

The Interview

The interview is a **CRUCIAL** step in your job search.
It gives you the opportunity to display your:

- Strengths
- Personality
- Enthusiasm

During an interview, employers want to know:

- Can you successfully perform the job?
- Will you fit into the organization?
- Will you stay for a reasonable amount of time?

Although these questions may not be directly asked, they will assuredly be on the interviewer's mind.
Every answer you give should provide support to one of these three areas:

- Your **Ability** to do the job
- Your **Suitability** for the job and the company
- Your **Willingness** to give time and effort to the job

An interview is by no means a one-way street. You, the interviewee, must also be seeking some answers. Some questions you must internally answer, based on the information you obtain about the company and the position, are:

- Will this position's responsibilities fit well with who I am?
- Will I be happy working in this industry?
- Will I be a good match for this particular organization?

What is the **key** to an effective interview??? — — — — — **PREPARATION!!!**

Being unprepared for an interview indicates to an employer that you would probably be unprepared with your work assignments as well.

What should you prepare? - - -

- Knowledge of **Yourself**
- Knowledge of the **Organization**
- Verbal Communication Skills**
- Non-verbal Communication Skills**
- Appearance**

What Employers Want

“Nothing great has ever been done without enthusiasm.”

Ralph Waldo Emerson

- | | |
|------------------------|-----------------------------|
| ✓ Interpersonal Skills | ✓ Internships/Experience |
| ✓ Teamwork | ✓ Flexibility |
| ✓ Critical Thinking | ✓ Honesty/Strong Work Ethic |
| ✓ Communication | ✓ Leadership |
| ✓ Self-Motivation | ✓ Self-Confidence |

Which of these areas do you possess? How can you illustrate them?

What You Have

Write down your answers to the following questions. Be as specific as possible!

What Skills and Abilities do you possess?	
What <i>specific examples</i> can you give to demonstrate them?	
How do they relate to the position you are interviewing for?	
What basic Values and Attitudes do you hold?	
How do they relate to this position?	
What are your Career Goals ?	
What Types of Work excite and/or inspire you?	
What Kind of Job do you really want?	
What Knowledge Bases can you exhibit?	
How has your education both on and off campus contributed? (Be specific.)	
What have you gained from your Work Experiences ?	

What You Need to Know

“If they haven’t prepared for the interview by knowing about my company, it raises serious questions about how they would perform on the job.”

- told to Changing Times magazine by an employer

Never go to any interview **without thoroughly researching the organization** offering the job. Employers are impressed with research because it indicates interest, enthusiasm and preparation. Being able to ask pertinent questions and discuss the organization and your field of interest with some degree of familiarity will also reflect your ability to be a self-starter.

Some areas you could research include:

- | | |
|--|--|
| <ul style="list-style-type: none"> ✓ History ✓ Size and organizational structure ✓ Types of promotional activities ✓ Financial stability ✓ Locations ✓ Major Competitors | <ul style="list-style-type: none"> ✓ Types of products/services offered ✓ Reputation ✓ Future direction of the organization ✓ Philosophy ✓ Current industry trends/problems ✓ Weaknesses |
|--|--|

How do you find this information????

- Check company sites on the Internet
- Review annual reports, brochures and internal publications (i.e. newsletters)
- Look through recent business magazines, trade magazines
- Talk with anyone that might know about or be employed by the organization
- Contact the Better Business Bureau
- Check the Carthage College and public libraries:
 - State Services and Manufacturer’s Directories
 - Standard and Poor’s Register of Corporations, Directors, and Executives
 - Business Information: How to Find It, How to Use It
 - Hoover’s Handbooks of American Business and World Business
 - Thomas Register of American Manufacturers
 - Business Periodicals Index

What to Expect

Telephone Interview:

These are very common and are used as screening devices to decide which candidates will be actually interviewed in person. *Be prepared. This type of interview is no less important than an in-person interview!*

- ✓ This interview may or may not be scheduled in advance. If you are busy or not prepared, set a time convenient for both of you.
- ✓ Keep a folder by the phone with a copy of your resume, a notepad and pen.
- ✓ When called by an employer, move to a quiet spot (away from roommates, noisy dishwashers, loud pets and televisions).
- ✓ When a phone interview is scheduled, have in front of you company information and a copy of your cover letter and resume.
- ✓ Smile while speaking - the enthusiasm will carry through your voice.
- ✓ A final hint – ignore your call waiting!!!

