

# Interview Guide: The *Thoroughly* Prepared Candidate

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Emerging Medical Technology Careers



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# INTRODUCTION

*Nightmare Interviews?  
“We could tell you stories...”*



...Instead, we would like to provide you some resources to help you optimize and enhance your chances for securing your “perfect job.”

Preparation is absolutely essential to take the next step in your career and the materials in this package will serve as part of the “interview prep” that will be conducted with one of the recruiters at Legacy MedSearch.

We hope these resources will give you confidence during the interview process and we look forward to being part of your future success.

A handwritten signature in black ink that reads "Paula W. Rutledge". The signature is fluid and cursive.

President



# PREPARATION: RESEARCH

If you do not have a medical background, you may want to look at the “For Patients” page on the company website to get a layman’s explanation of the product or technology. Sites that may be helpful are listed on page 6. Most sites are free and those that require subscriptions generally have a free “headline” feature with breaking news.

*In no way is this list exhaustive, but it may be a good start.*

Some of the links may be subscription-based and Legacy MedSearch makes no guarantee as to the accuracy of the information contained therein.

- 1. Do your research.** Find out as much as possible about the company as it relates to the position for which you will be interviewing. Make sure you know what the company makes or develops and check the internet for information.
- 2. Do some more research.** Make sure you have key data about the industry and products. Jot down a few quick facts that relate to your experience or education.
- 3. Do even more research.** Ask former co-workers to tell you about your professional traits. What did they most admire? Try to find some faults as well. This leaves you more prepared for questions such as “What are your greatest faults?” or “If I were working with you...”
- 4. Prepare questions.** The employer will be trying to work out whether you fit the available role. You should also take the opportunity to ensure that the company is right for you.
  - Ask the interviewer about their background and how they came to the company.
  - Ask specifically what **NEEDS** the interviewer has for the successful candidate in this role.
  - Ask what **PROJECTS** or **PRODUCTS** are of most immediate importance.



*The interviewer will likely ask you to tell them what you know about their company—research is key.*

# PREPARATION: RESEARCH

(continued)

5. **Practice.** Take time to run through some of your answers. Don't over-rehearse, but make sure that you are coming across confidently.
6. **Industry Journals.** These publications follow companies within different industries. This is a great way to become more knowledgeable about the industry in general. You can look at trends and upcoming changes to determine how you can best make an impact. Remember, you are trying to show potential employers what you can do for them.
7. **Professional Journals.** Journals keep you apprised of the goings-on in your field. In addition to providing company information, professional journals give insight into changes in a particular field. These publications also contain advice about how to do your job better. Being able to discuss new medical billing software with the office manager of a doctor's office will show your level of expertise and interest in the field.



*Industry journals: "...great way to become more knowledgeable about the industry in general."*



# LINKS FOR RESEARCH

## General Medical Company & Industry Information

[www.Windhover.com](http://www.Windhover.com)  
[www.Freshpatents.com](http://www.Freshpatents.com)  
[www.Hoovers.com](http://www.Hoovers.com)  
[www.WebMD.com](http://www.WebMD.com)  
[www.Dotmed.com/news](http://www.Dotmed.com/news)  
[www.BioSpace.com](http://www.BioSpace.com)  
[www.Onemedplace.com/](http://www.Onemedplace.com/)  
[www.Medtechinsight.com](http://www.Medtechinsight.com)  
[www.Fool.com](http://www.Fool.com)  
[www.dnb.com/us/](http://www.dnb.com/us/)  
[www.marketresearch.com/vhp/healthcare/](http://www.marketresearch.com/vhp/healthcare/)  
[www.newsrx.com/](http://www.newsrx.com/)  
[www.health.einnews.com/](http://www.health.einnews.com/)  
[www.medicaldaily.net/](http://www.medicaldaily.net/)  
[www.thomasnet.com/](http://www.thomasnet.com/)

## Radiology and Imaging

[www.AuntMinnie.com](http://www.AuntMinnie.com)  
[www.MedicalImagingMag.com](http://www.MedicalImagingMag.com)  
[www.Focused-Ultrasound.org](http://www.Focused-Ultrasound.org)

