Mike:

It's Mike from Pathways, and I'm joined by Norm from Pathways. Norm is our Director of Employment Services, and I'm super proud to say that Norm hired me here. Norm obviously is an amazing interviewer, or he would not have hired me, but he's also hired probably about 30 staff that I work with here on a daily basis, and I think all these people are awesome. So to me, that means that Norm is really, really, really good at hiring. Just out of curiosity, how many people do you think you've interviewed in in your time?

Norm:

Well, so that's an interesting question because there's a few different ways that I would have interviewed. So probably into the hundreds for an actual job. But then I've interviewed probably thousands potentially from a practice standpoint, preparing them, helping them get ready. So I've been around interviewing for a long time. Over the course of now, almost 21 years, that I've kind of done this work.

Mike:

Well, you must have a real perspective on the human condition. What have you noticed about humans over thousands of conversations?

Norm:

Well, I think what is almost universal is how nervous people get, how quick they are to speak poorly of themselves. Like the challenges that people have really speaking well and demonstrating skill sets and strengths and feeling confident about doing that. So, I don't know if that's a Canadian thing, but it's been universal. The nervousness is a big piece, like people coming in and not feeling comfortable and confident in being able to just demonstrate ways that they've used skill sets in the past, and most people just aren't very good at interviews.

Mike:

Do you think it's an ego thing or whatever? The opposite of ego is that people just aren't comfortable boosting themselves saying, hey, I'm awesome at this. I'm awesome at that. I think most people would generally have a reluctance to toot their own horn.

Norm:

Yeah, I think it's that for sure. I think there's a piece of that. I think it's people don't prepare well enough and so they're just not ready to do it. I think there's a fine line between

confidence and cocky or humility, while still demonstrating that I have qualities that are going to bring value, and so they struggle to know where that line is. And so maybe they hold back a little bit, but I would much rather someone, you know, tell me a great story about something that they've done that they've been a part of that helps me understand and predict what they might do for me. But yeah, I think there's this piece of if I say too much, I'm going to look like I'm arrogant and cocky and I'm trying to stay away from that.

Mike:

Well, 20 plus years of interviewing, can you remember an interview that really stuck with you, either for good or bad reasons?

Norm:

It's so interesting. I feel like I don't have many that stick out at all. I think just generically funny things stick out at times when it just went off the rails. And it's not even specific people, but I just I can recall stories of people sharing things that were way too personal, things that weren't helpful at all. People just not being prepared and had no idea how to answer some of the simplest questions that I could ask. So I think there have been very few along the way where I left going. Wow, that was really, really good. I mean, I can think of one that I would have been a part of hiring in the last probably a year and a half to two years, and it was there. How authentic they were, how prepared they were, how much it was just a conversation. They asked good questions. It was very comfortable. It felt like you were just out for a coffee with this person, but they had a passion for wanting to work at Pathways, and just everything that kind of came out of their mouth was helpful. It was humble, but it was it was like I could picture that person working here. So I can think of that one in the last couple of years, for sure.

Mike:

You said something interesting there about it, feeling like a conversation. As the interviewer, how much of that onus do you think is on you?

Norm:

I think a big part of it is on me, and I think most employers do a terrible job at that. Most interviewers aren't trained. There's a lot of smaller organizations out there that don't necessarily have an HR person who's been trained in some way, and I think they're not good at, you know, helping someone feel comfortable when they first sit down. I would always want to sit someone down and just kind of chat a little bit. Just try and keep it super light, let them know, hey, I just really want to get to know you. Just be honest with me. Share. You just give me your best and let's just have a conversation. Ask whatever questions you've

got. I want to try and set that tone as quickly as I can. I'm not trying to trick you with anything. I just want to understand if this is going to be a good fit. And but I don't think a lot of employers do that. I think they can, you know, come across very intimidating. They get right to business. And, you know, it feels like maybe I'm trying to catch you not being able to answer a question. I'm being so creative that how could you possibly be prepared for that?