One-On-One Interview:

One person will decide your suitability for the position and whether you should advance to the next step of the hiring process. How much rapport can you establish?

Group Interview:

Groups are often made up of individuals from different areas of the organization such as the direct supervisor, a co-worker, the head of a collaborating department and/or a person from human resources.

- ✓ If a particular chair is not mentioned when you are asked to take a seat, be sure to select one that will enable you to have unobstructed eye contact with each individual. A seat at the head of the table may feel uncomfortable to you, but it will be the best place for you to both listen and speak from.
- ✓ When responding to one interviewer's question, don't forget about the other individuals in the room. It is appropriate to focus on the individual who asked the question, but be certain to make eye contact with everyone while answering.
- ✓ Write down everyone's name and title (for later when you send personalized thank-you letters to each individual).

Stages of the Interview

An interview consists of three parts. Skilled interviewers often make the parts flow together seamlessly. Each section is important to the interviewer in terms of making a decision.

Stage One: Rapport Building

What the interviewer is assessing:

- √ Appearance
- √ Manner
- √ Ability to relate

What you should expect and do:

Everyone in the company is your co-worker. Prior to the formal interview, you are making lasting impressions with the clerical staff (the informal part of the interview process). What do you want to convey?

At the onset of the interview, the interviewer will probably initiate small talk as an attempt to get to know you and to make you feel more comfortable. (The more comfortable you feel, the more you are likely to reveal.) If you are outgoing, this part of the interview will be comfortable. If you are somewhat introverted, you need to only remember one thing. Concentrate on being totally immersed in finding out what that person is like. Forget about what that person is thinking about you.

Stage Two: Questions and Answers

What the interviewer is assessing:

- √ What you can offer – skills, traits, knowledge
- √ Your work ethic, values, motivation factors and goals
- √ If you would fit – company, department, supervisor, career

What you should expect and do:

For this stage – your main thought should be: What can I contribute or bring to this organization? Create a plan with 5-8 points that you want to present about yourself.

Stages of the Interview (continued)

This is your opportunity to explain your background, skills and traits. What values, aspirations, and motivations do you possess? What type of organization, culture and co-workers will inspire you? Prepare illustrations to back-up your points. Before the close of the interview be prepared to summarize the main points that would make you a valuable asset. (These points may be somewhat different than your original plan, depending upon the conversation you have had about their needs.)

This is also your opportunity to learn about the company and its people. What does the ideal person for this position look like? What do you need to know about a workplace in order to produce your best work? What is distinctive about this place that would convince you to work here? Again, have a plan! This plan you don't need to memorize, though. Have your questions written down in your folder and refer to them at the appropriate time. Your curiosity will be respected. Employers want to hire people who care about where they work.

Stage Three: The Closing

What the interviewer is assessing:

- √ Your interest in the position
- √ How you close a contact

What you should expect and do:

The interviewer will initiate the close of the interview.

1. Hopefully he/she will explain the process and the approximate timeline by when the hiring decision will be made. If this information is not volunteered, be certain to inquire. Ask if there is anything else you can do to help them make a decision. (Example: provide a list of references, which you will have ready in your folder.)
2. Enthusiastically tell the interviewer that you would like to be hired. If there has been no opportunity for you to summarize why you would be a good match for the position earlier in the interview, then give a very short (1 or 2 sentences) synopsis of why you are excited and how you can contribute.
3. What if you don't want the position? If you know for certain that the position is not the right one for you, then share that information also. People respect others who do not waste their time. (Many interviewees unconsciously make certain that they flunk the interview instead of being up-front about not wanting the position. This often makes them a non-candidate for other future positions.)
4. Thank the interviewer and shake hands as you leave.

You Never Get a Second Chance to Make a First Impression

Rule Number One: Record a professional sounding message on your answering machine. Ask roommates, parents, etc. to answer the phone and take messages with professionalism. (A greeting of “Joe’s house of beer” or “Grand Central Station” will not impress prospective employers!)

Rule Number Two: Whether we like it or not, first impressions carry a lot of weight in an interview. Appearance is about 90% of an employer’s first impression, so preparation in this arena is definitely worth your time and effort.

Get it together!

- Wear polished, professional shoes
- Makeup should be soft, simple and subtle.
- Nails should be manicured.
- If you are concerned with bad breath, eat a mint or use a breath spray right before the interview. (Never, never chew gum – even in the waiting area!)
- Wear simple jewelry.
- Do not wear perfume or cologne – what smells lovely to you may smell offensive to the interviewer.
- Don’t smoke before or during an interview. Make certain your clothing does not smell like smoke.
- Women – carry one item only, preferably a briefcase or folder, not a purse.

