

# Sam Waterfall

Tue, 7/27 5:54PM 36:40

## SUMMARY KEYWORDS

answers, interviewer, job, interview, telephone interview, prepare, question, important, people, company, find, examples, hiring manager, person, points, job description, story, skills, detail, hear



00:16

I'm delighted to be joining you today, coming to you from London in the UK. And I'm going to be speaking about one of my favorite topics, which is telephone interview success. And in my opinion, to be successful at a telephone interview, or indeed, what's increasingly common, which is a video or Skype interview, you have to do three things, and three things very well. And that is prepare the form and follow up. So that's exactly what we're going to be looking at. In today's session. Now, I'm gonna be with you for about the next 25 minutes. And what I've tried to do here is share not too many ideas, but something which is really, really actionable. I always like to think about my presentation as being hopefully interesting, but also useful. That's the most important thing. So what we're going to look at here is how you can actually find out what employers want to hear. So what should you be preparing in the first place? And then we're going to take a look at how to sell the story of your experience, then we're going to look at four ways that you can actually enhance your answers. Because once you've prepared them, what if you could just fine tune them or do a few little things a little bit better, that would help you stand out from your rival jobseekers. That's what we're looking at, look out there. And then the last thing that I want to do is from my book, I got a whole chapter in that book, which has checklists. And I've got a checklist, which takes you through the preparation, I've got a checklist will take you through the performance and how to do that performing in the interview, and how to follow up as well. So we're gonna look through each of those. And I think that's how this is going to be incredibly actionable. So hopefully, you all feel like you're watching the right presentation, the first message is that you've really got to be prepared. And you can see in this picture here, this is kind of the interview trick. And I think you've got to be almost ready for anything in an interview. So the more preparation you can do, the better it would be, hopefully, when you show up for your interview in person. Or if indeed, if you're sitting at home for your telephone interview, you won't be having to

construct your chair from flat pack. But do be ready for anything. So how to find out exactly what employers want to hear. That's where we'll begin. Well, let me start here with what I consider to be my number one most important piece of job seeker advice. And that is that you have to stop thinking like an applicant, and start thinking like the hiring manager. Let me explain. If you imagine in your head, the typical job candidate, think about that person, what do they look like. And most people in their head, they've got maybe a slightly nervous person, maybe someone who's slightly feeling judged, and ready to go and try to make sure that they are worthy of doing this job. And what I'm telling you is, you don't want to be thinking like that. Because if you put yourself into the mindset of the hiring manager, they're not looking for that nervous person, what they're looking for is the person who can turn up, be part of that company, hit the ground running and do that job and be a bit like them and come into that business and fit in. So start thinking like an applicant, start thinking what the hiring manager wants to see. And that's what you need to be acting out. It's really, really important now where you can find out what they really want to hear. Well, many of the careers sections of companies websites will give you detail about a job or detail about the business or the organization, the about section of their website, as well as likely to be very useful for finding out organization level detail or insights. There may be a job description, the job description, of course, should be a great place to find out what they're looking for. And you really want to pay attention to that. And don't overlook that you really want to look through the detail very often that comes in the form of something which explains the essentials or must have requirements, and then the desirable requirements. And you want to make sure that you're familiar with what you have that they want. But also be sure to be aware if you've got any shortcomings versus their ideal list, because you'll want to have a good answer to make sure you can explain why you can get past that problem or that omission. The next thing could be a job advert it might be a job advert that's telling you about the role instead of a job description. So eventually, you've checked out and you're familiar with what they're really looking for. Sometimes, of course, you're not coming to a job through an advert but actually through a recruiter or through a headhunter somebody like that. And if you've got a professional who's helping you, they're briefed by the company as to what's required. So it's really a huge opportunity. For you to basically pre interview and quiz, that recruiter to make sure you know as much as possible about what this company wants. It might be that the person who was in the role before you wasn't really performing very well. And so then it might be that you're going into a role where somebody has been removed or let go. And in that case, you want to find out well, what was the reason that they went because you can then sell yourself as being better than that other person is a huge opportunity there to open that door.