## Quality and Regulatory

[www.raps.org](http://www.raps.org)  
[www.Complianceonline.com](http://www.Complianceonline.com)

## Medical Devices

[www.MedicalDeviceDaily.com](http://www.MedicalDeviceDaily.com)  
[www.Devicelink.com](http://www.Devicelink.com)  
[www.TheGraySheet.com](http://www.TheGraySheet.com)  
[www.MDBuyline.com](http://www.MDBuyline.com)  
<http://www.topix.net/business/medical-equipment>

## Orthopedics and Spine

[www.HealthPointCapital.com](http://www.HealthPointCapital.com)  
[www.OrthopaedicWeblinks.com](http://www.OrthopaedicWeblinks.com)  
[www.OrthoWorld.com](http://www.OrthoWorld.com)  
[www.Spine-Health.com](http://www.Spine-Health.com)  
<http://www.spinearthroplasty.org/>

## Diagnostics and Biopharma

[www.HealthNewsDaily.com](http://www.HealthNewsDaily.com)  
[www.Biospace.com](http://www.Biospace.com)  
[www.MedicalNewsToday.com](http://www.MedicalNewsToday.com)  
[www.nerac.com/medical-device](http://www.nerac.com/medical-device)

## Sales and Marketing (Medical)

[www.MedicalMarketingAssociation.com](http://www.MedicalMarketingAssociation.com)

## Emerging Technologies

[www.NanoTech-Now.com](http://www.NanoTech-Now.com)

\*Links are active



# THE COMPANY: WHAT YOU SHOULD KNOW

## About the Company (information from their website)

### Key Numbers-

- Company Type (Public/Private/Venture Capital)
- Fiscal Year-End
- Current/Most recent sales \$\_\_\_\_\_
- 1-year Sales Growth
- 1-year Net Income Growth %\_\_\_\_\_
- Number of Employees
- 1-year Employee Growth %\_\_\_\_\_

### Competitors-

For large companies, find the direct competitors to the division or product line for the division you will be involved with once hired. Make sure you know basic information about these major competitors including:

1. Brand/Product Name (“NexGen” Knee or OEC 9800 C-arm)
2. Relative Market Share (More or less than the competition?)
3. Recent news (Recalls? New Product Release? 510k approval?)

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### Notes:



# THE COMPANY: WHAT YOU SHOULD KNOW

*(continued)*

## **Key People-**

You may want to include biographies and titles of both Executive Management and Biographies, if available/ Use LinkedIn, Plaxo, Spoke or other resources to learn more about the hiring manager.

## **Product Line-**

- What does the company make as it relates to the position for which you are being interviewed? Is it a 510k? PMA? What Class? What life cycle?
- What does the product actually do? How does it work? What are its features and benefits?

## **SWAT Analysis-**

- Strengths
- Weaknesses
- Opportunities
- Threats (do not forget reimbursement challenges, newer technology, market conditions, etc.)

**Why are you a good fit for the position?**

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**Notes:**



# YOUR EXPERIENCE: MAKE SURE IT MATCHES THE POSITION

Have you had a similar job experience to the one you are applying to?

Does the job description match things you have done in the past, or that you are capable of doing?

Are the job responsibilities things that you can handle? *Be ready to show how you have in the past.*

Have you met the necessary job requirements? *If they are preferred but not required, be sure to show how you plan on meeting them. For example, you plan on taking courses on how to use a specific software program.*



*One of your biggest assets.*

Sample employer questions:

## Six Sigma Leader Example

Q. How do you motivate workers to implement good six sigma practice?

A. You need to show each individual the cost of not implementing and benefit of implementing SS practices. Explain how it benefits the greater good of the organization and their personal/professional growth.

## Closing Question

Q. Do you have any questions for me?

A. Ask the Hiring Manager questions that show you have done your homework; for example, company acquisitions, new products, market share, etc. After he answers, tell him/her how you have experience with similar products, etc.

