

# From students to young professionals: how to prepare for the job market

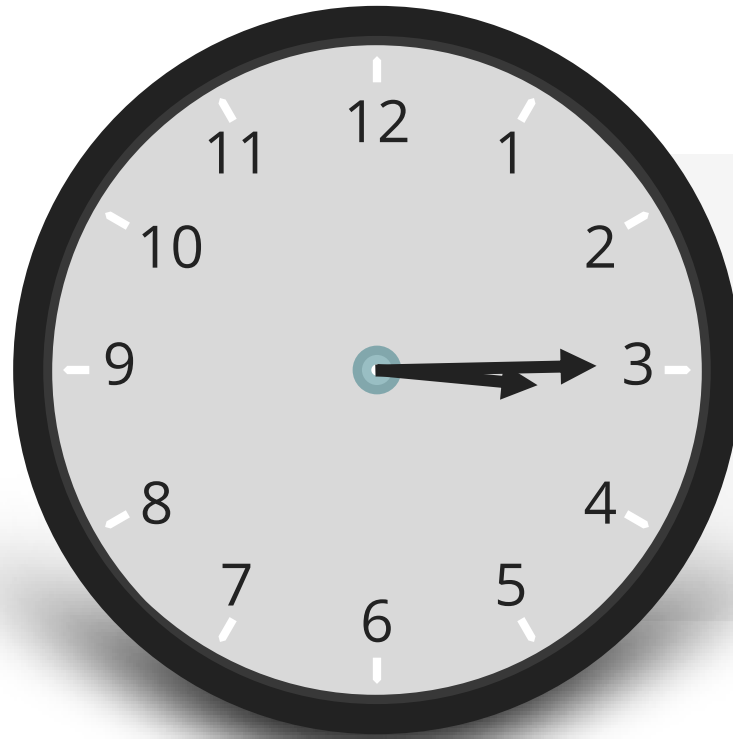
School of Engineering, University of Bologna

Giorgia Bertozzi

April, 2024



# Agenda

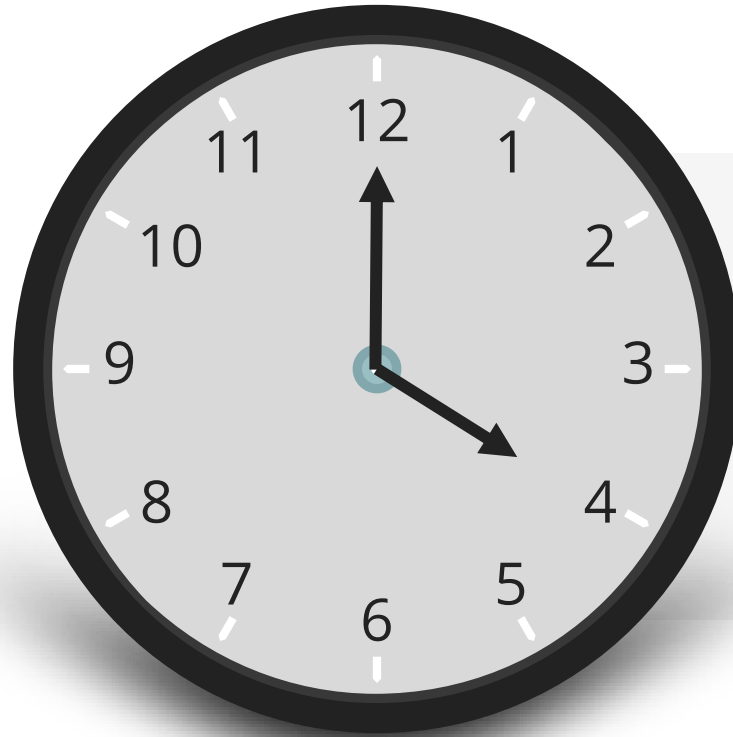


Through this afternoon we'll talk about the job market and career paths, we'll explore tips and tricks to succeed at interviews and we'll do a role play to exercise for a real interview process