05:30

Then you can of course, ask the company. Now, this is something that almost nobody does, okay, so you could actually find someone up or you could introduce yourself to somebody. And I was working with a manager, hiring manager just recently, she said she'd had 10 applications. She said, if only one of them had stood out, because she said it was very difficult to tell the difference between them from the resumes. So she said, Joe, if just one of them had reached out to her phoned us up and said, You know, I'm applying for this role, I'd be really interested to come and meet the team and find out a little bit more, or just ask a few questions, she said, they would have really stood out. So don't be afraid to they won't always work. But it could be a great way to find out more, or you might be able to network in through LinkedIn and find a common connection. In terms of what you should investigate, definitely look at the qualifications. They require. The skills, there's probably a long list of skills, things like it could be a language that's required, it could be a certain qualification that's required or an experience. Maybe they want someone who's really into problem solving, or somebody who's highly numerous. In terms of the experience, maybe they want you to have done something specific before. So be aware of that and make sure you've got your best examples ready, they might be looking for particular achievements. So make sure you put your best examples of those values are really, really important when it comes to fit or when you will fit in an organization. And very often on a website, you'll be able to find out the stated values of an organization. So make sure you know what they are. Because they're the kind of things you see on those lanyards where people have got their identity cards around their necks, maybe their security pass for getting into the building. Very often companies will print their values around that, you should know what those stated values are for the companies that you want to apply to. Because you want to make sure you're fitting those values into your answers. And of course, the level of ambition, where you going next, think about what they're looking for, are they wanting someone who's just going to come in and just do this job very simply, or do they want someone who's going to grow with the business and someone who's going to be able to be promoted through this, I think about what they're looking for. So hopefully, that will really help you with your preparation. If you go through all of that, I promise you that already, you will be further ahead than most people because they've not given it this much thought, now how to tell and sell the story of your experience. I want you to put yourself in their shoes, this is really, really important. And what I want you to think about here is, again, like I say about the the hiring manager, imagine what they're looking for. If you're sitting at the other end of a telephone line, or you're sitting in a Skype call with a video on what do they want to see. They want to see someone who is ready to go, they want to hear someone who is ready to go. So you could make a list. If you were in their shoes, if you were in their position. What would you want to hear? They're going to want to hear confidence, they're going to want to hear proper answers. When they ask a question something as an answer, like, Well, like I don't really know, I'm not sure and I don't.



08:42

That kind of uncertainty is not going to be what they wanted here, they're going to be wanting positivity, you're gonna be wanting someone who knows exactly what's required. Think about this, I often refer to the interviewer as the poor interviewer. And let me explain why it's nothing to do with the amount of money they have. It's because that poor interviewer has to be listening to lots of interviewees, and lots and lots of stories and answers your job if you're going to stand out and to be as I call it, the obvious candidate for the job. What you need to do is make it easy for that poor interviewer to take the real essence and the right part out of your story out of your answers. Let me explain this. If you can see these two people here, you're on the left, your interviewer is there on the right now, in your thought bubble or your speech bubble. You're the expert in you, you know everything about you, this other person is just meeting you for the first time they know nothing about you. Maybe they've had a quick glance at your resume. That's it. Imagine if you tried to transfer the whole of your life story into their head in that half hour or hour long interview. That's gonna be impossible for them to manage. What you have to do is be very truthful in the amounts of data that you're trying to translate. You can't just do a massive total head download into their head and expect them to understand it, it's not going to make sense. So it's your job to break your answers down into little relevant sections. And that takes time to prepare. But this is going to be exactly what's going to make it easy for that person to take on board your answers. And let's explain how to do that. This is a four step process for preparing winning answers. Now, very often, at an interview, there's something called a competency test. And they're what they're looking for a competence test they're looking for, are you competent in particular skills, the skills, of course, that are required for that particular job? And what they are looking for is, can you show them a time where you've done that before they're using the principle? If you've done it several times before, chances are you can do it again. So they may ask you a question like, Can you give an example of a time when you've done this. And that's a really important thing to prepare for, you can look down that job description. And that will tell you which skills are going to be most important which ones you're going to need to have prepared and get these answers prepared, prepared for. So to begin with, the first step is review the job description and list all of the key skills and behaviors and knowledge as wanted. The second step is to go through your CV or your resume. And to assign examples of times you have demonstrated those skills. Now, of course, it may be that not every time you've done that is already on your resume. So you want to work through your other experiences, especially recent experience, what have you done that demonstrated that. And then the next step is for each of the skills or the behaviors, write out your example, using what I call the car model. The car, as you can see here, listed out is the context, the actions and what I call the wow results. Now the context is really important. Remember this poor viewer to hearing your story for the very first time. So even though

