weaknesses.
2. Never say something that's really going to hurt you.
3. Avoid transparent clichés like: "I work too hard." Too many people use them.
4. Never offer more than one weakness (unless specifically prompted) and be as brief as possible.

Three strategies that work (choose the one that suits you best):

1. Talk about a skill that is unconnected to the job you're going for, e.g., if you're going for a job that does not require any knowledge in, say, Microsoft Powerpoint and Access, you can say: "Whilst I have good knowledge with Microsoft Word and Excel my knowledge with Powerpoint and Access is not up to scratch. **(Notice how, in this example, you can air your strong points even though the question was about your weaknesses!)**.
2. Talk about something you're in the process of learning, or wishing to learn, and make sure it's not critical the job, e.g., "I have not entirely completed my studies in business. However, I have only x amount of time to go before I attain my qualifications. Once I finish I'm also intending to further my studies by enrolling in..." **(Notice that what you're really talking about here is the fact that you're studying and are keen to keep on learning)**.
3. Talk about a past mistake and how you've learned from it, e.g., "I used to worry about not having the time to keep up to date with all the technical details in regards to the latest software changes. However, I've since learned that perfect knowledge in our industry is not a viable goal. And besides I am now accessing information on a need to know basis which I find to be a much more efficient way of using information." **(Notice that you're talking about a) learning from past mistakes and b) working more efficiently than you used to. These are both qualities that employers look for)**.

Tough interview questions

General Questions

Experience and management questions

If you are leaving a job

Quantifying your experience and accomplishments

Job search questions

Questions about your work habits and style

Salary questions

Personality questions

Questions about your career goals

General questions

1. Tell me about you!

Keep your answer to one or two minutes; don't ramble. Use your resume summary as a base to start.

2. What do you know about our company?

Do your homework before the interview! Spend some time online or at the library researching the company. Find out as much as you can, including products, size, income, reputation, image, management talent, people, skills, history and philosophy. Project an informed interest; let the interviewer tell you about the company.

3. Why do you want to work for us?

Don't talk about what you want; first, talk about their needs: You would like to be part of a specific company project; you would like to solve a company problem; you can make a definite contribution to specific company goals.

4. What would you do for us? What can you do for us that someone else can't?

Relate past experiences that show you've had success in solving previous employer problem(s) that may be similar to those of the prospective employer.

5. What about the job offered do you find the most attractive? Least attractive?

List three or more attractive factors and only one minor unattractive factor.

6. **Why should we hire you?**
Because of your knowledge, experience, abilities and skills.
7. **What do you look for in a job?**
An opportunity to use your skills, to perform and be recognised.
8. **Please give me your definition of a (the position for which you are being interviewed).**
Keep it brief - give an actions- and results-oriented definition.
9. **How long would it take you to make a meaningful contribution to our firm?**
Not long at all - you expect only a brief period of adjustment to the learning curve.
10. **How long would you stay with us?**
As long as we both feel I'm contributing, achieving, growing, etc.

Experience and management questions

1. **You may be over-qualified for the position we have to offer.**
Strong companies need strong people. A growing, energetic company is rarely unable to use its people talents. Emphasise your interest in a long-term association, pointing out that the employer will get a faster return on investment because you have more experience than required.
2. **What is your management style?**
(If you've never thought about this, it's high time you did.) "Open-door management" is best ... And you get the job done on time or inform your management.
3. **Are you a good manager? Give an example. Why do you feel you have top managerial potential?**
Keep your answer achievement- and task-oriented; emphasise management skills - planning, organising, controlling, interpersonal, etc.
4. **What do you look for when you hire people?**
Skills, initiative, adaptability.

5. **Did you ever fire anyone? If so, what were the reasons and how did you handle it?**
You have had experience with this and it worked out well.
6. **What do you see as the most difficult task in being a manager?**
Getting things planned and done on time within the budget.
7. **What do your subordinates think of you?**
Be honest and positive ... they can check your responses easily.
8. **What is your biggest weakness as a manager?**
Be honest and end on a positive note, e.g. "I don't enjoy reprimanding people, so I try to begin with something positive first."