Job Market  
45 mins



# Agenda



Break  
15 mins

2

Job Market  
45 mins

1

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# Agenda

Interviewing process  
45 mins

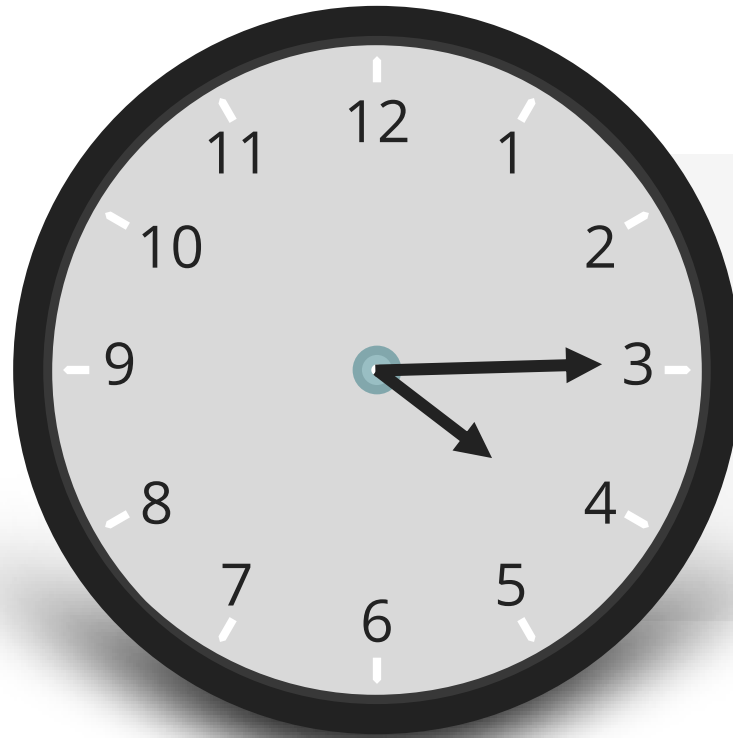
3

Break  
15 mins

2

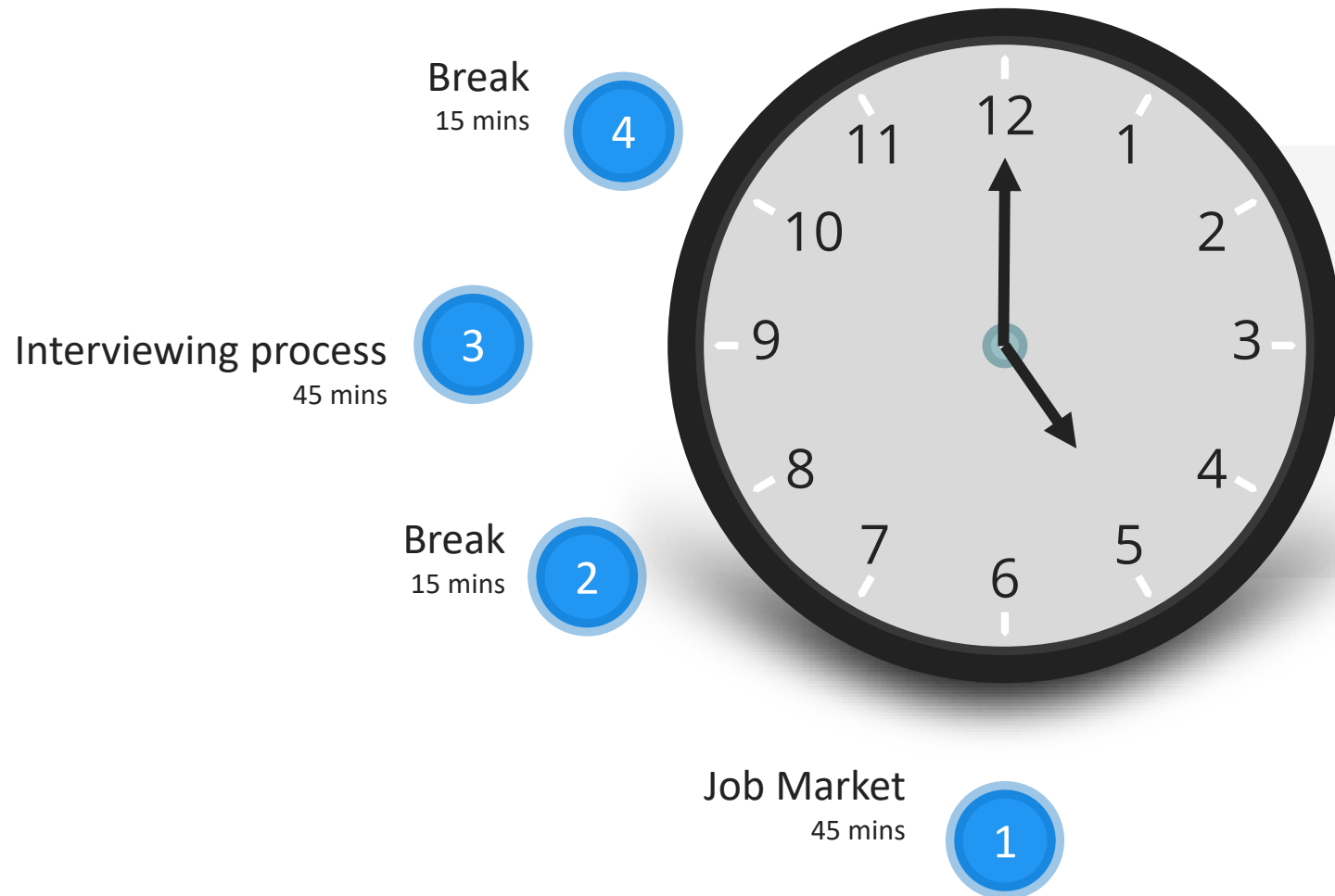
Job Market  
45 mins

1



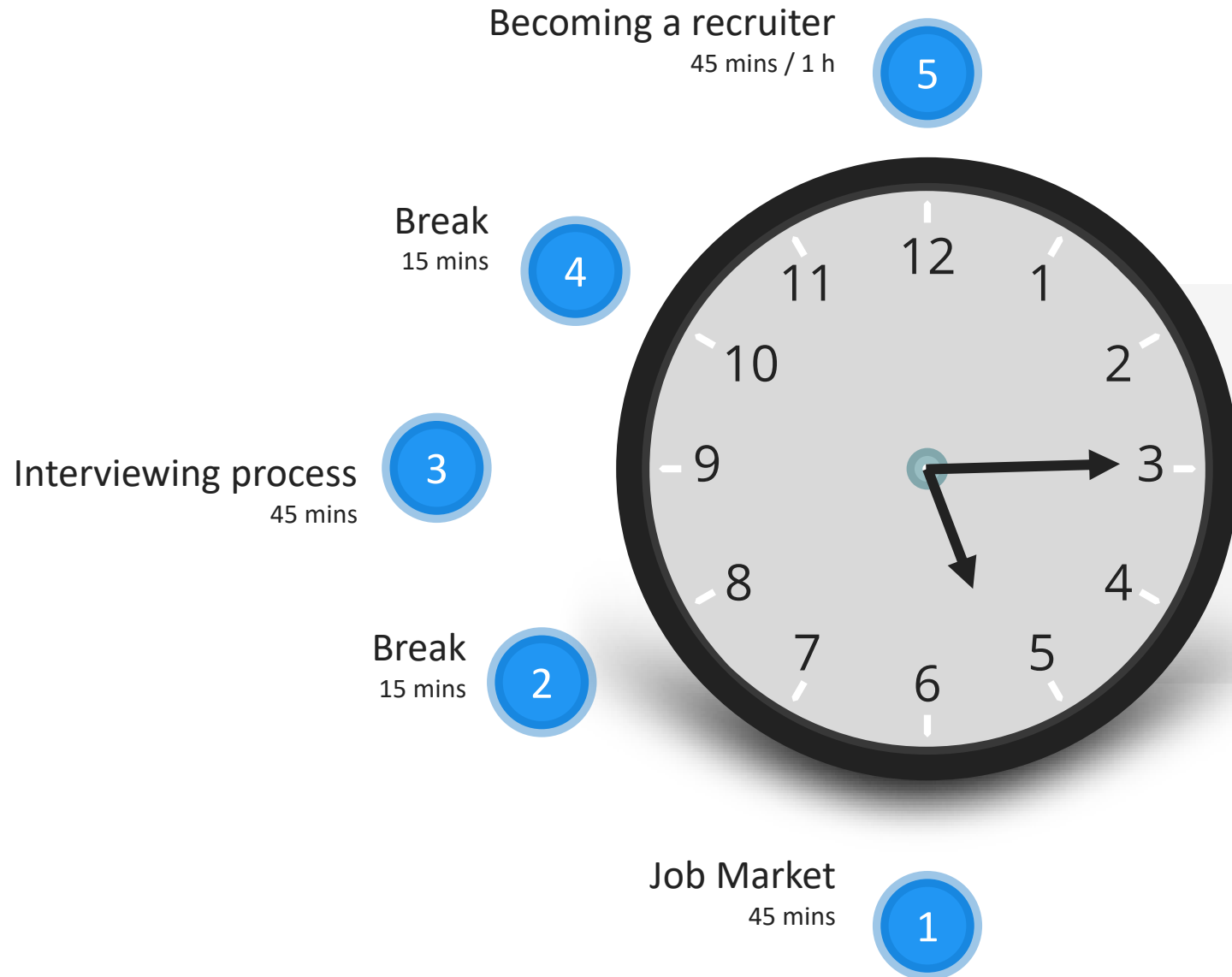
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# 7 Job Market

Agenda

15:20



## Introduction

Nice to meet you!

15:25



## Companies and career path

Job market and pyramid structure.

15:40



## Interviewing process intro

High-level overview of the steps in an interview process.

# Introduction



**Giorgia Bertozzi**

UK Cloud Leader, Microsoft

Azure Cloud leader for Microsoft Consulting UK  
accountable for the revenue target from cloud computing.



# Companies

FROM BIG4 TO PRODUCT ORIENTED



Big 4

The four largest professional services networks in the world, offering audit, risk assurance services, tax, advisory, corporate finance and legal services. Ca \$30bn each with 250K employee worldwide.



Top 3

The world's three largest strategy consulting firms by revenue. Worth noting that they are around a tenth of the size of the Big 4



System Integrators

Specialized in bringing together component subsystems into a whole and ensuring that those subsystems function together



Product oriented

Companies that sell a specific product/service in the market. Industry can be Enterprise Commercial, Retail and Consumer Goods, Public Sector and Financial Services and Insurance.