you might be very familiar with the example you're giving, you're trying to take them and always zoom in to that moment in history when you did this, okay. So they need to know, when was this happening? They need to know what was the situation where were you, and you're trying to just in a moment kind of room, zoom straight into that moment in your life, paint that picture for them. And my top tip here is, don't forget to explain how it was difficult. Don't be afraid of painting a few stormy clouds and a bit of gloom. Things were really difficult here. So you can tell about a story. Maybe you can say, Oh, well, it was a time when things were just going very bad. In in a situation, this was going wrong. And this was going wrong. And I was then faced with solving that situation. And the example here that we then move into with the actions is maybe three or four points, what were the major three or four things that you did not that your boss did, or that your friend did or someone nearby did, what do you do? And then the final thing is to wrap it up with the wow result that you achieved, complete with facts, okay, because facts make it true. If you make something just very random and vague, then it sounds like it could be made up. But if you have specific facts from what happened and how things were improved, and better, because you did it, that makes a big difference. And then the final thing to do is to practice delivering that car answer out loud, because it's far harder, by the way to give an answer out loud. It's one thing practicing in your head on your own, but you need to press it out loud in two minutes. The two minute rule is really important. Because if you're talking for more than two minutes, chances are you're going to start losing the attention of your interviewer. Okay, so it's really, really important to keep it concise. So a quick example, if they if they were saying something like I can you give me an example of time where you've led a team to a significant achievement, then you would tell them what that was? What was the time what was the location of where this was done, the steps that you did to lead that team, maybe how you start off by envisioning a better future, how you engage the right people, and how you then executed and made it happen. And they talk about the actual results. What did you make better at the as a result of you having led that team to do something differently? So if you do that, for each of the examples, all of the skills, they're looking for all of the behaviors, then you'll be ready whenever they say, Can you give me an example. So that's how to prepare winning odds. It takes time, and I recommend you're going to be spending at least six hours. If you're interested in getting a job, you're gonna need to be spending at least six hours in preparation for an interview.



14:51

Now, there's two ways to tell any story. So when it comes to storytelling in a telephone interview, you could do this you could say well, you could Say I got started in door to door selling. And that might be the whole answer. And that's not enough. And let me show you the difference because if you say this instead, well I will applied for and was accepted into a tried tested and proven summer sales program. Well, that's a good start, then you could

say, well, I received sales and motivation training at mine UK University between January and June. And then I attended a one week intensive sales training boot camp in Nashville, Tennessee. In June, I learned so many details about effective selling from the growth goal setting, to building interest and becoming an expert closer. And I was allocate to the sales territory in Denver, Colorado, I personally set up my own business, I worked on a 75 plus hour week schedule across six days selling study guides to families across my entire community, I got pretty good at it, I was able to move from hello to a \$400 sale in 20 minutes. By the end of the summer, I'd made \$16,000. Can you see the difference? On the left? We've got the briefest of answers, no good. On the right, we've got something which is structured, packed with detail. And that's the kind of answered the incoming, encourages a interviewer to ask more questions and dig into the data. And it will blow them away when you've got examples. So if you haven't got examples like that, the beautiful thing is that it's actually quite easy to go and start gaining more experience. Even if it's not paid experience, get experience anyhow, you can invite yourself for a half day of shadowing somebody anything you can get experience, because you'll be able to talk about that far better than saying oh, well, I didn't really have any experience. But you can see the difference here between a two simple story and a beautifully detailed story.