Mike:

That's why it seems to me when the clients that I deal with is why they get nervous is because they're often fearing that there is a trick question there, or that the employer is trying to kind of uncover some secret in their past. But what a lot of interview subjects kind of fail to notice or embrace is that you want to hire them, otherwise you wouldn't be interviewing them. You've pulled their resume out of a stack of 50 to 100. This person has a very good chance of getting the job. You are not rooting against them. You're kind of rooting for them.

Norm:

I absolutely want them to be successful. You know? I want to pull the best from them because I'm looking for someone great that I can hire. And so for me, it's absolutely not about tricking someone or trying to be so creative with my questions that they can't come up with good answers. So, I want to make them as comfortable as possible so that they can be as genuine and authentic in how they present themselves as possible.

Mike:

Now, has that changed over the years? Has your approach to interviewing changed over the years?

Norm:

What's changed is probably what we've just talked about. I don't think I knew early on how important it was to help people feel comfortable and how important that role was for me to play. And so that certainly changed probably over the last 5 to 10 years, just knowing and understanding how nervous everyone seemed to be. So I would try and mitigate that as much as possible. So that certainly has been a big thing. I think the other thing that's changed for me over the years is just my questions continue to evolve. I try and work harder and harder to get good information from people, not just ask the same basic questions that they might get everywhere else. I'm not trying to trick them, I'm just trying to ask it in a way that's, I think, maybe more helpful for me to really understand who they are. It's hard making a decision about who to hire. And the interview process, I don't feel, gives a great opportunity to really understand someone. So I've got to work really hard to make sure I'm

asking questions that elicit helpful information that I can really understand who this person is, what they've done, and what I think they can bring to the team.

Mike:

Is there interview question that's become a favorite of yours over the years?

Norm:

Yeah, for sure. Just over the last year and a bit a question like, “what's a misconception that people seem to have about you, but what's really the truth?” And it's been interesting how many people go, oh, wow, like, this is an interesting question. They've just never heard it before in an interview scenario. But I'll hear things like, “people think I'm not a lot of fun because of just my face can show a certain thing, but I actually really do, you know, care deeply about people. And I can be a lot of fun.” And I learned something about them that I probably wouldn't get from other questions. I've also asked a question around, “I really want you to thrive. If I were to hire you, I want you to be great here. I want you to be successful. I want you to thrive. What do I need to know about you to help make that happen?” And so they're really digging in and giving me helpful information about how they learn or how they receive feedback or some of the things that are really important to them, that I don't feel like other questions I've asked in the past really give me.

Mike:

So there's a lot of information on their resume that outlines their hard skills. You're not asking them questions about what does control V do on a Microsoft keyboard or whatever. You're trying to get a picture of them in the workplace with your questions.

Norm:

Yeah, I'm trying to do both. Ultimately, I will absolutely need to understand some of the hard skills or skills that that they'll need to be successful in the job. But I'm particularly willing and open to hiring someone who maybe needs to learn some of those things if they're the right kind of person. I'll do that because many of the hard skills can be taught. Certainly in the work that I've done over the last 20 years, I can teach you about how to interview and how to write a resume and how to look at the the job market, how to do an initial intake with a client. I can teach you those things, but I can't necessarily teach you how to make another person feel when they first walk into your office as an employment specialist. So I do need a little bit of both, but I probably lean into what kind of person are you? How will you be with the team? Some of those kinds of things mean a lot to me for sure.

Mike:

The old culture fit question. That's something that we'll talk about a lot more in the future. Hopefully, as we have some future installments, we plan talked about culture fit and what that mysterious thing is. But, let's talk about the actual nuts and bolts of the interview itself. You know, it's a judgment game, and that's something that's not often addressed with people who are about to go into an interview, because it does have a tendency to make them a little bit more nervous. And because we just hate to talk about judgment in general. But how quickly do you think you start forming an opinion of a candidate? Is it the first five seconds, the first one second, the first five minutes?

