

**“WHATEVER YOU  
ARE, BE A GOOD  
ONE.”**

**Abraham Lincoln**



# MANAGEMENT ESSENTIALS FOR PHYSICISTS

---

## **EPISODE 5: RECRUITMENT AND CAREER MANAGEMENT**

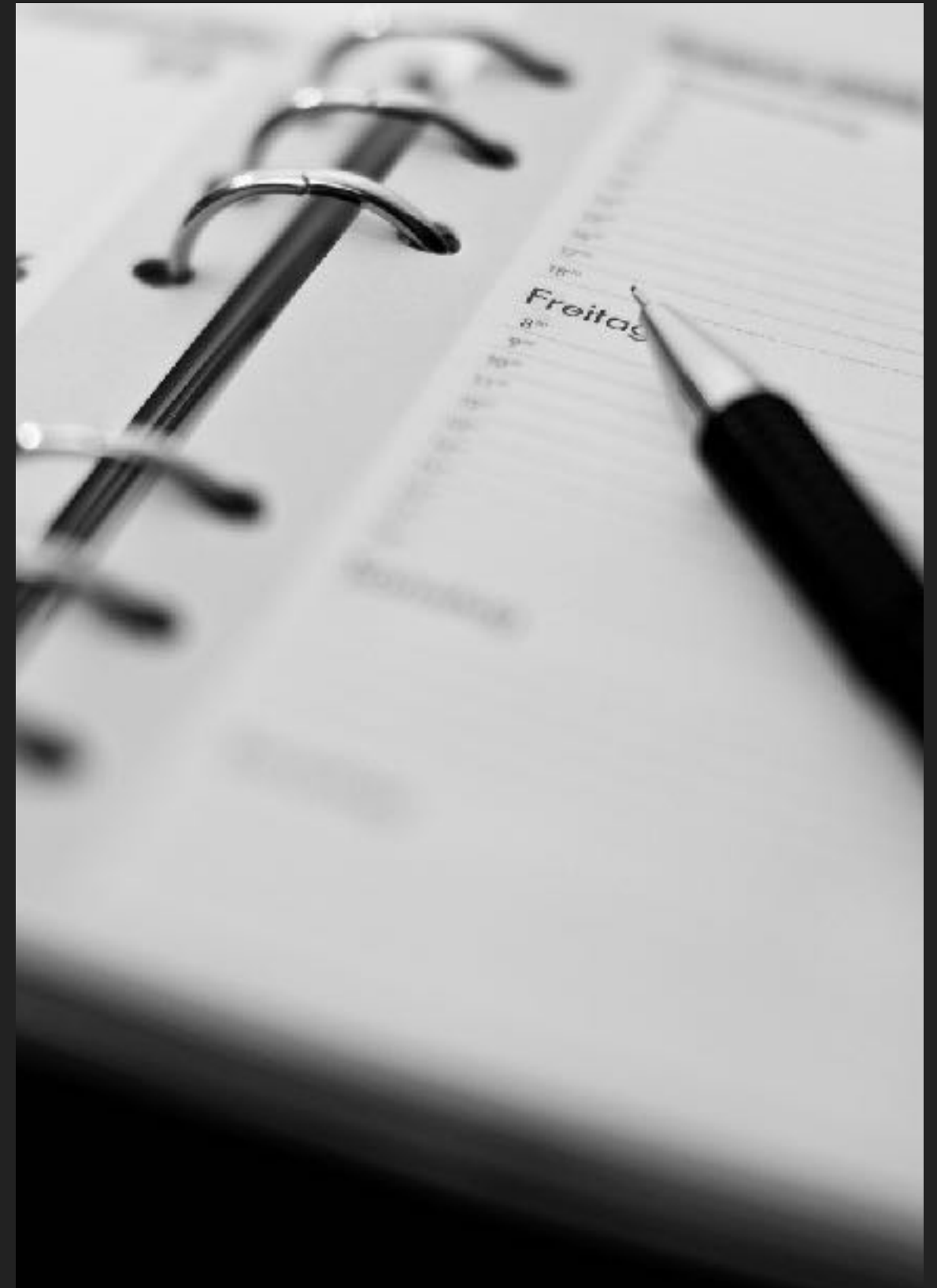
MICHEL HERQUET - UCLOUVAIN - MARCH 2017

**“GREAT VISION WITHOUT  
GREAT PEOPLE IS  
IRRELEVANT.”**

**Jim Collins, Good to Great**

# TODAYS AGENDA

- ▶ A brief history
- ▶ Recruitment techniques: the different types of interviews
- ▶ Job interviews tips and tricks
- ▶ Career management
- ▶ Key takeaways
- ▶ Closing project: develop and present your business idea!