SECTORS

Technology

Energy

Financial

# 14 Companies - Product Oriented

Big Tech Era 2019

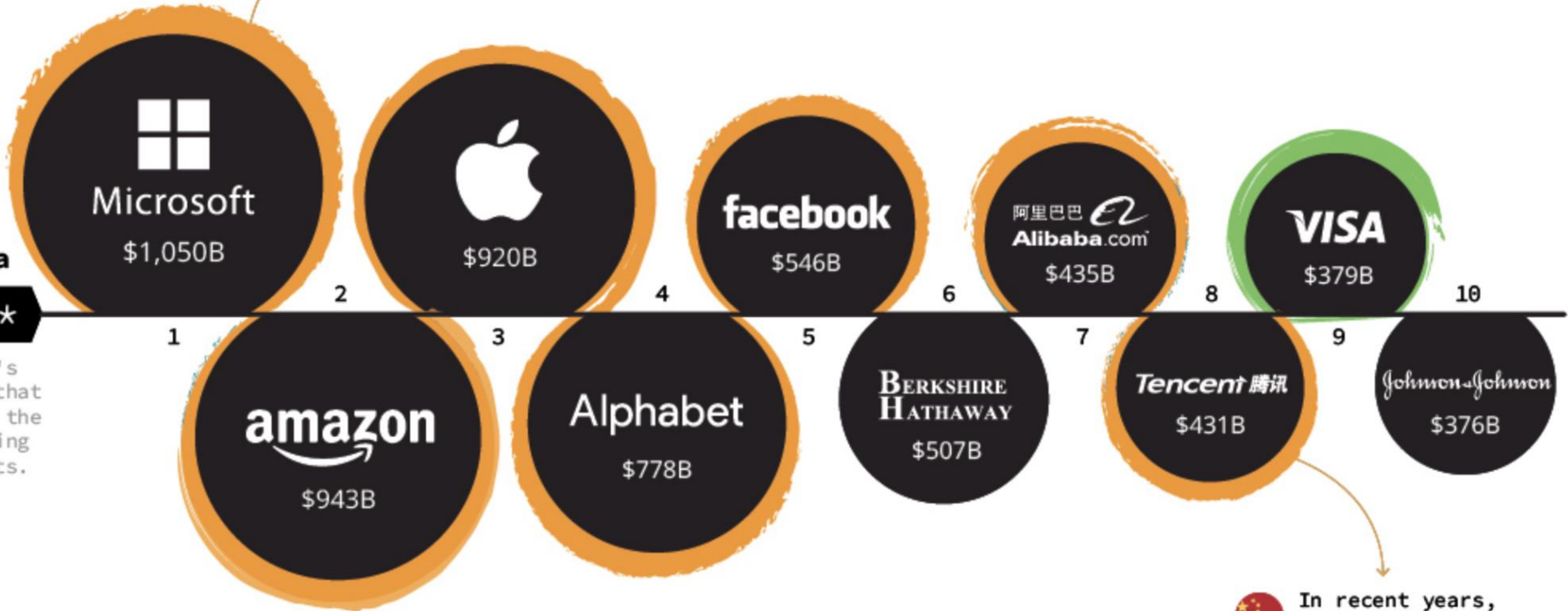
Big Tech Era

2019\*

Today, it's Big Tech that dominates the list, taking seven spots.

Microsoft, buoyed by successes in gaming and cloud computing, has come full circle and reclaimed its position as the number one company in the world by market cap.

In recent years, Chinese tech companies, Tencent and Alibaba, have seen their market caps swell.



# Career Path 1/2

06

Partner – For life

Entrepreneur, boardroom relationships, multi-disciplinary reflex, firm impact

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05

Director (or Executive) – N/A

Develop new business, multi-disciplinary reflex, eminence

---

04

Senior Manager – N/A

Manage team, go to market, Subject Matter Expert (“SME”)

---

03

Manager – N/A

Manage projects, business context, relationship building, connect with network

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02

Senior (or Snr Analyst or Snr Associate) – 3/4 years

Quality review, coach stuff, connect cross Line of Service (“XLoS”)

---

01

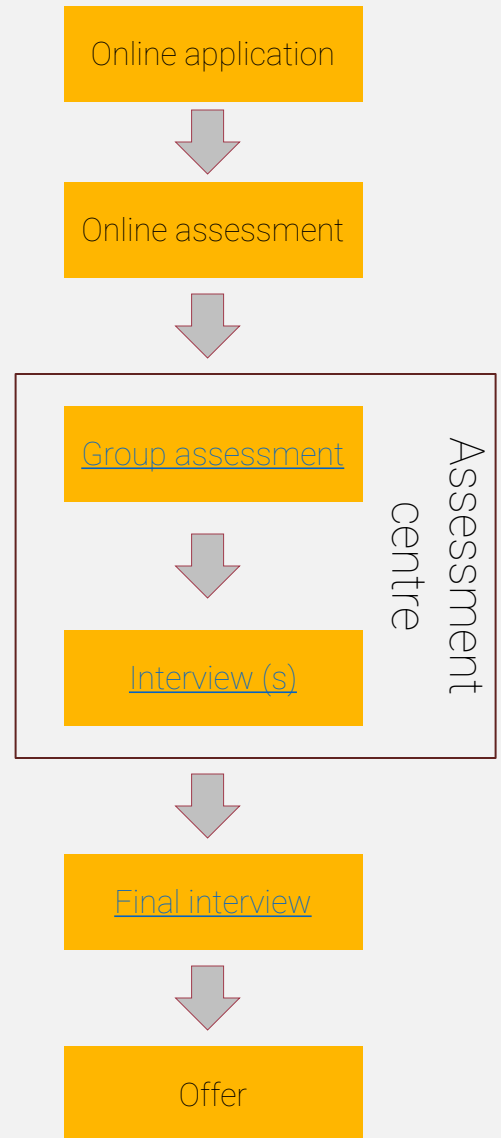
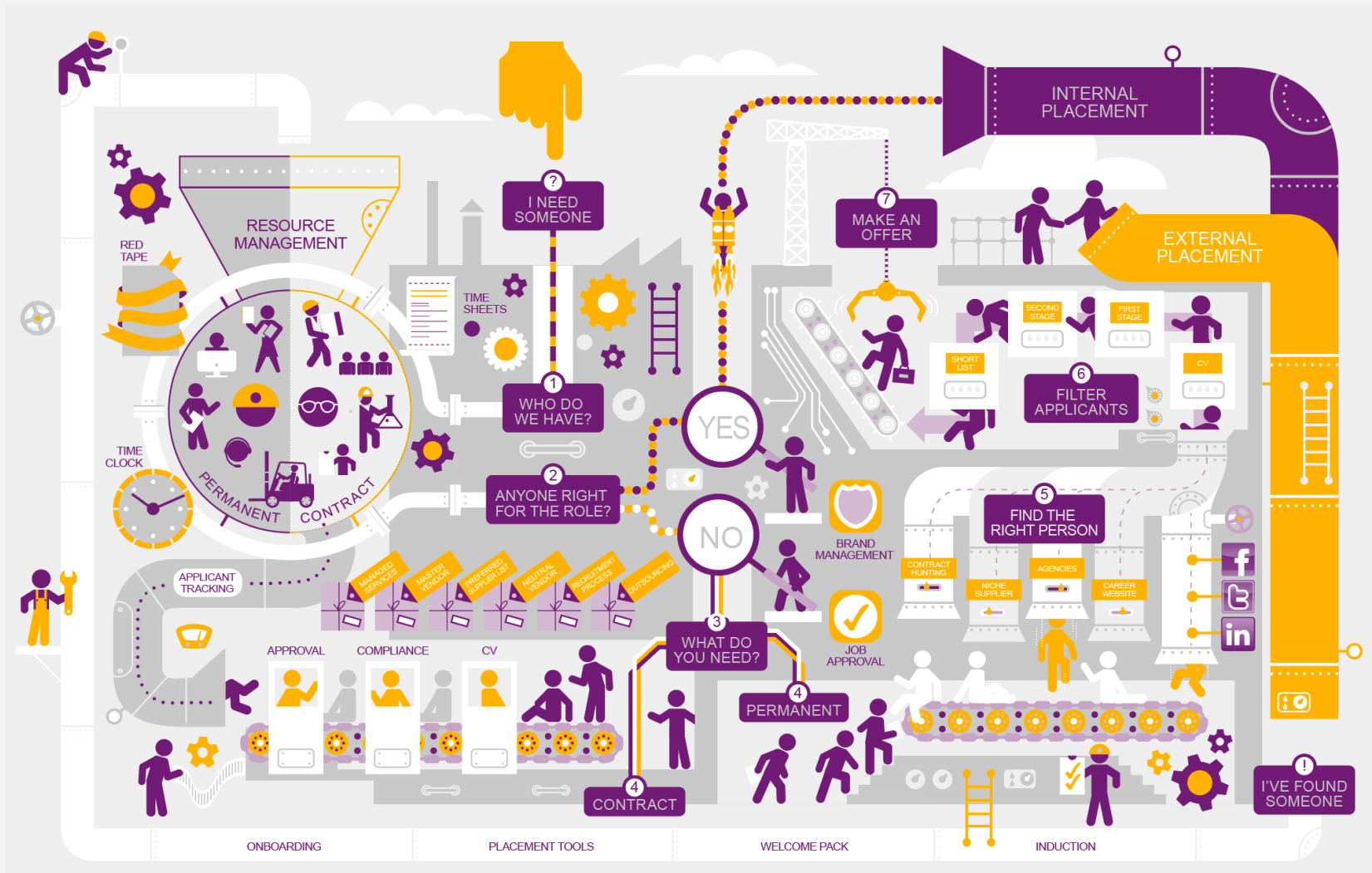
Junior (or Analyst or Associate) – 2 years

Know the firm, develop self, work in team, connect in Line of Service (“LoS”)



# 17 Interviewing process intro

Key Steps



# 18 Interviewing process intro

Group Assessment

Be the kind of person you would want to work on a project with!