Norm:

It's absolutely the first few seconds. As soon as I greet you in the lobby. I shake your hand. We walk down the hall to wherever we're conducting the interview. I see how you respond first to me when we're having that initial conversation, how you greet. Like, usually I've got other people in the room with me to do the interview. How do you greet them? Are you all right? Like, how does all of that go? So I'm making an impression based on all of my senses very, very quickly. And that doesn't seem fair, but I believe everybody does that all day, every day, right? We do have certain biases that that, you know, someone walks in a door, they haven't even opened their mouth yet. And you think you know something about them based on the way they're dressed, the way they carry themselves, what their hair looks like. Like it doesn't matter. It's just reality. So yeah, it happens quickly. I certainly could have an initial sense for what I think I know about this person. And it's not until they start answering questions that I can really go, yeah, I was right. Or well, no, this is different than what I thought.

Mike:

Can someone recover after a bad start? Like they fumbled a handshake and then inadvertently cheer for the opposite hockey team that you do through small talk or whatever it might be? Totally get off on the wrong foot. Is it possible to recover?

Norm:

Yeah, absolutely it is. Those pieces for me are just a small part. So absolutely. But if I feel like if you get off on the wrong foot with the first question, then you're really digging yourself. You've got a big hole to dig out of. And we typically start with something. Most employers will start with some level of tell me about yourself or walk me through your resume. You know, share with me some of your past experiences that have allowed you to prepare for work in this industry. And if you have not prepared that, and if you don't do well right from the beginning there, I think that gets more and more challenging to dig yourself out of that

hole, because I now already believe that you might not be a fit for this role based on you don't understand the role. You don't have the experience. Not even close to the experience, not the transferable skills. So if I'm not hearing some of the things as quickly as possible early on, then that can be a challenge for sure.

Mike:

So hiring in all industries, not just in our industry, in employment services I assume, is a balance between soft skills and hard skills. A balance between what you can do and who you are. What do you put more weight in?

Norm:

I put more weight in who you are. Again, I think that's because of the nature of the work that we do here at Pathways. I think there would be many employers that just need someone to come in and have the skill sets to do the job. But for me, and I think for many employers, who you are plays an important role. If I don't get a sense that you're coachable, that your attitude is one that I can work well with or will fit well with the team that I have in place, that's going to be a challenge for me to, you know, if I have to give you feedback in your probation period and you're not very open to that, where do we go from there? Right? So again, in most cases, if I've got the right kind of person or if I feel like I do, I can typically teach them to do the things that they need to do and strengthen the hard skills. And I've found that to be true in my 20 plus years of doing this.

Mike:

So we have this nervousness that all candidates feel. And it seems to be like, you know, both of us have been on the other side of the table and been interviewed as well. And it is very, very nerve wracking. But I do get the sense that sometimes our clients are worried about things that they might not need to be worried about. What are there some things that candidates worry about that they shouldn't worry about?

Norm:

I think probably one of the biggest things that comes up for me is the fact that you're nervous. People are so concerned that they might show a level of humanity, right? They're actually nervous. That's not a big deal for me at all. For me, that means that you probably actually care about the outcome of this conversation, which feels okay to me. I think the other thing that that people believe to be true is if they take a moment or two to actually pause and think about an answer to a question, that this is a big problem, or if they start an answer and then they go, oh, you know what? I actually want to take this somewhere else. That's okay. I'm not worried about that ever. I'm okay for you to take a few seconds to gather

your thoughts. I'm okay for you to say. Can you just clarify that question for me? I want to make sure that I've understood what you're getting at. I'd rather you do that than give me an answer that's completely off what I actually asked you. So some of those small pieces are pieces that I think a lot of people get very concerned about. Oh, I took too long to answer or I had to ask for clarity. That's okay. Not a problem. I would I would rather you be thoughtful and give, you know, give it a few seconds to think about where you want to go with an answer.

Mike:

Just kind of an instructive way. Is there anyone that you can think about that you've interviewed who wasn't polished, who kind of missed the mark on a few questions that you ultimately saw something in and hired? Because I'd be curious what it is that you saw in that individual. I think that's got to be one of the most instructive pieces for giving advice to interviewing.