16:52

That one was ending there. In fact, that one and one more point, I was even invited back to recruit a team. I returned as a manager within the program next summer. So a really strong asset. Now I told you we're gonna go through for telephone interview, answer enhances. So here they are, you can be planning any answer, but you make those answers better. Firstly, by adding more details and more facts, and you've just seen a great example of that in progress. The second thing is to tell short stories to maintain interest. Okay, you heard me already talk about a time when I heard something. And so that's the thing. Actually, there was a time when this happened. Or let me tell you a quick story. And you grab their attention. People are interested in little stories, not long stories, short stories. The third thing is about engineering, the wow impacts and endings. So you can explain your story in such a way that you build up the final result, you can say, well, it's been really, really difficult. Or in this example of leadership, it might have come from a sports situation, maybe while you were studying, maybe you've been passed for sports, what if the the winning points were scored, the winning goal was scored at the you know, in the final closing moments. What you can do there is talk about what happened, how you might have led how you might have worked within the team. And you keep interest in that because you didn't let them know who won. And then at the end of your answer, you drop that in. Not only did I help guide the team and pick us up from being three points behind with just 10 minutes to go. But we actually went past and because of that we ended up winning the game by a clear five points or something like that. And that way

you brought impact drama suspense into your answer. So it's about preparing with Wow, impact and endings. And the final answer enhancer tip is about using what I call signposting and numbering and this is really, really important. You can signpost your way through an answer by letting again think about this poor interviewer. They don't know how long you're going to talk for, they don't know how long the answer is going to be. But if you say to them, Well, let me explain this answer in three points. We might say something to you like, Well, why do you think you'll be a great fit for this job? You say? Well, actually, there'll be three reasons why I'm a great fit for this job. And then you can literally number that, count those off on your fingers and show them if you're on a video call, or tell them you'd say if you're telling them on a telephone call. The first reason why they're great fit is this and you tell them, then you said actually the second reason if you're a video call, you're counting off on your fingers, because visually that body language is so important. You're letting them know I'm now entering a new part of the answer. So listen again, because there's something new coming up. And you say And finally, no happens when you say that in a presentation or you hear someone say that everyone gets the attention back to it. And the final reason why be a great fit is this. And in that sense, you've signposted your way through your answer and kept the attention so that you make it easier for that poor interviewer who's listening to lots of people, not just yourself. You make it easy. easy for them to listen and find the best bits for them the answers that you're giving. So hopefully you can see that there's a four simple ways if you plan, you can make your answers so much stronger. Now just to finish off, what I want to do is take you through my checklists. So there's lots of points in here. The first one, this is all about the preparation phase. So here are the ways of doing that. The first thing to do is print out a copy of your resume or your CV, your application form your cover letter, anything that you use that you've sent the company, have it in front of you, because chances are, that's what's going to be in front of the person that the other end of the call or the other end of the video call. That's what they have been given about you. So make sure you've got that exact copy to you to see as well.