If you are leaving a job

1. **Why are you leaving your present job?**
Refine your answer based on your comfort level and honesty. Give a "group" answer if possible, e.g. our department was consolidated or eliminated.
2. **How do you feel about leaving all of your benefits?**
Concerned but not panicked.
3. **Describe what you feel to be an ideal working environment.**
One in which people are treated as fairly as possible.
4. **How would you evaluate your present firm?**
An excellent company that afforded me many fine experiences.

Quantifying your experience and accomplishments

It's hard to know what you'll be asked once you're in that room. Here are some sample questions and guidelines to how you should answer them.

1. **Have you helped increase sales? Profits? How?**
Describe in some detail.
2. **Have you helped reduce costs? How?**
Describe in some detail.
3. **How much money did you account for?**
Be specific.
4. **How many people did you supervise on your last job?**
Be specific.

5. **Do you like working with figures more than words?**
Be honest but positive.
6. **In your current or last position, what features did you like the most? Least?**
Be honest but positive.
7. **In your current or last position, what are or were your five most significant accomplishments?**
Refer to the key accomplishments already identified on your resume.

Job search questions

1. **Why haven't you found a new position before now?**
Finding a job is easy; finding the right job is more difficult. (You are being "selective.")
2. **Had you thought of leaving your present position before? If yes, what do you think held you there?**
Challenge, but it's gone now.
3. **What do you think of your boss?**
Be as positive as you can.
4. **Would you describe a situation in which your work was criticised?**
Be as positive as you can.
5. **What other types of jobs or companies are you considering?**
Keep your answer related to this company's field.

Your work habits and style

1. **If I spoke with your previous boss, what would he say are your greatest strengths and weaknesses?**
Emphasise skills - don't be overly negative about your weaknesses; it's always safer to identify a lack of a skill as an area for improvement rather than a shortcoming.
2. **Can you work under pressures, deadlines, etc.?**
Yes, it's a way of life in business.
3. **How have you changed the nature of your job?**
Improved it ... of course.
4. **Do you prefer staff or line work? Why?**
Depends on the job and its challenges.

5. **In your present position, what problems have you identified that had previously been overlooked?**
Keep it brief and don't brag.
6. **Don't you feel you might be better off in a different size company? Different type company?**
Depends on the job - elaborate slightly.
7. **How do you resolve conflict on a project team?**
First you discuss the issues privately.
8. **What was the most difficult decision you ever had to make?**
Try to relate your response to the prospective employment situation.

Salary questions

1. **How much are you looking for?**
Answer with a question, i.e., "What is the salary range for similar jobs in your company?" If they don't answer, then give a range of what you understand you are worth in the marketplace.
2. **What do you know about our company?**
Do your homework before the interview! Spend some time online or at the library researching the company. Find out as much as you can, including products, size, income, reputation, image, management talent, people, skills, history and philosophy. Project an informed interest; let the interviewer tell you about the company.
3. **How much do you expect, if we offer this position to you?**
Be careful; the market value of the job may be the key answer, e.g., "My understanding is that a job like the one you're describing may be in the range of \$_____."
4. **What kind of salary are you worth?**
Have a specific figure in mind ... don't be hesitant.

Personality questions

1. **Do you generally speak to people before they speak to you?**
Depends on the circumstances.
2. **What was the last book you read? Movie you saw? Sporting event you attended?**
Talk about books, sports or films to show that you have balance in your life.

3. **What is the toughest part of a job for you?**
Be honest; remember, not everyone can do everything.
4. **Are you creative?**
Yes. Give examples
5. **How would you describe your own personality?**
Balanced.
6. **Are you a leader?**
Yes. Give examples.
7. **What are your future goals?**
Avoid, "I would like the job you advertised." Instead, give long-range goals.
8. **What are your strong points?**
Present at least three and relate them to the company and job you are interviewing for.
9. **What are your weak points?**
Don't say you have none. Try not to cite personal characteristics as weaknesses, but be ready to have one if the interviewer presses.
Turn a negative into a positive answer: "I am sometimes intent on completing an assignment and get too deeply involved when we are late."

Your career goals

1. **If you could start your career again, what would you do differently?**
Nothing ... I am happy today, so I don't want to change my past.
2. **What career options do you have at the moment?**
"I see three areas of interest..." Relate those to the position and industry.
3. **How would you describe the essence of success? According to your definition of success, how successful have you been so far?**
Think carefully about your answer and relate it to your career accomplishments.