Clothing should be the best you can afford. Invest the time and money in your wardrobe that your future deserves. Wear new clothing for a while before the day of the actual interview so that when the day arrives you are accustomed to the outfit and comfortable with it. If you feel really good in your attire, it will show in your self-confidence!

When dressing for an interview, your main objective is to look like the professional job for which you are applying. Try to find out ahead of time what the norms are for your career field and even for the company itself. Anything that draws attention to what you are wearing and away from what you are saying should not be worn to a job interview.

What if you are told to come in “business casual”? Ask exactly what that means! Then be certain that you do not underdress. You want to look professional.

Remember to make a last-minute stop in the restroom just before your interview to confirm your personal appearance!

Actions Speak Louder than Words

We speak with our voices and also **communicate** with our:

- ◆ Posture
- ◆ Facial Expressions
- ◆ Hands
- ◆ Actions
- ◆ Body Language
- ◆ Mouth

Are you aware of how you communicate and of what you are communicating?

Key points to remember:

- ◆ Shake the person’s hand firmly and look him/her in the eye.
- ◆ Do not sit down until invited to do so.
- ◆ Maintain good eye contact, but do not stare at the person continuously. It is natural to have less eye contact while speaking and to have more while listening.
- ◆ Smile when appropriate. Be natural. (Deep breathing reduces stress.)
- ◆ Watch out for distracting personal habits: touching your hair, shaking your crossed leg, fiddling with your pen. Focus on the person(s) in front of you.
- ◆ Utilize your natural body language to emphasize what you are saying. Sitting up in your chair, leaning forward slightly, smiling and moving your hands as you speak will demonstrate enthusiasm.

Did you answer the question completely and concisely? Did you complete sentences and ideas? Was there confidence in your voice? Did you use many

Practice, Practice, Practice

Practice makes perfect. Try to answer some of the questions listed in the “What You May Be Asked” section. Three ways to improve your verbal and non-verbal skills:

1. With a video camera - observe verbal and non-verbal communication skills.
2. With a tape recorder - listen to your vocabulary, voice tone, and content of your answers.
3. With a friend - role play an interview situation. Then ask the friend to provide feedback by repeating what you said and stating how he/she reacted to your answer.

The bottom line is: “Would you hire yourself?”

very slowly? Did you mumble? Speak too fast? Did you speak clearly? Did you use many filler words: um, or, well, so, you know? Did you speak clearly and confidently?

your career goals? Did you plan to bring the questions to ask the employer?

Did you ask the questions? Did you ask the questions? Did you ask the questions?

What to Say...

- Give clear and concise answers.
- Ask for clarification if you are not certain of the question.
- Do not hesitate to pause, collect your thoughts and then answer.
- Relate your answer to the position.
- Do not lie or make something up. It is better to say that you don't know or that you cannot think of an answer at the moment.
- Remember, the interview is a two-way street. You are making decisions, also.

...And How to Say It

Behavioral Based Interview

Behavioral based interviewers believe that past behavior is an accurate predictor of future behavior. They concentrate many of their questions on situations that candidates have encountered in the past. What they want to hear is an illustration of your behavior. Typical questions focus on understanding the situation or challenge, your actions and their results. To maximize the effectiveness of your answers, try using the STAR system.

ST = Describe a **situation**. (one - two sentences)

A = Explain the **action** you took. (one - four sentences)

R = Talk about the positive **results**, quantifying if possible. (one - three sentences)

An example of the **STAR** system:

Sample question:

“What have you done that shows initiative and willingness to work?”

Sample answer:

“I worked for a summer in a small warehouse. I found out that a large shipment was due in a couple of weeks and that there was very little space. The rear of the warehouse was disorganized and the inventory system was outdated (**Situation**), so I came in on a Saturday, figured out how much room was needed, cleaned up the mess in the rear and catalogued it all on new inventory forms (**Action**). When the shipment arrived, the truck just backed in. There was even room to spare and the new inventory system saved us a good deal of time (**Results**).”

- ❖ For other questions, see the “What You Could Be Asked” section.

What You Could Be Asked

* Indicates a behavioral question

Education/Background

How and why did you select Carthage?

The important section of this question is in the word ‘how’. The manner in which you make large decisions is vital information for an interviewer, who believes that you probably will be quite consistent in your decision-making mode.

What types of classes did you like the best? Least?