# ALL ABOUT YOU: CAREER PLAN

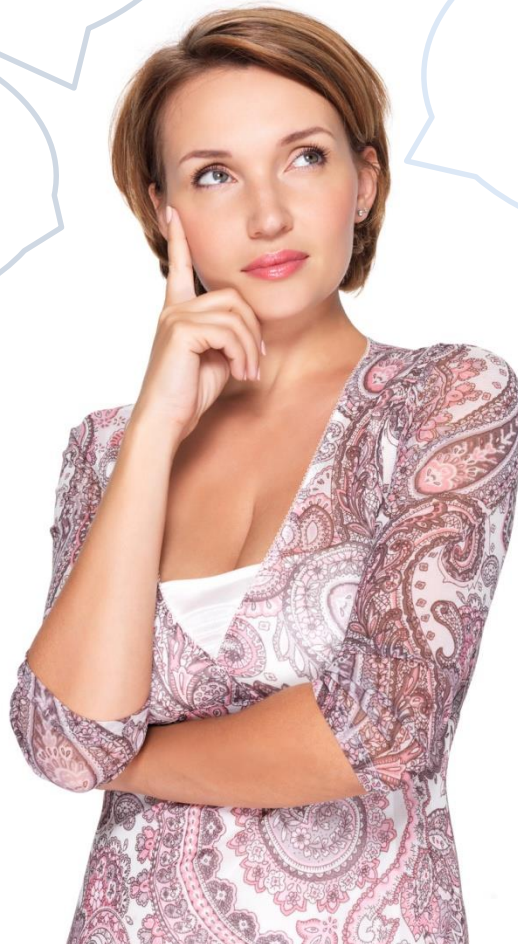
Before the big day, consider your accomplishments and achievements, and about what you are unable or unwilling to do.

**What do I want to do?**  
Ex. In 1 year, in 5 years  
(and how are you going to get there?)

**What have I done?** (Do not rehash resume, 75% professional and 25% personal) Ex. Sales rep of the year, written a book, etc.

**What will I do?** Just because you CAN do does not mean you are going to. Ex. Travel, relocate, public speaking, etc.

**What can I do?** What are you trained to do? Does not have to relate to position. Ex. Sports, languages, recruit KOLs, etc.





# HIGHLIGHTING YOUR SUCCESSES

Choose stories – and then bullet point- that illustrate your proficiencies in the topics that are important in the position for which you are interviewing. Some possible areas are listed below, but feel free to include your own to highlight your strengths. (Not all topics will apply).

Marketing Experience

Creativity

Strength as Employee

Dependability

Team Player

Leadership

Character

Mergers and Acquisitions

Technical Expertise

Learns from Mistakes

QSR or Quality

Crisis Management

New Product Introduction

New Product Development

Product Life Cycle

Management Style



# 10 COMMON INTERVIEW QUESTIONS

It may be helpful to jot down a few bullet points to refer to; or alternately, to practice answers to the following:

1. What have you done with your life?
2. What are you most proud of?
3. What are your strengths?
4. What new goals have you set for yourself lately?
5. Give an example of how you manage your time well.
6. Why have you had so many/ so few jobs?
7. What is the biggest mistake you have ever made?
8. How do your co-workers describe you?
9. What do you need to work on?
10. Why are you the best person for this job?



# BEHAVIORAL INTERVIEWS

## WHAT IT IS:

It is a style of interview that forces you to answer questions that *demonstrate your competencies* (knowledge, skills and abilities) by giving *specific examples from your past experiences*. The focus of the interview is less about what you can or could do, and more about what you have done in specific situations in the past.

Prior to the interview, the interviewer will define the competencies for the position, and will then develop a series of questions that allow him/her to find out if you have those competencies. Behavioral interviewing is based on the assumption that your past performance (in previous roles) is an excellent predictor of your future performance.

## WHAT TO EXPECT:

**Many employers are aware that employing somebody on the basis of two short interviews can be a risk if they do not ask the "right" questions in an interview. That's why "behavioral" interviewing has become very popular with many managers.**

**If your interviewer decides to conduct a behavioral interview, you can expect questions that will focus clearly on how you handled situations in the past, such as:**

- **Give me an example of how you have...**
- **Tell me about a situation where you...**
- **How did you deal with a situation in your past role where you had conflict with...**

# BEHAVIORAL INTERVIEWS

(Continued)

## HOW TO PREPARE:

Look closely at the position you are applying for. Obtain a job description. What specific skills are the employers looking for?