4. Critic's Review

Actions speak louder than words

by Carole Martin

It begins even before you say your first word in an interview. By the time the interviewer walks toward you, an opinion is already being formed. There you sit waiting to spew out your answers to questions you've prepared for, while you are already being judged by your appearance, posture, smile or nervous look.

A study done at UCLA a few years ago revealed that the impact of a performance was based on 7 percent of the words used, 38 percent on voice quality, and 55 percent on nonverbal communication. Think about that!

Look back at speakers or teachers you've listened to. Which ones stand out as memorable? The ones who were more animated and entertaining or the ones that just gave out information? This is not to say that you have to entertain the interviewer (no jokes, please!), but it does mean that the conversation should be more interactive. If you say you are excited about the prospect of working for this company, but don't show any enthusiasm, your message will probably fall flat. So smile, gesture once in a while, show some energy, and make the experience more pleasurable for both sides.

Here are some nonverbal pitfalls to watch for:

1. **The handshake:** It's your first encounter with the interviewer. He or she holds out his or her hand and receives a limp, damp hand in return - not a very good beginning. Your handshake should be firm - not bone-crushing - and your hand should be dry and warm. Try running cold water on your hands when you first arrive at the interview site. Run warm water if your hands tend to be cold. The insides of your wrists are especially sensitive to temperature control.
2. **Your posture:** Stand and sit erect. We're not talking "ramrod" posture, but show some energy and enthusiasm. A slouching

posture looks tired and uncaring. Check yourself out in a mirror or on videotape.

3. **Eye contact:** Look the interviewer in the eye. You don't want to stare, as this shows aggression. Occasionally, and nonchalantly, glance at the interviewer's hand as he/she is speaking. On the contrary, by constantly looking around the room while you are talking, you convey a lack of confidence or discomfort with what is being discussed.
4. **Your hands:** Gesturing or talking with your hands is very natural. Getting carried away with hand gestures can be distracting. Also, avoid touching your mouth while talking. Watch yourself in a mirror while talking on the phone. Chances are you are probably using some of the same gestures in an interview.
5. **Don't fidget:** There is nothing worse than someone playing with his or her hair, clicking a pen top, tapping the foot, or unconsciously touching parts of the body.

Preparing what you have to say is important, but practicing how you will say it is imperative. The nonverbal message can speak louder than the verbal message you are sending.

You're still sweating after the interview?

Rate your performance - you may have done better than you think.

by Carole Martin

The interview is over. Wouldn't it be nice if the interviewer handed you a rating slip on your way out the door to let you know how you rated in the interview? But lacking such a luxury, you must learn to review your own performance so that you can learn from the experience.

Use this opportunity to be objective about the situation. Were you prepared and practiced, or were you just "winging" the answers? Could you have been more effective with additional practice? What will you do to prepare for your next interview?

One of the most helpful things you can do post-interview is to let go of your self-recriminations by venting. After the interview, go to your car, or stop in at a coffee shop, and take pen to paper to write about what just happened. Just let your thoughts pour out. When you've finished, put the writing away, and let go! After a few hours, or a day, when you have had a chance to relax and digest the information, go back and revisit what you wrote. What can you learn from this experience? What will you do differently next time?

Rate your performance

On a scale ranging from one to ten (ten being high) how do you rate yourself?

My overall feeling of satisfaction with this interview. _____

Did I arrive on time? _____

How was my introduction - good greeting/handshake/posture? _____

Was I confident and professional at all times? _____

How did I speak - calm, clearly, not overly aggressive? _____

How was my nonverbal communication (body language)? _____

Did I handle the difficult questions with ease, or did I fumble aimlessly?

Did I have good rapport with the interviewer? _____

Did I talk about my strengths? _____

Did I talk about my weakness in a positive manner? _____

How did you do? Are you satisfied with your rating? If most of your rating numbers are in the 5 to 10 range, you're probably doing all right. Look carefully at the lower ratings - what were the problems? You may want to consider practicing with someone so that you can obtain more objective feedback on your answers and style.

No matter how your ratings added up, remember that some of what goes on in an interview, and behind the scenes, is out of your control. Also, keep in mind that interviewing is a learned and practiced skill. If you didn't do as well as you would have liked this time, work on your problem areas. Try scripting and practicing difficult questions or issues.

By critiquing your own performance, and learning from your successes and mistakes, you will be more prepared the next time. And, as a result, you will become more confident and accomplished at interviewing. You will also become more objective in choosing whether the job is right for you - not just whether you are right for the job.