This seems like a rather innocent ‘getting to know you’ type of question. It isn’t. (In fact, there are no questions that are asked without a reason!) If your major or classes that you enjoyed the most do not seem to have a direct connection to the position, concentrate on the skills that these classes developed. (Let Career Services help you develop a list of your best liberal arts skills.) If the main reason that you didn’t like courses was the professor, the interviewer will wonder about your ability to be productive in the occasional difficult work situations that are common to any professional position.

What is your GPA and how does it reflect your academic abilities?

All employers wonder if you are mature, if you will be a hard worker or if you will prefer to do the minimum that is required. This question is a test of those qualities. What is your maturity level? How would you describe your work ethic? If your GPA is low, be prepared to talk about it. Hopefully, it will have been rising each semester.

I see that you worked as an intern. How did you find the opportunity? What skills or knowledges have you gained as a result?

Were you assertive in the internship search? Did you have goals before beginning the experience? Did you see it primarily as a learning experience or as a work experience? Are you aware of what you learned in your internship setting (which will also apply to what you could learn at the interviewer’s company)? Your knowledge bases that increased could include application of theory to actual work settings, company and industry knowledge, career information, knowledge about work teams, departments, professional behavior, etc.

Some questions may seem as if they are designed to end negatively. When reporting the R (results) of your STAR, be certain to state what you learned from the experience.

Skills/Achievements

Tell me about yourself. Or How would you describe yourself? Or How would others describe you?

All of these questions are meant to probe your preparation level for the interview and your ability to do the job. Have you thought about the personality traits, skills and knowledge bases that you own that match the position? Your preparation for the interview (or lack of it) will be immediately showcased. This type of question often is at the beginning of an interview, so it is especially important to decide what you will say. Do not share personal information such as family background or marital status. The interviewer cannot legally make hiring decisions based upon such information.

*What are your skills or strengths? **

Share a short list of 3-5 transferable skills (not personality traits) that are critical to performing this position well. A good way to assess which skills are most important is to study the job description and the ad. Usually the responsibilities are listed in order of importance and require specific skills to perform them well. After coming up with your list of skills that matches the position, then design at least one story in STAR format (situation, action, result) that will illustrate this strength.

*In what areas do you need to improve? Or What are your weaknesses?**

Here is another question that requires thoughtful preparation before you arrive. Everyone has weaknesses, but a careless answer can virtually end your consideration as a candidate. The interviewer is trying to find out 1) are you aware of your weaknesses, 2) have you thought about how you might improve, and 3) are the one/s you mention going to have a deleterious effect on your ability to be successful in this position. Your answer should include how you are striving to become stronger in these areas.

*What accomplishment has given you the greatest satisfaction? Or What is the toughest challenge you have faced? Why? **

Include those skills, traits and knowledges that aided in this achievement. Use the STAR system and be certain to end with the positive results.

*Tell me about a time when a co-worker or supervisor criticized you. How did you respond? **

No one's perfect. If you choose to share a time when you didn't respond as well as you could have, end with what you learned about how to respond more positively next time.

*Have you ever been instrumental in anticipating a problem before it happened? If so, tell me about it. **

The interviewer is looking for your ability to be proactive and wants to assess your leadership skills.

Why should I hire you?

This is the same question as 'Tell me about yourself.' In this response you could also include why this company is of great interest to you.

Traits/Values/Beliefs

What motivates you?

Is it financial reward, the work environment, the supervisor, helping others, variety, challenge, etc.? Employers want to assess this area because they know what factors they can and cannot provide. Career Services has a Job Values Inventory. You may want to use it to help you determine your highest motivating factors.

How do you determine and evaluate success?

Do you have standards? What are they? What does quality mean to you? How will you know whether or not you are successful? How much do you depend on other people's feedback?

Why are you interested in this organization specifically?

This is a test! Do you want to work here enough to have done your homework? 'If you're not interested enough in me to have learned about who I am and my reason for being (mission), then I am not interested in you.' This is not a harsh statement; it is a true one. It is assumed that, as a college student, you have the abilities to learn and to research. Now this company wants to know if you can demonstrate that you have utilized these skills in learning about them. Platitudes won't work. You need to know about the company's mission, excellences and goals so that you can relate honestly to the issues that they believe are important. Do you care about this company and what it does? If you don't care about them as a company, why would you care about your co-workers or clients? This question is one of the most important ones that an interviewer can ask.