# 19 Interviewing process intro

Interview(s)



# 20 Interviewing process intro

Final interview







# Break Time

15 Minutes

Keep motivated using scheduled breaks:  
please stretch, move around, even run in place!

# Interviewing process

## Agenda

16:15



### **STAR methodology**

The candidate  
methodology

16:25



### **ORCER methodology**

The recruiter  
methodology

## WHAT'S THE STAR INTERVIEW METHOD?



Use these four steps to answer "Tell me about a time when..." job interview questions.

# 23 STAR Methodology

**SITUATION:**  
Set the scene and give the necessary details of your example.

# S

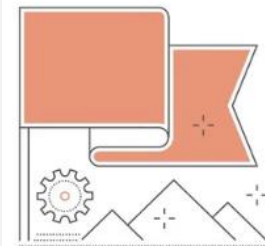


# T

**TASK:**  
Describe what your responsibility was in that situation.

**ACTION:**  
Explain exactly what steps you took to address it.

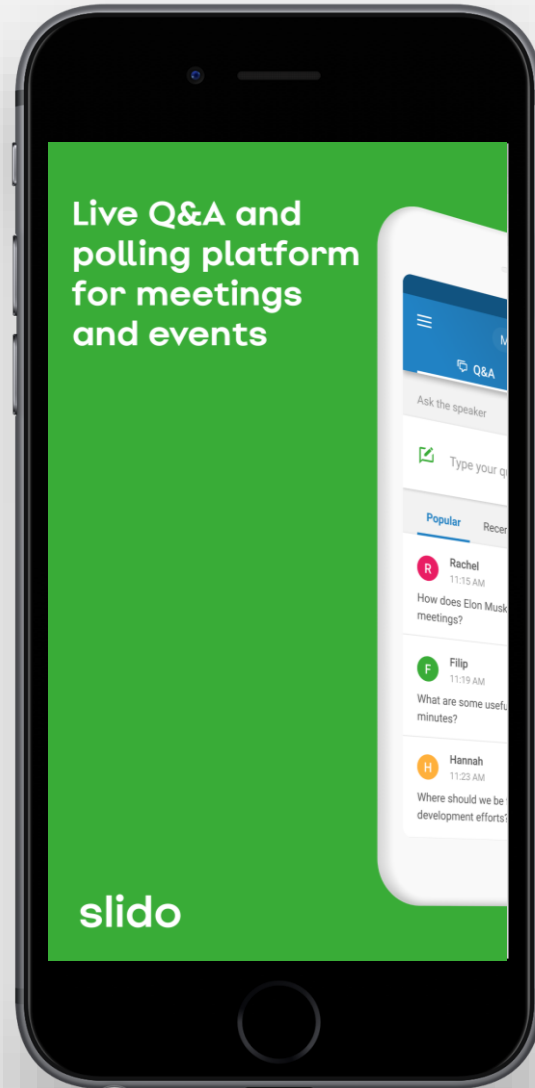
# A



# R

**RESULT:**  
Share what outcomes your actions achieved.

# 24 Your turn



Go to **slido.com** and use code **#FSTYP**

Have a go yourself at the STAR process!  
Can you recognize the different steps?



## Which of these questions can be asked to find out more about the SITUATION?

- "What were you trying to achieve?"
- "How did this come about?"
- "What was the impact of them missing deadlines?"
- "Who else did you involve?"

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**#FSTYP**





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## Which of these questions can be asked to find out about the TASK?

- "What were you trying to achieve with your intervention?"
- "How did she react?"
- "How did it turn out?"
- "What was the existing process?"



## Which of these questions can be asked to find out about the **ACTIONS**?

- "How did you approach the situation?"
- "How did it turn out?"
- "What feedback did you receive from others?"
- "What were your aims?"

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24 **Which of these questions can be asked to find out about the RESULTS?**

- "How did you feel it went?"
- "How did it turn out?"
- "Who did you involve?"
- "What were your aims?"



Quiz





# 43 ORCER Methodology

O

## Observe

“Observing” means looking at an event neutrally.

R

## Record

Write down details of the event so you can remember later. Ensure you have observed and not judged.

C

## Classify

Review the notes and decide if the examples show positive or negative behaviors. Each example is an attribute with positive or negative side. Watch out for double marking!

E

## Evaluate

Weight up the significance of the positive and negative evidence. Think about quality and not quantity.

R

## Report

A summary of the interview with a recommendation about the candidate.

O	<b>Observe</b> "Observing" means looking at an event neutrally.
R	<b>Record</b> Write down details of the event so you can remember later. Ensure you have observed and not judged.
C	<b>Classify</b> Review the notes and decide if the examples show positive or negative behaviors. Each example is an attribute with positive or negative side. Watch out for double marking!
E	<b>Evaluate</b> Weight up the significance of the positive and negative evidence. Think about quality and not quantity.
R	<b>Report</b> A summary of the interview with a recommendation about the candidate.

# 30 Observe

01

## Open questions

"Tell me about a time when you had to share some info or research with others" or "describe a time when you have worked in a situation that you felt was unclear". Broad, open starting question that encourages to talk freely about an example or situation. Designed to allow full, descriptive answers, rather than short or one-word answers.



02

## Probing questions

Used as a follow-up to the initial question and to focus on areas that needs to be explored to further assess the example. They prompt to provide more details and they are open too! Start with 5W (Who, What, When, Where, Why) and H (How) eg "What challenges did you face?", "How did you approach the situation?", "What was the outcome?"



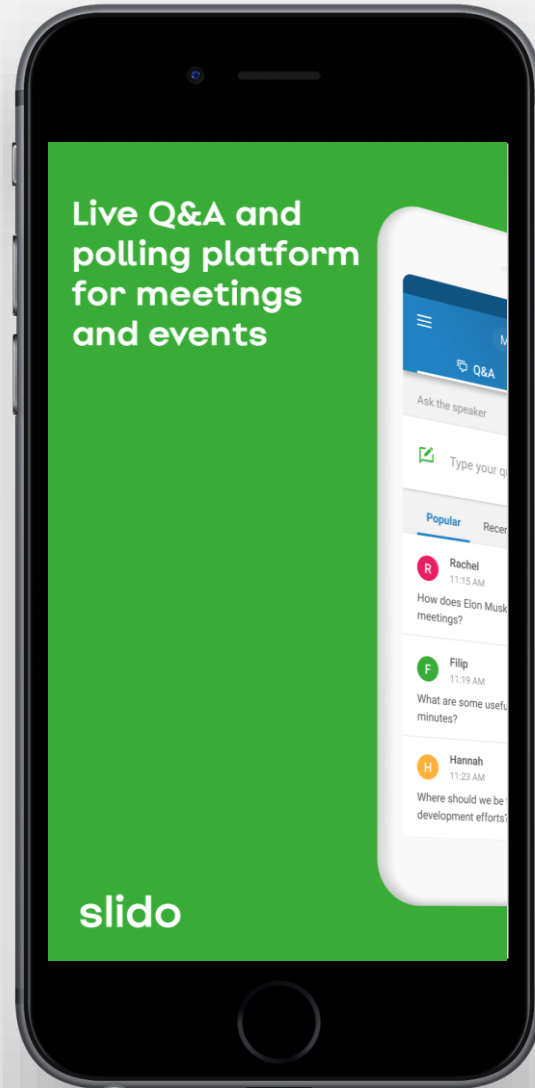
03

## Closed questions

Questions that starts with "do", "did" or "have".