### A BRIEF HISTORY OF RECRUITMENT

- ▶ 1940's: modern recruitment (agencies, ads, etc.) emerges as a result of WWII: as soldiers were called to war, gaps were created in the work-place
- ▶ 1950's: candidates begin to create resumes depicting personal profile and skills
- ▶ 1970's: mass recruitment techniques emerge as a result of modern technologies (computers, networks, etc.), job fairs
- ▶ 1990's: Generalisation of head hunters, body shopping firms but also advanced interview techniques. Gender equality and diversity questions arise
- ▶ 2010's: Social network recruiting kicks in





## GOALS OF A (GOOD) INTERVIEW

- ▶ Giving the interviewer to **know about the applicant** (background, skills, goals, vision, etc.)
- ▶ Give an opportunity for the applicant to obtain **information** about the **recruiting organisation** and the **open position** (if any)
- ▶ Investigate **together** the possibility of a **match**
- ▶ Create and enhance **goodwill** of the organisation



## DIFFERENT INTERVIEW TYPES

- ▶ **Classical/formal** interviews: CV review, position review, match/compatibility analysis
- ▶ **Behavioural** interviews: understand how the interviewee acted in specific employment-related situations
- ▶ **Case** interviews: require interviewees to demonstrate their analytical ability and problem-solving skills (business case or figure guessing)
- ▶ **Technical** interviews: in-depth analysis of the candidate's knowledge of specific topics
- ▶ **Personality/stress tests**: usually automated/computer based test to uncover the candidate's personality and test resistance to stress
- ▶ **Informal** interviews (lunch, coffee, on the spot, etc.)



# INTERVIEW TIPS AND TRICKS: BEFORE

- ▶ Send and bring an **excellent** resume. It should:
  - ▶ Be **short** (1 page - think appendices)
  - ▶ Include a **punchline**
  - ▶ Always be complemented by a good and customised **cover** letter
- ▶ **Prepare** for the interview:
  - ▶ Be **knowledgeable** about the hiring organisation
  - ▶ Be **knowledgeable** about the interviewer
  - ▶ Do your **social media homework** (they will..)
  - ▶ **Proactively** ask how the interview will be organised/structured. Train accordingly if needed
  - ▶ Prepare key/specific **questions**
  - ▶ **Relax**, take some time for you