The rejection letter

by Carole Martin

Summary

- ? Don't let a series of rejections get you down.
 - ? Acknowledge your feelings, but don't dwell on them.
 - ? Choose action, not self-pity.
-

Were you ever the last one picked for a team in school? If so, you are familiar with waiting to be selected and the disappointment of not being among the stars. Interviewing can bring back those same feelings when you are not chosen for the job. You have remained upbeat during the process, hoping to get an offer any day, and instead you receive a letter saying you have not been chosen. You're not alone if you feel let down.

The letter arrived five days after the interview. Pat knew from the return address she had not been chosen for the position. The letter read, "Although we were impressed with your experience and credentials, we have chosen a candidate who was a closer match to our needs at this time." Tears began to well up in her eyes. This was her third rejection in two weeks. "Nobody is ever going to hire me," she thought to herself.

It had never occurred to Pat that more than 100 resumes had been received for the position, and that hers was chosen as one of the top 10. And she didn't realise she had beaten out more than 95 people to be one of the five candidates interviewed in person. OK, so someone else got the job and she didn't. But wouldn't she have been surprised to learn that the person who was chosen had five more years of industry experience? He was a closer match to the job and required less time to get up to speed.

When rejection hits, it may cause multiple feelings and trigger old wounds. Feelings of being ignored or inadequate, powerless, isolated, humiliated or any combination of these emotions is quite typical. You may feel hurt like Pat, or angry and fed up with the way you are being treated. You may feel at your wit's end after being put through the long interview process over and over, only to end up on the rejection list.

Instead of wallowing in self-pity, you can regain power by staying proactive. If you really want to work for a particular company, write a letter stating how disappointed you are that the position went to another candidate. Remind them once more of all the positive traits you could bring to the organisation. Let them know you are still very interested in working for the company if something should change or open up.

Or you could call and talk to your interviewer if you felt a positive connection. Sometimes you will get an individual who is willing to talk to you about your interview and where you may have fallen short. Taking action will make you feel you at least gave it one more shot. Sometimes things don't work out for the chosen candidate, or the individual changes his or her mind. You never know what will happen, and you will feel more in control for having done something positive.

When you get invited to interview, count that as a positive. You were selected above the others. If you are getting second interviews, you are obviously doing something right. Continue to work on your interview skills and rate yourself after each performance. Just like many other things in your life, the more you do something, the better you get at doing it. Keep up the good work and eventually you will find the right place for you.

What all interviewers want to hear (and don't want to hear)

by Michael Spiropoulos

A highly-effective way of preparing for an interview is to put yourself in the interviewer/employer's shoes before the interview. If you can anticipate what they want to hear you will have gone a long way in winning the job.

To begin with all employers want to hear that you can do the job! This may sound obvious but many people walk out of interviews failing to convince the employer that they can deliver even though they have all the experience and knowledge to do so. Not only do you have to convince the employer that you can do the job but you also have to convince him/her that you can do it better than the other candidates! Here are some great tips that work well:

- Talk less about your skills and more about your achievements. As much as possible quantify your achievements in measurable outcomes. Say, for example, "As a result of my actions our customer service satisfaction levels increased by 15% or product defects fell by 10%". If you don't have specific amounts offer a best guess. Make sure you can back up your best guess - in other words don't just pull a number out of the air.
- Wax lyrical about key achievements that are meaningful to employers. What is meaningful to employers? Try these for size:
 - Productivity levels
 - Efficiency/process improvements

- Consistently good customer service
 - Attention to quality in terms of service and product
 - An ability for their company to respond to changes quickly
- If you were diligent you would have done your homework before the interview. One of the things you would have been keen on finding out would be the problems or areas of improvement relating to the job you're going for. Your worth in the eyes of the employer will skyrocket if you can utter words to the effect: "My research indicated that one area where your processes can be improved is xyz. That's an area that I can really help you with because I can do abc." Be very careful not to inadvertently put down the employer's operations when saying this.

Employers also want to hear that you're a highly motivated individual who will be able to fit in with the existing culture. An effective way of doing this is by:

- Doing your research on the company (this demonstrates high levels of motivation as well as preparedness).
- Mention what it is about the job that motivates and excites you, e.g., duties, skills and knowledge required, environment, expected outcomes etc...
- Make a point of highlighting why you think you will be able to fit in with their environment. If, for example, you're expected to be a team player, make sure you can demonstrate, by example, what a great team player you are.