20:48

The next thing is that you want to print out a copy of the job description in case they ask you a question about it. Because Wouldn't it be embarrassing if they said, so you had a copy of the job description? What did you think would be the most important thing for you to be good at? Or what do you think you would be best at? Or they might say, what do you think you'd struggle most with? And what you need to do is be familiar with what's in that job description that if you're not, you haven't got it committed to memory, having it in front of you is a great way for you to be able to look and find the details. So it's about preparation, having these things to have. The third thing here is about researching the

company or the organization via their website. The worst thing you can possibly say is if you if they say, Well, so what do you think about the company? The worst answer is Oh, well, I was going to have a look at your website. But I didn't get chance, you know, that is unforgiveable. And you might expect the answer the interview to be canceled at that point. This is where I'm saying you want to be doing detailed research, I think up to six hours if you are genuinely and maybe more if you are interested at all in getting this job. Because there's so much you need to imagine if they said so. What do you think about the announcement that our chief executive was made towards they say, so who's our chief executive? What if you didn't know the name of the chief executive? Or if you're applying for a role within the sales organization, but if you didn't know, the Vice President of Sales, you need to do this kind of research first, to make sure that you've got all these bases covered? You need to know what does the company think about what they're doing at the moment? What are their brands? What are their services? What are their products, what's new, that's launched recently, because they might say, Have you noticed that we've launched anything recently. And if they have, and you've not paid attention, again, that's not gonna look like you've really had your eyes open and done any proper preparation for this. In many organizations, you might also want to look at their financial results, they might be available, either publicly, or you might be able to find out somehow, that's important for you because you don't be joining a sinking ship. So that's important to look at. Another thing would be what are the consumers and the customers think about the business, having a look at feedback sites, having a look at maybe testimonial videos on YouTube, that kind of thing, or what's what's being said on social media. So have a look through. So you've got a really good idea what's going on. And that way, you'll be so much better prepared, you should also not just stop at the organization. So who are their competitors, you need to really think through that because maybe their competitors just launched something that's a bit of a breakthrough, you should know about what's going on across the whole category. The fourth thing is to, as I said, go into more detail, researching their products, services and brands, knowing the key people at the business, not just the chief executive, but who are they what have they been doing have they made any big announcements? researching your interviewers, if you know the name of someone who is going to be in she check them on LinkedIn, so you know their career history, and also on LinkedIn is a special tip, you can get a Google a Google plugin, that will actually help you to see the personality, it's called crystal. If you look at Crystal nose, if you look at Crystal nose, you can get a plugin for your, for your Chrome browser, that when you go into LinkedIn, it will tell you about the personality of your interview. Because that into if you know their name, this software will tell you whether they are a straight to the point person or if they're people person they want to know about the people or their analytical, they want to know about the details. Having that kind of knowledge means you can shape the way that you give your answers. So don't miss out on that one called crystal knows. The next thing you can do is prepare answers to all the key questions are



absolutely vital. Because the worst thing you can be doing in any interview, whether it's a telephone interview, or a video or in person, is be having to freestyle your answers. So for all the key questions, things like can you tell me about yourself? Why would you be interested in this job? Why would you be interested in this company? Why would you be a good candidate for this job? What are your strengths? What are your weaknesses? Making sure you've got answers to all these kind of questions, all the key questions, have them prepared. That way, you won't be surprised. The next thing then is to have bullet point answer notes printed out in front of you. Now, if it's a telephone interview, you can refer to that you might have it on a screen in front of you, or you can have your answers printed out. That way, you're not gonna miss out some points. If it's a video call, you can still be smart, because all you have to be doing then is looking at that webcam, you can have your answers or your notes printed on the screen. And you can, you can either deal with a post it note and literally stick it next to it with some notes. Or you can have it on a note piece of software on the screen as well. Practice saying your answers out loud before the call, it's so different saying an answer out loud than it is to actually just going through it in your head really practice out loud, it's such a big difference. You'll have to several times before it all trips off the tongue easily have a separate page listing questions that you have for your interview. Because very often at the end of the interview, they'll give you a chance to say is there anything else you'd like to tell us? Which is a golden opportunity to tell them something great about yourself? Well, they might say, do you have any questions for me at this time? And so having something which is prepared? Now I always say because people say what's the best question to ask and I don't believe there is a best question other than the best question is the one that you want the answer to, but definitely have something prepared as well. But I don't believe that you can just ace that part of the interview by having a stock question is if you just read about in a book, The most important thing is what you need to know. And it could even be what would be the next part of the process. So point number 11. Here, have a couple of pens ready. So you can take notes, if necessary. As you speak, they might ask you a three point question. It's useful if you just need to take a quick note to have something to hand call ahead to confirm that you're going to be there or you can email but just make sure that you confirm the start time and your contact details whether it's a number that someone's going to be calling, make sure that there's no problems with logistics of your call and the timings of your call. Number 13. And short you have 100% disruption free environment. So you want to be turning off the mobile phone turning off all your social media notifications, everything gone. Make sure that you are completely disruption free. If you live in a shared house, or you're working from a dorm or anything like that, let people know I'm not available. If you're at home and you got animals, get them out, everything is gone. And let everyone know, I'm doing this for this amount of time. Don't disturb me so that you've got 100% concentration on what we're doing. Now, ensuring that you've got a landline. I mean, that's sometimes pretty difficult these days, but ensuring that you've got a