Analyze your past work experience and background. Match the skills that you have with those the employers are looking for. Don't forget competencies that you have developed outside of the work environment (eg. leadership or organizational skills through not-for-profit activities, etc.)

Now identify specific examples/situations that demonstrate those skills. You need to be able to explain an entire situation - tell a story to show how you actually used a particular competency. It pays to illustrate the level of involvement you had in resolving a situation, and to quantify the results. If there are situations where you applied a competency but things didn't work out, use them as examples and explain what went wrong. What did you do to resolve it?

*You can also prepare by using the STAR approach*

<b>S</b> Situation	Detail the background. Provide a context. Where? When?
<b>T</b> Task	Describe the challenge and expectations. What needed to be done? Why?
<b>A</b> Action	Elaborate your specific action. What did you do? How? What tools did you use?
<b>R</b> Results	Explain the results: accomplishments, recognition, savings, etc. Quantify.
<b>'STAR' Technique to Answer Behavioral Interview Questions</b>	

# THE INTERVIEW

## ARE YOU READY?

You want to work for the company, they've seen your credentials and they've asked you in for an interview. You want the job. On the following page are some suggestions that will help you make sure your interview goes as well as possible.



## THOROUGH PREPARATION IS CRUCIAL

1. **Get the logistics right.** Time, location, interviewer's name and position title.
2. **Do your research.** Find out as much as possible about the company: size, scope, location of branches and offices, financial/share performance, range of products and services, etc. The company website and annual report are two very good sources.
3. **Do some more research.** Make sure you have key data in your head about your existing and most recent employers.
4. **Do even more research.** Ask former co-workers to tell you about your professional traits. What did they most admire? Try to find some faults as well. This leaves you more prepared for questions such as "what are your greatest faults" or "if I were working with you ...".
5. **Prepare questions.** The employer will be trying to work out whether you fit the available role. You should also take the opportunity to ensure that the company is right for you.
6. **Practice (see below).** Take time to run through some of your answers. Don't over-rehearse, but make sure that you are coming across confidently.
7. **Present yourself well.** Find out what the company culture is regarding business dress. If in doubt, go more formal, not less formal. Make sure you are well groomed on the day.

# THE INTERVIEW

(Continued)

## PRACTICE AND FOCUS ON THE WAY YOU ANSWER QUESTIONS

1. **Be descriptive.** Don't just answer "yes" or "no" to questions. But also avoid "over-answering." Make your answers colorful but concise.
2. **Sell yourself to the interviewer,** but without exaggeration or telling lies. You are there to market yourself, "blow your own trumpet," and explain why you'd be right for the role. But don't come across as arrogant.
3. **Avoid making negative remarks** about your current employer, or past employers or colleagues. This will only reflect on you in the interview.
4. **Be determined.** Make it clear that you want the job, even if you are given information in the interview that sheds new light on the role. Be positive, and then evaluate the opportunity again when you are away from the interview. Don't burn your bridges.
5. **Have positive body language,** and maintain a good posture.



*\*Remember: expect unexpected questions. It's fine to pause for thought. It's also acceptable to admit you don't know the answer.*



# INTERVIEW APPEARANCE: MALE CANDIDATES

- Fingernails should be short and clean; manicured if possible.
- Hair should be clean, well groomed and freshly trimmed. Use a dandruff shampoo, if necessary, and always comb hair with your jacket off.
- A navy blue or dark gray suit is appropriate for most positions. Be sure it's cleaned and pressed. Men with stout builds should avoid three-piece suits.
- Shirts should be white, freshly laundered and pressed.
- A quiet tie with a subtle design and a hint of red is suitable for a first interview. Avoid loud colors and busy designs.
- Jewelry should be kept minimal. A watch, wedding, or class ring are all acceptable. Don't wear jewelry or pins that indicate membership in religious or service organizations. Use deodorant and avoid colognes or fragrances completely.
- Shoes that are black and freshly polished (including the heels) are a safe choice for an interview. Socks should be black or blue and worn over the calf.
- For good posture cross legs at the ankles, not at the knees.
- Maintain good eye contact.
- Do not take cell phones or beepers into an interview.