On the other side of the coin there are some things that employers definitely do not want to hear. Avoid these like the plague:

- Being negative about yourself! Again this may sound obvious, but you would be surprised how many people insist on "opening up" and bearing their souls at interviews. Leave the soul bearing to when you're in the company of friends. Interviews are about selling yourself by highlighting what makes you terrific.
- Avoid criticising former employers and/or managers. You may have legitimate gripes but criticising former employers does not make a good impression on potential employers.
- Do not dwell on all the problems you faced in your former job. Instead, mention them briefly and then focus on what you did to fix

those problems. Don't forget to mention the outcomes in measurable terms.

- Do not just talk about your skills and knowledge. By all means mention them but the successful candidate will demonstrate how these skills and knowledge will specifically add value to the organization

5. Wrapping Up

Ten real reasons why you didn't get that job!

by Teresa Godwin

OK, we have all been there and suffered disappointment when we didn't get the job that we wanted or needed. Some brave souls might have asked for some feedback and were most likely told that there was someone more qualified, who was a better match. Sometimes, however, things are out of your hands

1. The vacancy has disappeared!

This may be quite unusual, but it has happened before and will probably happen again. Things have moved on since the ad was placed. Budgets have been withdrawn, the Head of Department has called a review of the structure that could result in less staff, not more. There are all sorts of possibilities here. Why didn't the organisation call it off? Well, they might think that they will lose credibility (not exactly effective management is it?), and if things are that fluid, they may even change back again. The managers would like to keep their options open. But would you have taken the day off for the interview if you had known?

2. Equal opportunities/The dreaded internal candidate.

A contradiction here. Some organisations have policies that demand all vacancies be advertised. But what you don't know is that there is someone who has been seconded to the post for the past 18 months. They want the job, the manager wants them to have the job, but policy demands the post is advertised. A similar state of affairs applies when there is a strong internal candidate. Your chances of success are somewhat diminished here.

3. Your face didn't fit.

You were assertive, outgoing, and confident, in fact just like everyone else on the team. These attributes usually go in your favour BUT the manager needed some balance, someone to bring calm and stability. But if you are naturally quiet and reserved - their target might have been an extrovert who would bring those shy wallflowers into the sun. But of course you can't change who you are, and why should you want to try?

4. You remind them of someone they once worked with.

Someone they would rather forget. Also known as the halos and horns effect. The last person they appointed with short jet black hair and small features was unreliable, didn't want to answer the phone and guess what - someone else's characteristics are superimposed onto yours. (Of course it can work in reverse, when you are

seemingly endowed with personality traits that they like - 'Reminds me of Jane when she was our trainee').

5. The job is not what you thought it was.

They know your skills will be under-utilised. The copywriter has done what they think is a good job with the wording of the ad. The recruiters know you will be bored rigid inside a month. (But they have been pleased with the quality of the response!)

6. The manager feels threatened by your abilities.

This where some manager's insecurities shine out. They feel that you are over qualified, wouldn't fit in with the rest of the team, or anything else they can think of. Of course in reality they can feel you snapping at their heels!

7. Your skills are not good enough.

Painful though this may be, candidates do sometimes apply for jobs that are just out of their reach. Unless you are offered a job by a firm that are prepared to train, mould and invest in your future, it is in your own interests that you don't get this one.

8. Most of the candidates could do the job.

This does happen - when there is nothing to choose between the majority of the short-listed candidates. It can be the luck of the draw - literally. A TV program once showed two equally qualified candidates names being place in a bin and the person whose name was drawn out got the job!

9. You were not available to start Monday.

Someone else could. Being available immediately can be a real bonus for the harassed manager.

10. There was someone else who had the edge.

You were beaten fair and square. We all like to think that we are good at what we do, and sometimes can be hard to accept that on the day there was someone else who was a better fit. It does happen, and some days it's not you.

Sorry if all this is a bit depressing there is one thing to hang onto. Sometimes it is just not your fault, and it didn't really matter how well you did, the odds were just stacked against you. Knowing this should help you

keep things in perspective. You need to concentrate on the things that you can control - the things that you meant to say but didn't, the opportunities didn't grasp. Remember you want (and need) to work in an organisation that wants YOU, where your skills are valued and where you can personally flourish. Review every interview that you have, learn from the experience and move on. Persistence is the key to success.