telephone connection, which is really stable, maybe you're gonna be speaking through Wi-Fi, if you're gonna be speaking through air pods, for example, make sure that you've got everything fully charged before the call. But whatever it is, make sure that you've got a rock solid connection, whether it's a landline, whether it's great signal on your phone, you don't want to be cutting out or you have your phones, you can't hear what the interviewer is asking you that would be a disaster, turn off call waiting, all of those things, turn off any other notifications, everything you need to do out. And then point number 18 dress the part, okay, so even if it's a telephone interview, I strongly advise wearing something smart dress for success, you'll find that that sets you up changes your mindset and lets your mind know that you're there for business. So and especially then if you're going to be doing on a video interview, you need to be dressed as if you're actually meeting them in person, you're really smart. Do your power posing now that if you've or you begin and take five to 10 deep breaths of fresh air, that's exactly what you need to do



28:45

the performance piece here as well, just to just to make sure that we're going through that. When you're actually in the interview. Start with your strong prepared opening line. So you set a confident tone, make sure you know how you're going to introduce yourself. Smile for your interview and keep your voice sounding warm and engaging. meishan speaking into the microphone, make it easy, not frustrating for your interviewer to hear you. Speak slowly and clearly. Include your interviewer's name every now and then it's going to really personalize your answers. And if you can try to avoid talking over your interview, that's gonna be really important as well. So if you do apologize and listen, but because it's down a telephone line, you need to make sure you're just listening and you're very clear what they're asking you to really be listening hard. Their words are giving you the instructions that you need to follow on and succeed. Adopt a relaxed pose if you're on video, as well as if you're just actually on a telephone call. But sit back, shoulders down. If you try this now try sitting with your perhaps the palms of your hands flat on your thighs, and then drop your shoulders down and breathe. And you just find that that's a very relaxed position and in between the answers that you're giving, if you can relax and come back to that position, we'll find it kind of centers you and brings you back and keep breathing. Because your brain needs the oxygen, you're doing something really intense. There's a lot of pressure and an interview. Keep breathing, keep it slow and steady. Take a deep breath between answers to get plenty of fresh, fresh oxygen to your brain. Listen very carefully to every question and then answer that question specifically, and don't over answer keep it moving fast. That's why we have the two minute rule. So you keep your answers short and punchy. Some people use a lot of ns and ORS and repeat filler words, like you know, you know, lots and lots of times, be very aware of that try to cut out any arms and ORS, and voice tics like that. They're your tone of voice and your volume to