# INTERVIEW APPEARANCE: FEMALE CANDIDATES



- Fingernails should be clean; manicured if possible. Choose subtle low-key colors over bright fashion colors for nail polishes.
- Wear a suit or tailored dress in basic navy, gray or a muted color. Blouses should also be tailored and color coordinated. Don't wear big bows or ties. Make sure your outfit is not too tight or low-cut.
- Avoid exotic hairstyles and excessive makeup. Hair should be neat, clean and brushed with your jacket off. Makeup should be light and natural looking.
- Use deodorant and avoid cologne or fragrances.
- Jewelry should be limited and subtle. Don't wear jewelry or pins that indicate membership in religious or service organizations.
- A closed-toe pump that is color coordinated with your outfit is appropriate for an interview. Avoid open-toed shoes or sling-backs.
- For good posture cross legs at the ankles, not at the knees.
- Do not take cell phones or beepers into an interview.

# NEW AGE INTERVIEWS

## THE PHONE INTERVIEW:

More and more companies are choosing to do primary interviews over the phone instead of in person. Here are some tips on how to prepare:

1. Have the documents you might need spread out in front of you; for example:
  - Your resume
  - The job description
  - Notes about the company
  - List of questions you have for them
  - Paper to jot down notes on
2. Make sure you are in a quiet place with no outside noise.
3. If you are on a cellular phone, make sure it is charged and that you have good reception.



## THE SKYPE INTERVIEW:

Skype interviews have made the interview process easier when distance is an obstacle. Here are some basic rules on how to be Skype ready:

1. If you do not already have Skype, then install it onto your desktop and try to familiarize yourself with it.
2. Make sure you have a reliable internet connection and that everything is running smoothly.
3. Have a professional backdrop to your call. For instance, avoid busy areas or a setting where you are likely to be disturbed .
4. Make sure all other tabs are closed on your desktop.
5. Have necessary documents spread out and within easy reach so you do not need to shuffle them around and make noise.
6. Make sure you look professional and groomed- they can still see you!
7. Do a test run with someone else before hand so you can make sure your microphone is working and that you aren't yelling into the screen.

# 30 MUST KNOWS ABOUT AN INTERVIEW

Somebody once said, "Nothing is more uncommon than common sense." Accordingly, here are 30 things I think common sense should dictate:

1. Leave for the interview with plenty of time to spare for the unexpected: traffic jam, car trouble, etc.
2. Never go to an interview with a full bladder.
3. Never chew gum, and obviously not tobacco.
4. Don't allow the job title to influence your decision.
5. Wear conservative business attire. If the venue is very casual, overdress slightly. (Men: wear a sport jacket and tie. Women: wear tailored separates.)
6. Never consider moving anywhere your family has no desire to live.
7. Never ask to use the hiring authority's phone.
8. Don't look at your watch.
9. Remove your sunglasses.
10. Maintain eye contact, but don't stare.
11. Listen intently, so you don't have to keep repeating, "I'm sorry, but could you say that again?"
12. Don't ask about perks.
13. Ask for the spelling of the interviewer's name and write it down.
14. Don't mention a salary range in your resume or during an interview.
15. Don't tailor your personality in an attempt to charm your interviewer.
16. Remain silent about your personal problems.
17. Go to the interview unaccompanied.
18. Don't park at a meter or in a tow zone.
19. Don't drop names.
20. Schedule nothing around your interview that will create a time crunch.
21. Turn off your cell phone.
22. Keep your eyes off the interviewer's desk.
23. Don't handle anything, especially personal belongings.
24. Get a haircut and shave if you need one.
25. Avoid strong fragrances.
26. Never be sarcastic.
27. If required to drive others, perhaps to lunch, obey the law, exercise caution, and stay calm.
28. Never criticize anyone, especially an employer.
29. If asked to complete a form or application, fill in every space. Never write, "See resume."
30. Don't linger. A long farewell is annoying.



# WEIGHING THE JOB OFFER

A number of factors come into consideration when you're making a decision about a job offer. Obviously there's "the package"—but putting the monetary value of the position aside for one moment, there are other aspects of the job to evaluate.