Job interview follow-up

by Barbara Reinhold

Question: I interviewed recently for an education and sales position. I feel that I met all their position criteria and the interview went fairly well. The interviewers said that they would notify me within four weeks one way or the other. It has been over four weeks since the interview; is it appropriate to contact them for an update, or should I continue to wait?

Answer: You - and other folks waiting to hear after interviews - should realise that hiring committees (or individuals, for that matter) are absolutely glacial in their speed. Always wait a week after the time they SAID they'd get back to you, and then IN YOUR MOST CHEERFUL, ACCOMMODATING TONE, call to ask about the process. Don't be whiny and don't be aggressive, or you'll be out of luck. View this as another chance to let the team know what a great, funny, agreeable addition you'd be. Since receptionists or administrative assistants will likely field the call (and they have lots of influence in who gets through to the hirers), be sure to be oozing charm when you speak with them.

Now, should the worst happen and you not get the job this time, be sure to view this as a "laboratory" for your job search. Ask if you could have a brief conversation either in person or on the phone about what qualities you would need to beef up in order to be a competitive candidate for another job with them. You'd be surprised how often hirings go sour and the folks need a replacement within weeks or months. If you've gotten to know them and have shown yourself to be eager to learn and please (and someone who takes feedback well), you're just the person they'll call. But hopefully, you'll never need this advice!

Good luck!

Important tips on what to do after an interview

by Michael Spiropoulos

Highly successful job candidates are alert to the fact that an interview often does not finish when you walk out of the interview room. One of the

things these candidates do is adhere to a few simple but important post interview actions that often yield great results. Below are some of the actions they take. We've presented them to you in the form of seven tips. If you're serious about getting a great job we urge you to follow these tips closely.

Tip 1: Change your existing mindset. Get out of the mind set that interviews finish when you walk out of the interview room. Post interview follow up demonstrates high levels of enthusiasm as well as professionalism. If the interviewer cannot decide between you and another candidate the post interview follow up will help your cause greatly.

Tip 2: The three-day rule. Initiate contact about 3 days after the interview. That's usually too short a time for them to have made a decision.

Tip 3: Try to avoid ringing. You're likely to make a nuisance of yourself. Telephone contact may cause you and/or the interviewer embarrassment. Only talk to the interviewer when you're fairly certain that they're ready to talk to you.

Tip 4: Send a letter or email. It's best to write a thank you letter or email. In your letter reiterate your enthusiasm for the job, tell them how much you enjoyed meeting them and, if you're in a position to do so, offer them more relevant information about yourself.

Tip 5: Contact your references. Tell them about

- The job
- The Company
- Your major responsibilities and key targets

Giving them this information will help your referees focus their answers to suit your needs even more. You're also reminding them of how important the job is to you.

What to do if you're unsuccessful

If you don't get the job the first thing to do is not to beat yourself up. Do what other successful candidates do and put it down as a learning

experience. Beating yourself up will only undermine your future confidence.

Tip 6: Seek feedback. If you don't get the job ring the interviewer and politely ask for some feedback for the purposes of self development.

- It helps to have a few questions ready when you ring.
- When seeking feedback, be absolutely certain that you do not become defensive or attack the interviewer. Remember, the point about asking for feedback is to learn how to improve for next time.
- If you learn during the feedback stage that you were very competitive take the opportunity to tell the interview that you would be interested in any future positions.

Note that some interviewers, unfortunately, view giving feedback as a waste of their time and/or feel too uncomfortable about making any negative comments so they may not wish to talk to you. If that's the case, don't take it personally. At least you tried.

Tip 7: Use the feedback to improve your future performance. Take the time to give some serious thought to what the interviewer said. Then ask yourself the all important question: "What can I do to ensure that next time I don't repeat the same mistake/s?"

Top ten tips for successful salary negotiations

by Michael Chaffers

1. Be persuasive: It's hard to force your boss to increase your compensation, and trying to do so can potentially damage your working relationship. On the other hand, it's much easier to persuade her or him that it might benefit the organisation to pay you more, and that doing so will likely improve the way you deal with each other going forward.