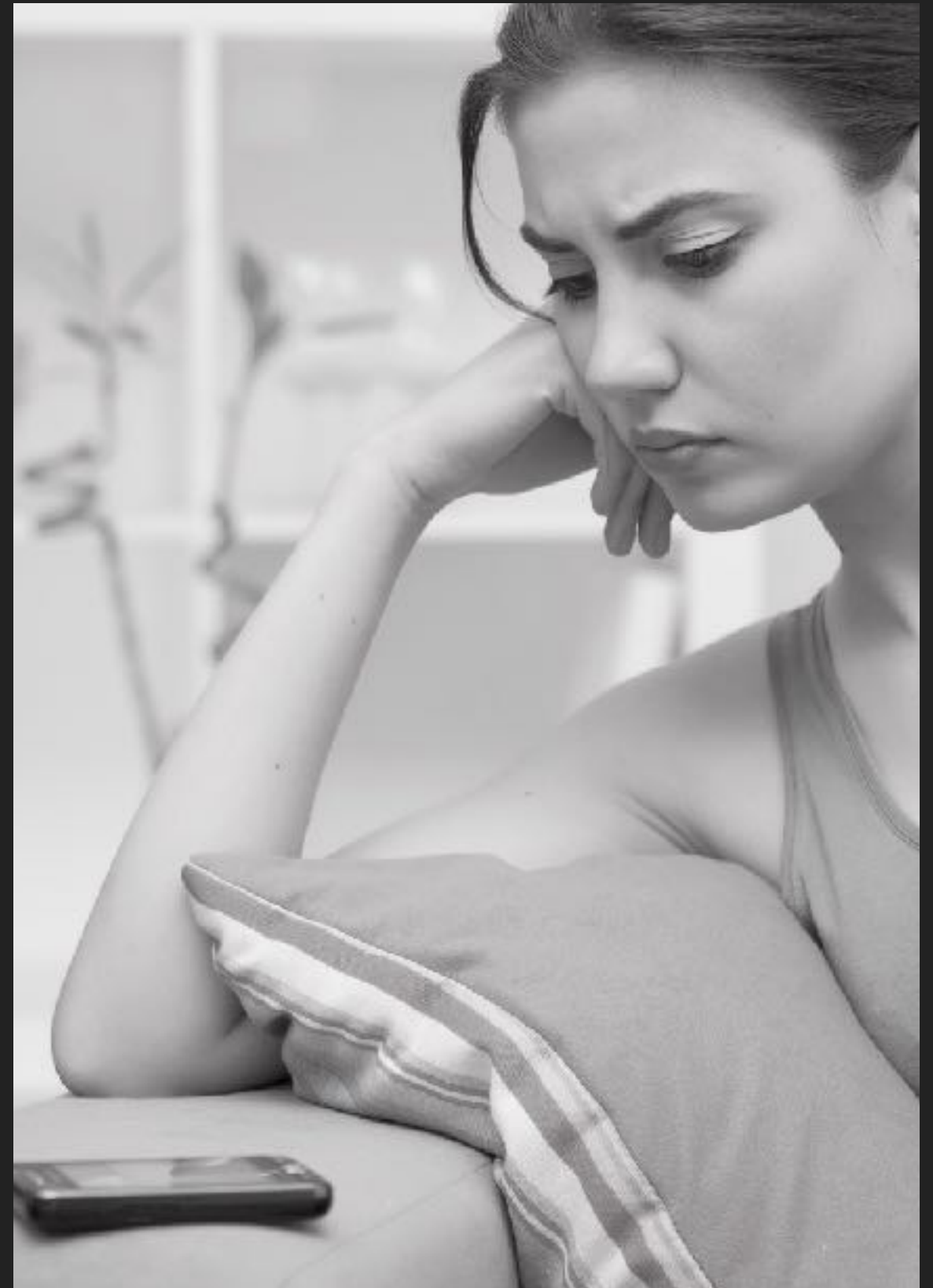


### INTERVIEW TIPS AND TRICKS: ON THE D DAY

- ▶ **Dress** properly (yes, please do...)
- ▶ **Eat** something
- ▶ Arrive **early** (30 minutes...)
- ▶ **Body language**: shake hands firmly, keep your head held high, eye contact, SMILE
- ▶ During the interview:
  - ▶ Speak **clearly** and with **confidence**
  - ▶ Keep your answers **short, simple** and **honest**
  - ▶ Stick to the **facts of direct relevance**
  - ▶ **Enjoy!**

### INTERVIEW TIPS AND TRICKS: AFTER

- ▶ **Thank** the interviewer for her time and always remain confident
- ▶ **Ask** about the decision-making process/period
- ▶ After approx. 24h, send a **follow-up** message
- ▶ If the answer is negative, ask for **feedback**



## WHAT IS CAREER MANAGEMENT ?

- ▶ Combination of **structured planning** and the **active management** choice of one's own professional career
- ▶ **Outcomes** should include
  - ▶ **personal** fulfilment
  - ▶ **work/life** balance
  - ▶ personal and organisation goal **achievement**
  - ▶ **financial** security
- ▶ **Elements** to consider should include:
  - ▶ **Short, intermediate, long term** goals/ambition
  - ▶ Possible/envisaged career **moves**
  - ▶ Organisational career **tracks**





**I'VE MISSED MORE THAN 9000 SHOTS IN MY CAREER. I'VE LOST ALMOST 300 GAMES. 26 TIMES, I'VE BEEN TRUSTED TO TAKE THE GAME WINNING SHOT AND MISSED. I'VE FAILED OVER AND OVER AND OVER AGAIN IN MY LIFE. AND THAT IS WHY I SUCCEED.**

**Michael Jordan**

### KEY TAKEAWAYS

- ▶ There is **not only one interview type**, but good interviewers have a large spectrum of possible interview strategies. Both sides should prepare, as excellence requires a lot of practice
- ▶ Many interview tips and tricks are just **common sense**, but small details can have big consequences
- ▶ Career management is not an established discipline, but different **frameworks** can help you organise your thoughts when deciding to hire or apply for a position

# DEVELOP A (FICTIVE) “BUSINESS” IDEA

- ▶ Work in group of 2-3 for about 1 h
- ▶ Identify one “business” idea (do not necessarily profit making, NGO, intrapreneurship, etc. are also good!)
- ▶ Develop this idea along the dimensions covered during the lectures (strategy, recruiting/staffing, project management, people management, financials, etc.)
- ▶ Prepare a presentation of 5-10 minutes, and get ready for a challenging 15-20 minutes Q&A session!