*Could you give me an illustration of when you were involved in a collaborative effort that worked well? **

How do you work with others? Do you help others achieve their goals? Did you design or lead the effort? Be certain to include the results.

*Tell me about a time: **

When you failed to meet a deadline.

When you had to adapt to a difficult work situation.

When you worked with someone you disliked and how you handled the situation.

Describe these events as non-judgmentally as possible. Explain difficult situations using facts (not emotions) and be as succinct as possible. Example: You had differences in work habits, or work values, or ethical attitudes. Discuss the event in a professional manner and remember to share what you learned.

How much travel is acceptable to you? Would you be willing to transfer to another location?

Tell the truth. State amount of travel in terms of annual percentage. If you are willing to relocate, know what locations the company presently has and refer to them.

What are your salary expectations?

Until you are offered a position, this question should not be answered. Right now you are searching for a position and a company that are a good match. If you both come to the conclusion that this could be an excellent situation, then you will be ready to discuss remuneration. If you share your ideas, and your expectations are significantly different than theirs (whether low or high), you will no longer be a candidate.

When it is time to discuss salary (and you will want to be ready before your first interview), you want to have figured out what is fair for you in terms of a total package. What do you need vs. what might you desire? Be certain to do some major research on salaries in a) the type of position, b) the industry, and, c) the geographical area. The government has much research available via the Department of Labor and many websites (some that are fee-based) have excellent information.

Work/Career

What are your long and short-term career goals? Or Where do you see yourself in three years? In five years?

These questions are designed to find out 1) if you set goals, 2) if your goals are related to your profession or industry, and 3) if you have goals of pursuing excellence. Consider not only goals that you can accomplish on the job but also learning or educational goals outside of work that could increase your effectiveness as a professional. People want to hire someone who is self-motivated, who wants to improve, and who has taken the time to establish a vision beyond today. An exact career goal is not necessary nor is a plan that stretches far into the future.

*Describe the relationship that should exist between a supervisor and subordinates. Tell us about your favorite supervisor – your least favorite supervisor. **

If I were to supervise you, or, as a human resources person, assign you to an appropriate manager or section of the company for a second interview, I need to know how you want to be supervised. I also want to know what displeases you. This is a time for being able to describe the qualities and attitudes of an excellent supervisor succinctly. This is not a time for character assassination or long, sad stories. Be certain to protect a company's privacy by not naming people or places. As an interviewer, I am looking for someone who, if there is a problem, will handle it maturely.

If you were to have an ideal work environment, what would it look like?

Hopefully, to prepare for the interview, you have been researching the company and also assessing your own needs. This is a perfect time to make connections between these two areas.

How do you balance the needs of work and personal life?

This is a time to discuss what balance means to you and how you achieve it. Employers are concerned about your physical, mental and emotional well-being because they believe a well-balanced employee will be productive. You may wish to talk about a few of your activities that you believe promote your well-being. Your personal relationships are not of interest to the employer.

What You Could/Should Ask

Interviews are two-way streets - and it is your responsibility to learn as much as possible about the employer. (There are some places where, after a probing interview, you will not want to work!) What information do you need before you can make a good decision? Think about previous work situations and design a picture of an ideal company for you as a professional. Then create a series of questions that will help you understand as much as possible about the company.

Record your questions (neatly) and bring them along in the top page of your folder. Employers want you to care about where you work and will not be offended when you refer to your written set of questions. Your questions will indicate both your level of interest and your amount of preparation.

- Major challenges/primary responsibilities of the position
- How the position fits into the “big picture” of the company
- What employees like best and least about the department/company
- Who your co-workers and/or your supervisor will be
- Whether or not employees are encouraged to express their ideas and concerns
- How and when evaluation and feedback are delivered
- Skills successful employees possess
- Training
- Reason for position vacancy / rate of turnover
- Mission / goals / philosophy / vision of the organization

What You Want to Look For

- Do the employees seem happy?
- Are they friendly and helpful?
- Do the employees seem to enjoy their jobs?
- Do they like/respect their organization?
- Do you feel welcome?
- What do you think of the site and facilities?
- How will the management style work for you?

Last, But Certainly Not Least!!!