2. Aim high, and be realistic: Many researchers have found a strong correlation between people's aspirations and the results they achieve in negotiation. At the same time, you want to suggest ideas to which your boss can realistically say yes.

3. Start off with the right tone: To be persuasive, you want to let your boss know that you will listen and seek to understand his or her views. At the same time, you expect your boss to do the same for you, so you can work together to address this issue. Avoid ultimatums, threats, and other coercive behaviour.

4. Clarify your interests: Your compensation should satisfy a range of needs, not just salary. Make sure you have thought about other types of compensation that would be valuable as well - like profit sharing, stock options that vest immediately, a bonus, greater work responsibilities, a quicker promotion schedule, increased vacation, or flexible hours.

5. Anticipate their interests: Just like you, your boss has needs and concerns of her or his own to satisfy. To persuade them to say yes, your ideas will have to address those interests.

6. Create several options: Joint brainstorming is the most effective way to find ideas that satisfy everyone's interests. Brainstorming works best when you separate it from commitment - first create possible solutions, then decide among them.

7. Focus on objective criteria: It is far easier to persuade someone to agree with your proposal if they see how that proposal is firmly grounded on objective criteria, such as what similar firms pay people of like experience, or what others in the firm make.

8. Think through your alternatives: In case you cannot persuade your boss to say yes, you need to have a Plan B to satisfy your interests. Part of preparation is creating a specific action plan so that you know what you'll do if you have to walk away from the table.

9. Prepare thoughtfully to achieve your goals: This is the only aspect of your negotiations you can completely control. To take advantage of all the above advice, you have to invest a significant amount of your time and energy.

10. Review to learn: The only way you can really improve your ability to negotiate is to explicitly learn from your experiences. After you finish negotiations, reflect on what you did that worked well, and what you might want to do differently.



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Tvisha Networks Pvt Ltd

i2 Technologies

Unique Solutions India Private Limited

i2i Innovations & Solutions

United Placement Consultants P/L

IBM India

Universal Consultants

Iconium Consulting Group

USA Support Technologies

IKON Placements

Vans Information Limited

<u>Impetus Infotech India Private Limited</u>	10
<u>Valicert Software Development</u>	24
<u>Infinite Dimensions</u>	10
<u>Vergil Technologies (P) Ltd</u>	24
<u>Infobiquity</u>	10
<u>Veritas India</u>	24
<u>Infodesk Manipal</u>	10
<u>Vinciti Networks</u>	24
<u>Infosys</u>	10
<u>Vinu Infoway</u>	24
<u>Ingersoll Rand (India) Limited</u>	10
<u>Virtusa (India) Pvt Ltd</u>	24
<u>Innodata Information Technologies Pvt Ltd</u>	11
<u>VisualSoft Technologies</u>	24
<u>Intercon International Private Limited</u>	11
<u>Web Development Company</u>	25
<u>Interra Software(India) Pvt. Ltd</u>	11
<u>Whirlpool of India Ltd.</u>	25

<u>Irizon Communication Pvt Ltd</u>	11
<u>Windows Consultants Pvt Ltd</u>	25
<u>iSoftTech</u>	11
<u>Wipro Technologies</u>	25
<u>Jubilant Organosys</u>	11
<u>Xoriant</u>	25
<u>KarmaQuest</u>	11
<u>ZapApp India Pvt.Ltd</u>	25
<u>KMG Infotech India Pvt Ltd</u>	11
<u>Zenith Computers Ltd</u>	25
<u>KPIT Cummins Infosystems</u>	11
<u>Zensutra</u>	25
<u>Larsen & Toubro Engineering</u>	11
<u>Zycus Infotech</u>	25
<u>Larsen & Toubro Infotech Ltd</u>	12
<u>Lemon Net Private Limited</u>	12

Linc Software

Locuz

Meridien Infomatics Private Limited

Monster is Hiring!

Mafoi Management Consultants

Mahindra-British Telecom Ltd

Manpower Services (India) Pvt. Ltd

Medisearch India

Mentorix

MeXcess Solutions

Microsoft India R&D Pvt Ltd - IBDC

13

Mindshare Solutions

13

Mindteck (India) Limited

13

MindTree Consulting

13

Misys Hospital Systems (India) Private Limited

13

Morgan & Banks Middle East

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MoTech Software Pvt. Ltd

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Motorola India Limited

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