

Deep Dive: Resume Walk and Behavioral Interviewing

MBA Career Management Center

By: *UNC Kenan-Flagler Business School*

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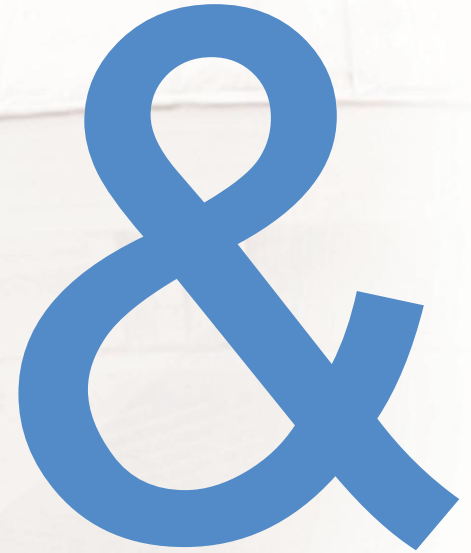


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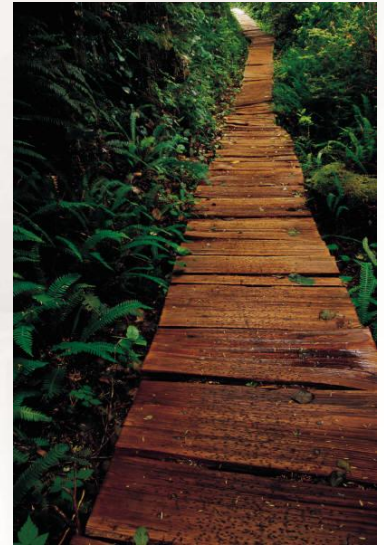
Since 1919, UNC Kenan-Flagler has defined & advanced the pursuit of true business success through leading-edge academic rigor & unmatched real-life learning experiences. We shape exceptional leaders who go beyond the bottom line to benefit the organizations they lead & the communities they serve.

While all leading business schools impart essential knowledge, our students gain something *more*. We are the only top-ranked school that integrates our core values of excellence, leadership, integrity, community & teamwork into the very fabric of the academic experience. As a result, our students graduate uniquely prepared to drive both results & impact, to lead & to inspire - to deliver positive change in the global marketplace.



Resume Walk

- 2.5 minutes maximum
- Begin with your undergraduate degree
- Hit highlights of your career in chronological order
- Identify 1-2 skills you developed within each role (make them applicable to interview position)
- Outline the transition between roles
- Decision to return for your MBA
- Why you chose UNC Kenan-Flagler (especially if interviewing with an alumna/alumnus!)
- Emphasize your interest in the company



Example Resume Walk

“I decided to attend Vanderbilt University after being awarded a Presidential Scholarship, a full scholarship based on academic performance and test scores. My professional aspirations were shaped both by my degree in economics and four semesters of internships at financial institutions in Nashville. I knew from these experiences that I wanted to pursue a job in banking upon graduation.

I was selected to participate in a leadership program at Bank of America and started with 30 other undergraduate students. As part of this program, I had one of my most significant team experiences to date. I was assigned to a branch location in Atlanta, and worked with a team of five people to improve the branch’s operations. As a part of this experience, my branch was recognized as the top performing branch in the Southeast though our doubling of the current lending customers and improving our customer service scores by 70%.

After this position, I was given the opportunity to manage a small branch in Greensboro, North Carolina. As a branch manager, I supervised 15 staff members and improved services to our more than 2,000 customers. During my time managing the Greensboro branch I began contemplating my return to school to get my MBA.

I decided to attend Kenan-Flagler after visiting the school during my interview. I met with students and faculty in the Finance Department – all of whom I found impressive and extremely helpful. Kenan-Flagler’s highly regarded finance department and a team-focused curriculum heavily influenced my decision to come here.

I became interested in finance while studying economics at Vanderbilt. Although I began my career in the commercial banking industry, I am interested in pursuing corporate finance at your company because I want to work on finance projects that will allow me to drive the strategic direction of the firm.”

Tip: It’s OK to write your resume walk, but don’t try to memorize it!

Behavioral Interview Questions

- Questions often begin with “Tell me about a time when...; Describe a situation when...; etc.”
- 1.5-3 minute response
- **S** – Situation – Where were you working? In what role?
- **T** – Task – What was the specific problem or challenge?
- **A** – Action (3x)– How did you overcome this challenge?
- **R** – Result – What was the outcome? Quantify, if possible

S/T –
20% of
response

A –
60% of
response

R –
20% of
response

STAR Question and Example

Interviewer: “Tell me about a time when you used **data** to make a decision”

Respondent: “That’s a great question. I had this opportunity at

S – Frito-Lay when I was in the geographic snack analyst position. We were experiencing sales declines in the rural New Hampshire marketplace.

T – I wanted to learn more about this situation, so I analyzed the following **data**

Actions:

- 1) **Segmented** our customers based on account sizes. I learned that the majority of the decline was due to the bankruptcy of a key customer.
- 2) Next, I observed re-stock **data trends** in neighboring sales outlets. I uncovered that due to this bankruptcy, some of our other sales outlets were running out of product due to higher consumer demand.
- 3) Then, I **analyzed the data** for our distribution channels and estimated that we could run twice weekly re-routing schedules to deliver additional product to these sales outlets.
- 4) Finally, I **presented** a proposal for my manager to estimate the cost of the additional deliveries, weighed against the upside of additional revenue.

R – As a result of this **data analysis**, my manager agreed with the proposal. Three months after implementing this program, our sales in the region had returned to 102% to quota and our profitability increased 10%.”

Behavioral Answers to Prepare

Behavioral Interview Preparation Grid

		Initiative	Leadership	Critical Thinking/Problem Solving	Creativity / Innovation	Working with Others / Teams	Communication	Overcoming Obstacles / Flexibility	Dealing with Ambiguity
Story 1	Work Situation / Events								
	Action / Took								
	Impact on Results / Outcome								
Story 2	Work Situation / Events								
	Action / Took								
	Impact on Results / Outcome								

Tip: The full grid is posted in the Documents section of the UNC Consortium website.

Sample Behavioral Questions

- Tell me about a time when you had to re-write the rules
- Give me an example about a time when you had to cope with an especially difficult co-worker
- Give me an example of a time when you played a significant role in delivering a major project
- What is it about this industry that you find most appealing?
- What are your strengths/weaknesses?
- Why did you decide to return for your MBA?
- What is the biggest mistake you ever made on the job?
- What you're your last supervisor say about you?

Tip: More questions are posted in the Documents section of the UNC Consortium website.

Additional Tips

- Prepare 20 – 25 answers (aka stories) ... Seriously!
- Have 3-4 top stories
- Know your strengths
- Understand your weaknesses
- Use index cards
- Practice with different “interviewers”

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