Things to remember:

- ◆ Before the day of the interview, drive to the interview location (preferably at a comparable time of the day when your interview will be held). Note construction, traffic and parking possibilities so that you can plan accordingly and face less stress on the actual day of your interview.
- ◆ **Drive courteously.** It would not be beneficial to cut off a car whose driver ends up on your interview panel!
- ◆ **Arrive** in the location you are to be interviewed about five minutes **early**. (This means in the appropriate office, not the parking lot or main building.)
- ◆ When you arrive at the location, continue being polite and courteous to EVERYONE that you meet. Support staff are often part of hiring decisions.
- ◆ Smile and **be positive**. The weather is wonderful, the drive was pleasant, you found every thing just fine (especially since you drove the route previous to the day), sitting and waiting for the interviewer who is ten minutes late will be no problem, etc. No one wants to hire a complainer.
- ◆ **Relax.** Remember, the chances are very high that **the interviewer(s) are more pressured than you are**. They have the difficult task of trying to find an excellent employee that will meet their needs and be a good fit for their organization.

Any additional questions???
Come up and see us in Career Services
Lentz Hall 427
or give us a call
262-551-5959

What Winners Don't Forget

Whew, you made it through your interview. But wait... There is more!!!

- √ Within twenty-four hours, you must send a **typed thank you letter** to each individual with whom you interviewed. (See the Professional Correspondence booklet for suggestions.)
- √ If you have decided that you are no longer interested in the position, you should indicate your withdrawal from candidacy.
- √ Record the name of the interviewer, place, date, time, a short review of the conversation and what you wore.

How Did You Do?

You can learn from your successes and failures. Build upon each interview to make the next experience even more successful. After each interview, take time to rate yourself and think about how you can improve.

Interview Review

On a scale of 1-5 (5 being the highest), how well did I... Then jot comments in the space under each question.

- _____ 1. Know myself: convey interests, values, skills and accomplishments in an effective and concise manner and relate them to the employer's needs?
- _____ 2. Provide clear, professional, concise answers using the STAR system?
- _____ 3. Ask for clarification, then pause and collect thoughts before answering?
- _____ 4. Convey career goals?
- _____ 5. Show preparation, organization and motivation?
- _____ 6. Listen carefully to the questions and respond to the specific content of the questions?
- _____ 7. Appear confident and enthusiastic?
- _____ 8. Maintain good body posture and eye contact?
- _____ 9. Ask for the job?

How else can I improve?

Upon Receiving an Offer

While Considering

Make certain you understand in detail all the terms of the offer and subsequent employment. Ask for time to review the offer and make an appointment / deadline for a decision.

When Accepting

Accept formally as well as informally. Write a letter of acceptance including the terms of the offer.

Postponing a Decision

The purpose of the postponement is to give you more time to examine other opportunities. It is appropriate when you must keep prior commitments to interview with other employers. Most employers place time limits upon their offers and have the option of withdrawing the offer at any time.

Rejecting an Offer

If you have decided not to accept, notify the employer immediately of your decision to reject the offer. In a letter, thank the company for the offer and their placement of trust in you. If appropriate, indicate your reasons for declining. (They should be professional, not personal.)

Upon Not Receiving An Offer

“We fail toward success.” - Peter Drucker

Wouldn't it be nice if everyone that interviewed you wanted to hire you? If your experience parallels the national average, you will receive one job offer for every nine interviews.

REJECTION WILL BE AN INEVITABLE PART OF YOUR JOB SEARCH

When you are turned down, it is important to react professionally. Write a letter! (You will be very tempted not to do this, but it will raise your stock with the company immeasurably.)

Be certain the employer knows

- a) you would still like to work for them,
- b) why you respect the company, and
- c) you would like to be kept in mind for future openings.

Always close a company contact the same way you began, in a courteous, businesslike, enthusiastic manner. (You may be their second choice, and if the person they hire does not accept, you may still receive an offer.)

How can you stay “up”, though, after hearing several “no’s”?

Depersonalize the issue. Rejection does not mean you are not capable or that you aren't qualified. It simply means that the employer chose someone else.

Look at the grief issue. Think about what you lost in the situation, remembering that you can only lose something that you owned. Realistically, what did you own before the interview that you now have lost? Time and effort, most likely, but not the job.

Be pragmatic. Look at the rejection as a learning experience. Ask yourself if there is a discernible pattern to the rejections you are encountering that might give you some insights.

Take a long-term perspective. Realize that you will have to handle rejection throughout your career. After you are employed you may be told “no” regarding projects, promotions or desires to transfer or relocate. Your response to being told no -- and how you say no to others -- will define a great part of your future career success.

The most effective job searchers are the most active. A “no” may be a disappointment, but in an active campaign you will have other opportunities that you are in the midst of pursuing.

Decide that you will be successful; then put every ounce of physical and mental energy into the effort of making your goal come true. It will!