## The Position

- Why is it available, and how long has the position been open for?
- What happened to the previous employee?
- Have you seen a detailed job description? What are the specific responsibilities?
- Can you perform the responsibilities set out for the role?
- Do the daily activities actually appeal to you?
- Is there an opportunity for you to develop new skills?
- Are the goals set for the position fair, realistic and achievable?
- What is the growth potential in this role? Will it be a stepping stone to your next desired role? How does this position fit with your long-term career goals?

## The Boss

- How long has this person been in this position, and what are his/her reporting lines (upwards)?
- What is his/her background, including previous work experience?
- What is his/her next likely career step?
- Do you get along with this person, and do you think you could work effectively with him/her?

## The Company

- Where does the company sit in its own market? Who are its competitors? What is its market share?
- How is business? Is the company growing, maintaining its size or shrinking? What is the potential of the company, and how will that affect your role?
- How experienced/respected are its management, and how long have they been there?
- Does the company have a high retention of people, or is there high turnover?
- Is the company culture (and its values) compatible with your own?

## Other Factors to Consider

- How will this new role fit with your existing (or desired) lifestyle?
- How will you cope with the stress and pressures of the new role, and of changing jobs?
- How long do you think this job will keep you happy?



# 18 WAYS TO IMPRESS A NEW EMPLOYER

It can take four to 14 months to find the right job... and fewer than 90 days to lose it. According to executive coach Linda Seale, most professional and managerial dismissals are due to failure to understand and fit into a company's culture. It is during these first weeks on the job that your boss and colleagues form the most lasting impressions about you. Here are 18 ways to make sure you get off on the right foot:

1. Take a break. Take a week's break between jobs to clear your head. At the very least, get a good night's sleep before your first day so you will be at your best.
2. Check your interview notes. Recall the names and titles of everyone you met and interviewed with so that you will be able to greet them and pronounce their names correctly.
3. Study up. Collect back issues of the company's newsletters, annual reports and press clippings. Check out your competitors' literature, too, to get a better handle on the "big picture."
4. Work full days. Know where and when to report on day one. Get there 30 minutes early and leave when or after most of your co-workers do. Notice people's schedules and work habits, so that you will know the optimal times and means to connect with others.
5. Project a positive attitude. Look and act as if you are happy to be joining the team.
6. Look good. All eyes are on you, so pay attention to your grooming. Dress tastefully and slightly above dress code.
7. Keep a journal. Write down procedures, names of key people, and contact numbers, so that you will look like a quick study.
8. Be flexible. Expect and embrace the inevitable challenges of your position. A flexible attitude will decrease stress for you and others.
9. Show appreciation. Be kind and appreciative to everyone who helps you learn the ropes.



# 18 WAYS TO IMPRESS A NEW EMPLOYER *(continued)*

10. Listen 80 percent; Talk 20 percent. Resist offering opinions or assessments– that road is full of land mines. You will get more respect by listening and absorbing what your coworkers have to teach rather than by showing off how much you know.
11. Get to know your boss. Observe your boss' personality and work style, and tailor your interactions to his or her preferences.
12. Clarify expectations. Make sure you and your boss are on the same page. Find out:
  - What priorities and issues need to be immediately addressed.
  - How often and in what format you should provide project updates.
  - How your performance will be evaluated.
13. Connect with colleagues. Get to know as many people as you can especially your teammates and those with whom you will work regularly. Establish the foundation for a relationship, and trust and information will follow.
14. Identify key players. Find out who the decision makers, influencers, stars and up-and-comers are. Notice the traits they have in common and try to emulate them.
15. Uncover hidden agendas. Identify any political forces at work. While you want to avoid getting involved in politically charged situations, it's helpful to be aware of undercurrents.
16. Take initiative. As you finish assignments and are ready to handle a bigger workload, ask for more. Pick projects that have support from upper management and buy-in from your staff.
17. Do not make major changes. Even if your interviewer told you the company was looking for fresh ideas, proceed carefully. Show respect for those who have invested energy in a project or system before trying to change it. There may be obstacles you aren't aware of. Ask why things are done the way they are and seek feedback from people whose support you need. Applaud what is being done right and frame changes as enhancements.
18. Be a team player. Do not engage in gossip. Always make your boss look good. Share credit with your workmates