# 31 Your turn



Go to [slido.com](https://slido.com) and use code **#FSTYP**

Can you spot the difference between effective and ineffective questions?



"Did you enjoy being the team leader?"  
Is this an effective question?

- Yes
- No

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**#FSTYP**





**"So, you thought it was a good idea to make those changes?"  
Is this an effective question?"**

- Yes
- No

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**slido.com**  
**#FSTYP**





**"Tell me about a time when you brought someone round to your point of view"**  
**Is this an effective question?**

- Yes
- No

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**slido.com**  
**#FSTYP**





"How did you do that?"  
Is this an effective question?

- Yes
- No

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Navigation bar containing icons for: a plus sign (+), a left arrow (⏪), a red square icon, the text "Quiz" with a downward arrow (▾), a person icon, a right arrow (⏩), a gear icon (⚙️), a square icon, and a left arrow (<).

Vertical toolbar on the right side of the screen containing icons for: a home icon, a list icon, a person icon, a refresh icon, a camera icon, a document icon, a paper plane icon, a plus sign (+), a window icon, and a gear icon.



"Who did you talk to and why did you decide they were most suitable?"  
Is this an effective question?

- Yes
- No

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**#FSTYP**







**"If you were to do it again, what would you do?"**  
**Is this an effective question?**

- Yes
- No

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**O** Observe  
"Observing" means looking at an event neutrally.

**R** Record  
Write down details of the event so you can remember later. Ensure you have observed and not judged.

**C** Classify  
Review the notes and decide if the examples show positive or negative behaviors. Each example is an attribute with positive or negative side. Watch out for double marking!

**E** Evaluate  
Weight up the significance of the positive and negative evidence. Think about quality and not quantity.

**R** Report  
A summary of the interview with a recommendation about the candidate.

38  
Record

01

## Observation

Observing means recording an event neutrally.



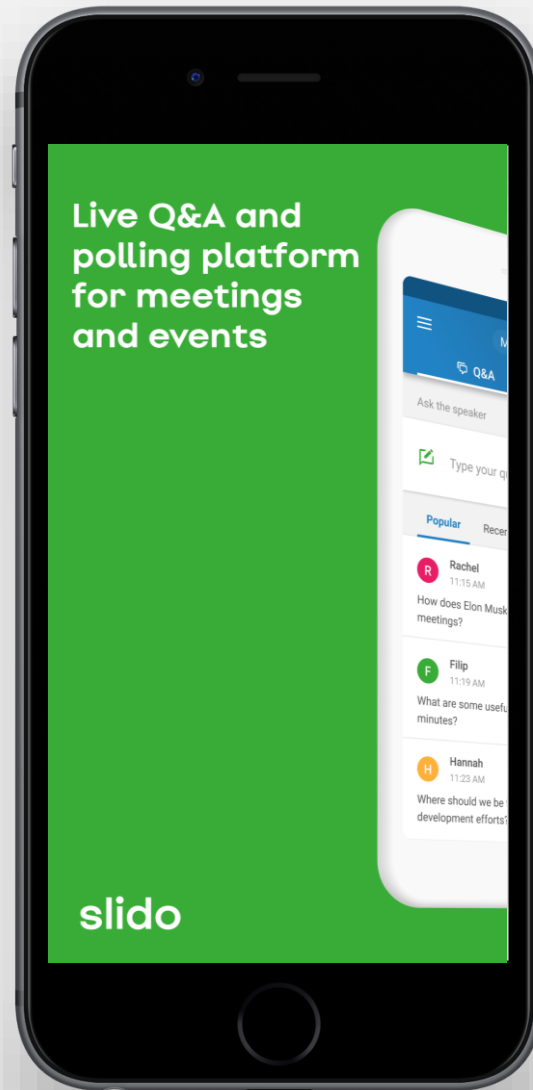
02

## Judgement

Judging attaches a feeling to the event you have observed.



# 39 Your turn



Go to **slido.com** and use code **#FSTYP**

Can you tell the difference between observations and judgements?

Have a look at these notes recorded during an interview and see if you can tell which are judgements and which are observations



## She asked the client about the cause of the delay

- Observation
- Judgement

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## She came across as arrogant

- Observation
- Judgement

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Quiz ▾





## He treated his team badly

- Observation
- Judgement

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## "I got asked to lead the team on the project"

- Observation
- Judgement

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## He smiled as he said this

- Observation
- Judgement

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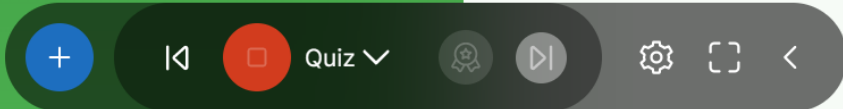




## She mumbled when giving her responses

- Observation
- Judgement

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## He got irritated quickly

- Observation
- Judgement

Join at  
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# 47 Record

## Observation vs Judgement

The observations are statements of fact about what happened with no feelings, assumptions or impressions associated with them.

The other statements are all judgements. The interviewer has made interpretations and drawn conclusions from what's been said or done.

Observation	Judgement
She asked the client about the cause of the delay	She came across as arrogant
"I got asked to lead the team on the project"	He treated his team badly
He smiled as he said this	He got irritated quickly
She mumbled when giving her response	

# 48

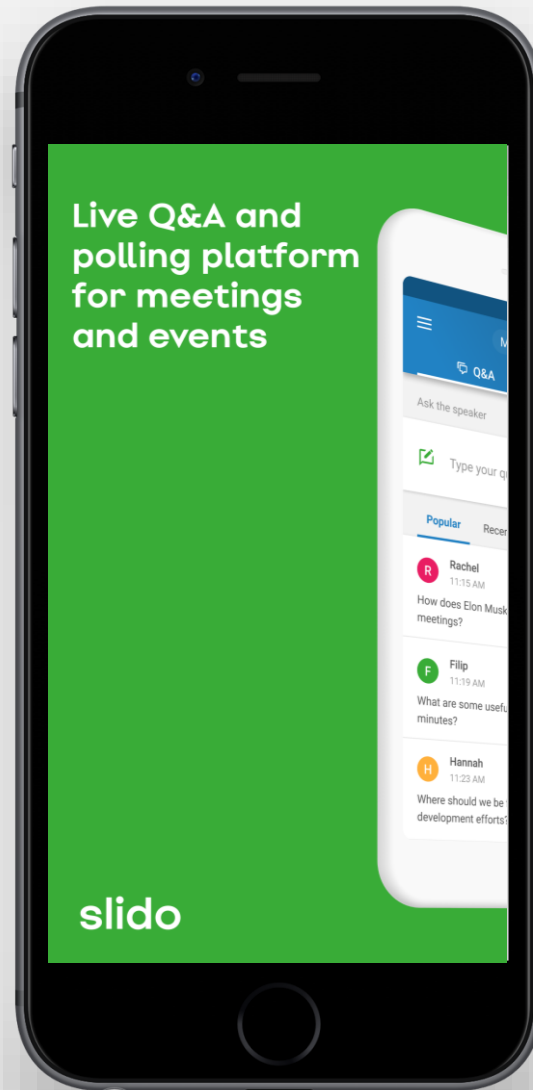
## Record

The blind spot

Blind spots are correlated to judgements. We all have blind spots that affect how we view people and things around us:

1. **Stereotyping:** when we jump to conclusions or make judgements about someone because of a category we have placed them in, for example “Lot’s of tattoos, he’s a typical youth”.
2. **Affinity bias:** viewing someone more favorably because they are similar to us, even though the similarities or differences aren’t in themselves good or bad. For example, “Good sense of humor”, judging the candidate more favorably because they share the same sense of humor.
3. **Halo and horns effect:** when early impressions cloud later judgement. We form an opinion quickly and then subconsciously look for signs to confirm it. For example, “Seems confident, it means it is experienced”.
4. **Microbehaviour bias:** when we let small details of someone’s behavior affect our judgement of the fact. For example, “Slightly annoying laugh”.
5. **Diversity bias:** making judgement on characteristics like gender, race and disability and other diverse characteristics like appearance or accent. For example, “Older than the other candidates means is overqualified”.