keep your listener engaged as you tell your stories. Remember, if you're on telephone, they can't see your body language. So you have to make up for it with expressions in your voice. And at the end of the call, thank your interviewer for their time. That's polite. And if they don't volunteer the next steps in the process, what will happen next, you can ask that question so you know what to expect and when they're going to come back to you. And assuming you still want to at the end, make sure you have actually asked for the job, wouldn't it be the worst thing if that into your put down the phone or close the Skype call and said, I wonder if they were really interested in that job. That would be a disaster. If you want that job. Make sure you conclude by saying thank you so much for your time, I really appreciate that. I just want to make 100% clear, this is the jobs I really want. Thank you so much for your time interviewing, and something like that will let them know in no uncertain terms that you're absolutely wanting the job. The final piece how to follow up, make sure you send a thank you email within 24 hours could be within 12 hours or even quicker, just be smart. It's just good good manners. It's very polite to use the thank you email to express your fit. express how you can emphasize the skills that are the right fit for the company. And also to show that you want the job, then respond promptly to any correspondence or instructions from the company, any questions they might have that come out to you. And importantly, don't resign from any other jobs you might have just yet, because you need to be waiting until you've got the offer before you start deciding. So don't jump into saying yes or getting out of other things. You need to make sure you're going all the way through the process before you start asylum. So that is it. And at the end of that, Dawn, it's back to you,



32:27

Sam, wow, powerful information. And I can see now why it is so important to prepare for a interview. A good friend of mine, Tony beshara, is published by about a half a dozen job search books. And he's personally plays about 11,000 people in jobs. He's an executive recruiter. And they follow they track how many interviews it takes to land a job. And then in today's statistics, they're finding it takes about eight to 11 interviews, to land a job. And so when you said you should plan on six hours to prepare, I'm sure there are a lot of students and graduates in our audience who are going oh my gosh, what can I do to prepare in six hours, you gave us a lot of steps to go through. So excellent information. Thank you very much.



33:24

Now, my pleasure. And it's so important to do that because I honestly believe if you want the job, you have to do that. Because the worst thing really done is when you get through

to the third round, or the fourth round perhaps. And then you get picked at the post, somebody else gets that job. You know, you might be number two, but you're not number one, you don't get the job. And then you have to do all over again. And you only have to go through the cycle three or four times. Sure it gets really difficult job search is difficult. It's tough. It's a real roller coaster. So aceing this and putting in that little bit of extra effort and doing these things I've been talking about helps, you know, from every angle, it's like this idea of marginal gains, working on the little bits that all make the big difference overall. So yeah, I hope there's lots of tips and actionable things that people can really work with.



34:12

So here's a question from Willie, what are the three common questions I'm going to be asked that I could create a car response for?



34:22

Okay, well, it's a very important question that really is raising there because you need to think about the, again, think about the hiring manager and what they are going to want. So go to the in terms of just three to prepare. The best way of thinking about that is what's most relevant and what's the most important for this job. And the place to find that I'd like to start off by talking about is going to the job description, or speaking with a recruiter, if you've been introduced to an individual thing back to that conversation, look at the notes that you will take him and find out what are the major skills they're looking for. Most often these will be the ones at the top of the job description and the first one that they talk about. For each of those, what I suggest is don't prepare just one car answer that prepare several examples. My first job was at Procter and Gamble. And I happen to know that the number one skill they wanted was leadership. And I did what I told you to do that I actually reached out to the company, I went along to a on campus event, and met with the people who were traveling from the company and asked them a lot of questions because I wanted to know how to get in, and how to ace this process. And one of the things they said to me was, you need to have lots of leadership examples, because we might ask you for up to seven different examples. Imagine that. So I was actually interviewed by two people. The first one said, Can you give me a time an example of a time when you lead a team? And I gave that example, the next person said, Can you give me another one? And the next person said, Can you give me another one and another one and imagine if I hadn't prepared knowing that there's no way I would have done so many examples. And by the end of it, trust me, because I was only 21. At the time, my examples were getting a bit thin in terms of great leadership, but at least I could keep going. So look

for that and prepare multiple examples, even if they're not business, even if they're from sporting events or charity events or your hobbies. At least you've got other examples of leading things and making things different. But the three to go for are the top three skills that are listed on job description. Great question. Thank you.