# 49 Your turn



Go to **slido.com** and use code **#FSTYP**

Have a look at these notes recorded during an interview, can you identify the blind spots?



**"...but had an air of overconfidence about him."**

- Blind spot
- Not a blind spot

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"...giving the impression he was bored."

- Blind spot
- Not a blind spot

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**#FSTYP**





**"The candidate has worked in the industry for 2 years"**

- Blind spot
- Not a blind spot

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"He gave several examples of creating high profit margins."

- Blind spot
- Not a blind spot

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Quiz ▾





**"Yawned several times during the interview."**

- Blind spot
- Not a blind spot

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**#FSTYP**



# 55 Record

The blind spot

The statements about having an air of overconfidence and looking bored are subjective judgements, rather than being observations.

Blind spot	Not a blind spot
...but had an air of overconfidence about him.	The candidate has worked in the industry for 2 years...
...giving the impression he was bored.	He gave several examples of creating high profit margins.
	Yawned several times during the interview...

**O** **Observe**  
 "Observing" means looking at an event neutrally.

**R** **Record**  
 Write down details of the event so you can remember later. Ensure you have observed and not judged.

**C** **Classify**  
 Review the notes and decide if the examples show positive or negative behaviors. Each example is an attribute with positive or negative side. Watch out for double marking!

**E** **Evaluate**  
 Weight up the significance of the positive and negative evidence. Think about quality and not quantity.

**R** **Report**  
 A summary of the interview with a recommendation about the candidate.

**Classifying involves:**

- Reviewing the notes you wrote during the interview and reclassifying where necessary
- Deciding and indicating if the examples show positive or negative behaviours

Think of classifying as sorting notes into categories. Each note is a candidate's answer (or a part of their answer) and each category is an attribute, with a positive and negative side.

Watch out for double-marking. You shouldn't count the same piece of evidence as an example of more than one attribute. Instead, make a decision and assign the example to whichever attribute it illustrates best.

# 56 Classify

"...managed my workload and delivered on time..."

→ **Whole leadership:**  
Lead self

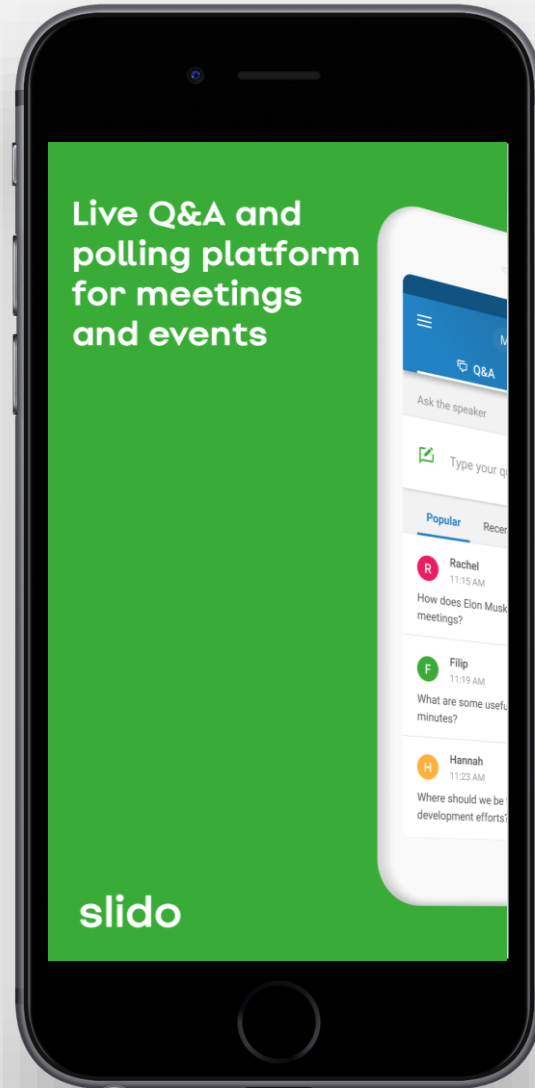
"...confirmed understanding of the project with a colleague..."

→ **Relationships:**  
Communicate with impact

"...suggested an innovative solution..."

→ **Business acumen:**  
Understand how business works and how it is changing

# 57 Your turn



Go to **slido.com** and use code **#FSTYP**

Have a go yourself. Take a look at these positive and negative behaviors and see if you can match them to the correct attributes.

Business Acumen: demonstrate analytical thinking

Whole Leadership: lead self

Relationships: communicate with impact



"...emailed others to make them aware of the new software options..."

- Business Acumen
- Whole Leadership
- Relationships

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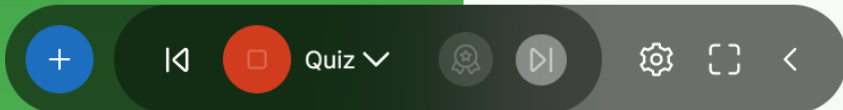




**"...from the many different pieces of information I had, I was able to make a recommendation..."**

- Business Acumen
- Whole Leadership
- Relationships

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**"I didn't think very broadly, which negatively impacted on the outcome for the client..."**

- Business Acumen
- Whole Leadership
- Relationships

Join at  
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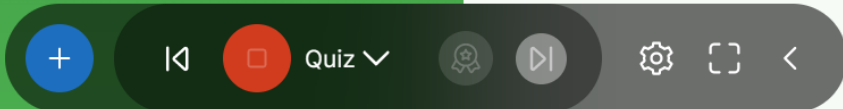




"...I wanted to improve in this area, so I looked into what courses I could attend..."

- Business Acumen
- Whole Leadership
- Relationships

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# Classify

Sorting Notes

The attribute  
“Business acumen”  
has both a positive  
and a negative  
behavioral example

**Business acumen:**  
Demonstrate analytical thinking

“...from the many different pieces of information I had, I was able to make a recommendation...”

“I didn’t think very broadly, which negatively impacted on the outcome for the client...”

**Whole leadership:**  
Lead self

“...I wanted to improve in this area, so I looked into what courses I could attend...”

**Relationships:**  
Communicate with impact

“...emailed others to make them aware of the new software options...”

# Evaluate

Evidence

O

## Observe

"Observing" means looking at an event neutrally.

R

## Record

Write down details of the event so you can remember later. Ensure you have observed and not judged.

C

## Classify

Review the notes and decide if the examples show positive or negative behaviors. Each example is an attribute with positive or negative side. Watch out for double marking!

E

## Evaluate

Weight up the significance of the positive and negative evidence. Think about quality and not quantity.

R

## Report

A summary of the interview with a recommendation about the candidate.

When it comes to evaluating evidence and providing a rating, we think about the **quality** of the evidence, not the **quantity**. You can think about this in relation to the scales analogy.

This is about **weighing up the significance** of the positive and the negative evidence you have.



# 64 Evaluate

Discrimination

Discrimination means treating a candidate unfavorably in relation to nine specific characteristics

**9**

## ***protected characteristics:***

- **Age**
- **Sex**
- **Disability**
- **Race** (including nationality and ethnic origin)
- **Religion & belief**
- **Sexual orientation**
- **Transgender**
- **Being married or civil partnered**
- **Pregnancy & maternity**

# Evaluate

Discrimination

Asking a woman this question:

*“How will you balance the workload and travel with your family responsibilities?”*

If the candidate is rejected, she could think she was discriminated against on grounds of sex. Even if men were asked the same question, then because more women than men have usually childcare responsibilities this question disadvantages women in general compared with men in general.

If she claimed sex discrimination, it will be a struggle to prove that it didn't happen.

If working long hours or travelling is a definite job need, the application for the role should be for itself and only those questions should be asked while avoiding presumptions about what might hinder the person from meeting it.

# Evaluate

Discrimination

Asking a seasoned candidate this question:

*“How might you deal with reporting to managers younger than you?”*

Stereotypical thinking applies here too, making assumptions about the interviewee’s attitudes toward younger people in authority. This could be seen as age discrimination.

Asking all candidates the same questions isn’t enough to avoid problems. If the effect of the question is worse for people with one or more of the 9 characteristics (like being female or over 40) than for people without it, then that’s indirect discrimination unless the question is truly justified.



# Break Time

15 Minutes

Keep motivated using scheduled breaks:  
please stretch, move around, even run in place!

# Becoming a recruiter

Agenda

17:15



## Role game exercise

Let's practice

17:45



## CV contest

Announcing the winners

18:00



## Questions & Answers



# 60

## Role game exercise

01

Do you have what it takes to conduct a competency-based interview effectively? Now's your chance to find out. Put your interviewing skills to the test in this simulated interview situation.

---

02

You'll be conducting a short interview with Liz, and it's up to you to ask the right interview questions and make sure you have enough evidence to evaluate their ability against the criteria.

---

03

As you conduct the interview, you'll be presented with multiple questions that you can ask Liz. Each one will trigger a unique response from her. You'll need to listen carefully to her answer as this will guide your next question choice.

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04

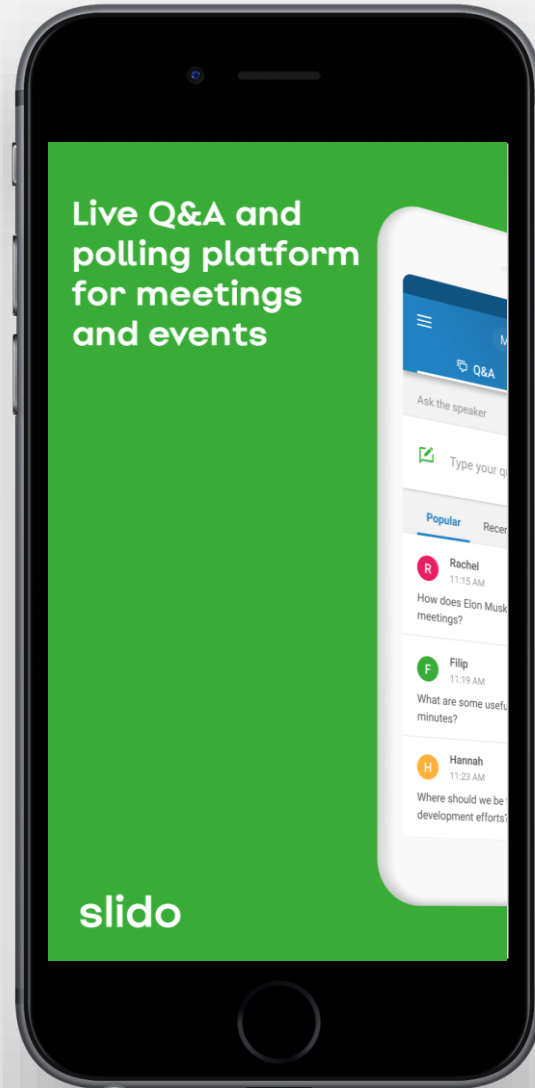
You've met Liz at reception, brought her to the interview room and got her settled in. You've gone through your introduction and have done all you can to try and put her at ease.

# 70

Relationship  
capability

Part 1

# 71 Interview exercise



Go to **slido.com** and use code **#FSTYP**

Can you spot the difference between effective and ineffective questions?



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### Select one option

- Tell me about a time when you have successfully maintained a relationship beyond a direct work association
- I'd be interested to hear about a recent time when you developed a relationship that you have since maintained for future potential work opportunities. Do you have an example to share with me?
- Tell me about a time when you have successfully maintained a relationship beyond a direct work association and how you initially built that relationship

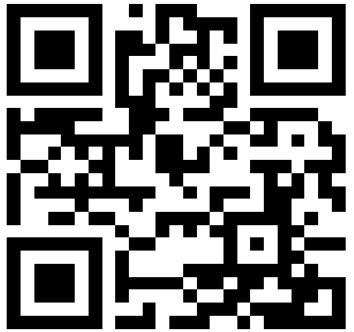


# 73

Liz Answer

Relationship - Part 1

Mmmm.. A relationship...  
Sorry... can you give me a minute?  
Can you repeat the question again, please?



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**#FSTYP**



33

### Select one option

- Ok, maybe you can tell me about a recent example when you took action to rebuild a broken relationship?
- Some relationships at work only last for as long as the piece of work or project you are working on; tell me about an occasion when you have worked to maintain a relationship despite the work being complete.
- Think about your previous job - who did you maintain a relationship with there, even after you stopped working directly with them?



Quiz



# 75

## Liz Answer

Relationship - Part 1

I was working on a project as part of a team of 5. I'd been put onto this team at the last minute as another project I was due to work on had fallen through – so it was by chance that I was working on this new team. I was only on the project for a few weeks, but I wanted to do more in this area so I viewed the opportunity very positively.

Building my network was going to be vital if I was going to get the opportunity to stay working with the team; I've learned that relationships are really important for career progression, particularly in such a competitive marketplace.

Towards the end of the project I got tasked with completing the final report alongside the senior team leader, Yasmin, and I got to know her better and learnt loads from her in a short space of time – she was a great person to be working with.

Am I answering your question ok?



## Select one option

- Ok, what was your specific role in this relationship?
- Sounds good to me! Tell me more about this relationship
- Let's keep going with this example. So, why did you determine that this relationship was one you wanted to maintain?

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As I said, Yasmin was the senior team leader on the project and was very experienced; it was great for me to work with her so closely. I found her to be supportive and absolutely dedicated to delivering the highest quality client work.

I learnt so much from her, I quickly realized that Yasmin was a key person to stay connected with because of her knowledge, her experience and her networks. I wanted to stay working in this team and so she could potentially be really influential to my future...

And she is so willing to help people develop, I knew she'd be happy to support me. As the project rolled to an end I knew I would see the team around, even though we wouldn't be working together but we said we would make an effort to stay in touch.



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## Select one option

- So, what's your relationship with the individual like now?
- So, what specifically did you do to develop this relationship more fully?
- You mentioned "we"; who else was involved in this?



Quiz ▾



# 79

## Liz Answer

Relationship - Part 1

Specifically what did I do?..

Ok, um... I left it a few weeks and then dropped Yasmin an email to ask how everything was going in general.

She responded and so I suggested we grabbed a coffee to have a catch up... and so I sent her a calendar invite to hold the time.

Before the meeting with her the first time I thought about what value I might be to her as I didn't want to be all about me.

When we did meet, we talked about our work... and I mentioned I would like to move into the area – well her area – in the future and she suggested that we meet regularly to catch up.

For the next few meetings, we talked about work and I started to talk about me, and then asked more about her, like what her plans were at the weekend and where she was planning to go on holiday. I found out she had a family and was a keen runner. So we really got to know each other.

Over time though, as I became more focused on moving over to her team, these sessions were more focused on that which was fine as we had firmly established our relationship by then.



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### Select one option

- What benefits has this relationship brought you as a result of your maintaining it?
- Is there anything about the context of this relationship that I should know about?
- Who else did you involve to ensure that this long-term relationship was a success?

# Liz Answer

Relationship - Part 1

My relationship with Yasmin is really strong and I value her both professionally and personally. The main outcome for me was that I got a new role in her team...!

In part this is because I developed such a positive relationship with her. We met regularly and I was able to openly express my interest into moving into the team. So, when a role came up Yasmin told me about it, and also put me forward to the Hiring Manager as a good potential candidate. She wouldn't have done that if she didn't think I was capable. So, I interviewed with a couple of members of the team and got offered the job.

We're not working on a project together at the moment, but we still have a good relationship. We have drinks to catch up, but she's now taken on a more formal role as my mentor, which is perfect as she really knows how to challenge me and ensure I push myself.

Interviewer:

Tell me about a time when you have had a difficult relationship with a colleague or client.

82  
Relationship  
capability

Part 2

# Liz Answer

Relationship - Part 2

Ok, I can tell you about a difficult situation recently...

I was moved onto a project about... it must be 5 months ago now...

I was moved over with a colleague I've known for about a year or so and we had worked together before. From the start, I felt there was rivalry between us...

There was just an uneasy tension, which wasn't there before.

It turned out that he was being like this because we were both pushing for promotion and this project was potentially a great springboard for exposure and recognition.

Both of us wanted to be seen to be taking a strong lead.



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### Select one option

- I can tell this was a difficult situation you found yourself in. Take your time and tell me more about it when you're ready
- You look uncomfortable talking about this - I guess it was something you didn't want to have to deal with?
- I get the impression that you found this a difficult situation to be in. What did you do to try to improve your relationship?





# Liz Answer

Relationship - Part 2

I am not normally a sensitive person but I really felt I needed to be on my guard when I was around him as he became, I felt, a bit untrustworthy...  
I began avoiding him...

I was quite worried about it; the last thing I wanted was for other people in the team to notice the tension and suffer as a result. So after giving it a lot of thought, I decided to tackle it... and invited him for a coffee.



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## Select one option

- Talk me through that conversation
- Did you start by telling him how you felt?
- Were you open and honest about how you were feeling or careful in how you shared your view?



Quiz ▾



# 87

## Liz Answer

Relationship - Part 2

Ok, so let me see...

I didn't want any falseness between us so I got straight to the reason for the meeting. I said something like "I feel like we're not working effectively together at the moment and wanted to get your point of view, and discuss how we can resolve this. I think it might have something to do with the fact we are both going for promotion".

He had really undermined me in a meeting a couple of days before coincidentally so I brought that up too and said something like "for example, yesterday, you shot down my idea in front of the partner, you have never reacted like that to an idea of mine before, I was really angry with you, though I couldn't show it in the meeting".

I also pointed out that we didn't have to be in competition and, actually the way he was behaving could be potentially ruining his case for promotion since he was acting so out of character.



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**#FSTYP**

## Select one option

- Having a direct conversation with someone can be challenging. How did he respond?
- You were brave to have that conversation. How did he react to your direct approach?
- How did he respond to your challenge?

# Liz Answer

Relationship - Part 2

I think he was shocked I approached it so head on – he wasn't expecting it from me. I found it really tough to do though... because he'd always been a colleague I'd respected, and I didn't want to make anything worse between us...

But equally, it was starting to affect me so I couldn't leave it.

I think he was shocked that I raised it with him, as the previous few weeks I'd just been ignoring him...

Naturally, he became defensive and accused me of making a big deal out of nothing... I told him how he'd made me feel in the meeting and how I thought he did it to make himself look better than me. He couldn't really argue with that.

After 10 minutes or so he realized that he was being unreasonable... and apologized.

He explained that he was feeling threatened by me specifically and, because he's been overlooked previously for promotion, he was very focused on getting it this time round.



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### Select one option

- If you were to come across the same situation again tomorrow, what would you do differently to get a better outcome?
- I have enough detail on this situation now. Take me to what happened as a result of you having this conversation
- Please continue

# Liz Answer

Relationship - Part 2

In the end... once I got over my anger towards him, I made an effort with him and once he realized that I wasn't a threat to his business case for promotion, he relaxed around me. The last few weeks we actually worked well together again and the project was completed successfully. I think he might have got slightly more credit for the work than me, but we both ended up getting promotion so I was just happy for us both.



## Select one option

- Okay, so the hard part is done; now, what questions do you have for me?
- Thank you; we have finished the competency-based part of the interview now. So, do you have any questions for me?
- Great, thank you. Interviews can tough but you did well. So, what questions do you have for me?

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**#FSTYP**



Quiz ▾





# Liz Answer

Relationship - Part 2

I have heard that people tend to be younger who apply for this level role – younger than me anyway. What chance do I stand against these people?



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### Select one option

- I'm sure this won't be a problem, but you're right - the people who typically apply for this type of job do tend to be around the same age group
- I know someone who has recently joined who is your age; so this shouldn't be a concern for you
- Yes, of course. We assess all of our applications against the job-related criteria and age is not a factor in this



# 95

Liz Answer  
Relationship - Part 2

So, how did I do?



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**#FSTYP**

## Select one option

- I'm sorry but I am not able to answer that question. You will find out how you did in due course - we will contact you directly once a recommendation has been made
- From my perspective I think it went well; I got everything I needed, so fingers crossed! Someone from the recruitment team will be in contact with you in due course
- Well, what happens now is that I will go away and evaluate all the information I have gathered today and assess you against the criteria, so someone from the recruitment team will be in contact in due course

# Liz Answer

Relationship - Part 2

Ok, I understand and look forward to hearing from someone soon. Thanks!

# End of interview

The interview has now ended. You lead Liz to the front of the building and shake hands with her before she leaves.

98

- You did a good job of rephrasing the question when Liz was struggling to give an answer. That way, she was able to have another go and not lose the opportunity altogether.
- You correctly identified that Liz was being vague by using the word 'we', and probed for her specific actions.
- You correctly reassured Liz when she talked about a difficult relationship, and probed for her role in improving the relationship.
- You moved Liz on to the result of her example when she was giving a long response, which was a good decision given the time pressure of an interview.
- You told Liz that you judge all candidates in the same way, regardless of age, which is the best way to alleviate candidate concerns and reinforce the message that PwC selects people on merit and capability.
- You correctly avoided telling Liz how well she performed in the interview and outlined next steps instead, so she'll leave feeling well-informed.

99  
CV Contest

# 100 CV notes

## Most common mistakes noted:

- Missing telephone number and LinkedIn
- Delete street address
- Professional summary on top
- Key skills section for ATS scanners
- Add overview for each job and accomplishment-based points
- Add experience from title, company, location, dates
- No old dates or old jobs
- Additional info added but could go in work experience
- Too many not-needed details (eg hobbies or instead of hours of work have full time/part time)
- Missing “out of” info when grade is included
- Accessibility checks not done (e.g. not-inclusive colours utilised)
- Location inconsistent with no further explanation



101  
CV Winner



**LUCA  
MONGIELLO**

INFO

## WORK EXPERIENCE

2022

### Internship as Junior Software Engineer

Fincons Group in Bari

Participated in an extracurricular internship at a consultancy company with the goal of training specialists in utilizing Salesforce CRM software for various settings post-course. Successfully attained the title of Salesforce Administrator upon completing the internship.

## ACADEMIC EDUCATION

2022 - in progress

### Master's degree in Artificial Intelligence

University of Bologna

- GPA: 26.2
- Competences:
  - Collaboration
  - Adaptability
  - Continuous learning

2017 - 2022

# 102

Cover letter  
notes

Most common mistakes noted:

- Why you want the position is missing / what's in it for me (different from why you are a good fit for the role / what's in it for the company!!)
- Too many personal details on top (age, driver licence) not related to the cover letter or the position
- Negative language instead of positive language
- Addressee was unclear ("Dear Hiring Manager" is always correct)

103  
Cover letter  
Winner 2

Razvan Andrei Nechita

San Felice sul Panaro, Modena

Italia

Telephone: +39 334 1520521

Email: [r.nechita1999@gmail.com](mailto:r.nechita1999@gmail.com)

Ms. Giorgia Bertozzi

For the position of Associate Project Manager

**“Industry” – Automotive and Energy sector**

Milan

20 March 2024

Dear Ms. Giorgia Bertozzi,

I am excited to apply for the Associate Project Manager position within your company’s Automotive and Energy sector. Upon reviewing your open positions and candidate requirements, I am convinced that your company is the perfect fit for me.

Your esteemed Industry is renowned for harnessing the full potential of its employess, and I firmly believe that working with you will enrich my skills and provide me with a dynamic and stimulating environment. It would be an honor for me to contribute to the achievement of your goals.

Questions and...

Thank You