Norm:

I'm sure it's happened a lot. I can't think of anyone specifically where or I could pinpoint that they kind of dropped the ball. But I do know that I've had many, many candidates, even if I haven't hired them, who weren't very good in the interview process. But had there not been so, there might have been a candidate that was just stronger because they had more experience and were in a stronger place to actually move in and take the job. But they didn't interview work very well, but I saw enough in them that made me go, I like this person. I think they've got a lot to offer. And the reason they got the job or didn't get the job was not because of their interview, it was because of their competition. And that plays a role too. So, you know, I, I think there are lots of times where I've interviewed folks who aren't very good at the actual interview, but I see they're authentic in the way that they approach all of their answers, the way that they communicate, they're genuine. I think you can be vulnerable in saying, hey, I've made some mistakes, but this is what I've learned from it. Like, you don't have to be perfect in every way. And so I've had lots of people do those kinds of things who weren't necessarily great in the interview. That that speaks volumes to me in terms of who they are as a person, and that I might want to move forward with them.

Mike:

As someone who works in employment services, interviewing is a big, a big thing that we help a lot of people with here at Pathways. And there are other people who offer help as well, everything from YouTube to high school guidance counselors. I'm curious if there is a piece of interview advice that you've heard repeatedly over the years that you think is just baloney?

Norm:

Yeah, I think one of the things that I've probably heard a ton, and I think it just gets misconstrued a bit, this idea that you need to sell yourself and, and I think it's just incomplete in some way or it misses the mark a bit, because I think what happens is people hear that and they feel like they need to exaggerate who they are or what they're all about. And again, that's where I think the more authentic someone can be, the more helpful it is. And so I would rather you give me a strong example, tell me a good story about something that you've done that allows me to go, wow, if you did that in the past, then we'll be able to do that. You'll be able to do that for us in the future. And so I think I've seen too many people who maybe, you know, border on lies over exaggerate, say the things they think I want to here as the employer, and they're just not authentic. But they've done it because someone said you need to sell yourself. And so that would be I would just change it to say, you know, I need you to be authentic. I need you to be confident, and I just need you to demonstrate, well, the work that you've done in the past so that that employer can have a good handle on what you're capable of.

Mike:

Yeah. You've got to think "be yourself" is the best interview advice possible because then you're not nervous. You're not kind of putting pressure on yourself to sell.

Norm:

Even that one's a bit tricky though because and I would say I want you to be who you are, but I have to flip the switch sometimes. Right. So I'm a fairly laid back kind of a guy. Most days I wouldn't bring my full laid back self to an interview. I might need to flip the switch and bring a little bit more energy. And so we need to be careful about just being fully ourselves. We do need to bring a good kind of best version of ourselves to that that interview. Again, I don't want you to be something that you're not, but I do. I you know, your body language, your energy. You know, the way that you communicate, the passion that you show for the job. Like those things all need to be a part of it. And we need to do those things well, for sure.

Mike:

You know, Norm, so you've again seen hundreds of people in the context of, of the job interview. And there must be something that interview subjects do again and again. And you're just like, there it is. What is that one interviewing skill that you wish you could teach all job seekers?

Norm:

Well, so let me tackle that in two ways. So the thing that I see a lot is just not knowing anything about the role or the company that you're going into to interview for, that's a huge, huge issue. I think the idea of not having any questions happens a lot too. I learn a lot from someone by the kinds of questions that they ask. Are you curious? Are you thoughtful? Are you just in it for yourself? Like, are you selfish in the questions that you ask? Or are you more interested in understanding? You know, what will it take for me to be successful here, and what is it actually like to work here? And so some of those kinds of things. So those kinds of mistakes happen, you know, all the time, I think the best advice that I can give, if I kind of only had one place to really focus for people as they're getting ready for an interview, it would be a filter that I would encourage them to use, because one of the other mistakes that people make a lot is they do a lot of talking, but they don't say a lot. They don't help themselves in any way. They talk for five minutes and they've said very little that actually moves them closer to getting the job. And you'd be shocked at how often people will talk in circles. They don't know where they're starting, where they want to finish, and it's just kind of a ramble. So I like to give people a filter and say, okay, if you're doing these things, you're probably on the right track. The first one, simple, like, are you positive in the way that you're speaking? Simple and easy. I don't want to hire someone who brings a lot of negativity in their interview. The second one is this idea of are you highlighting your skills and experience and qualifications? It seems like a no brainer. And yet again, in doing hundreds of interviews, how many times I've had people talk about random pieces of information that have nothing to do with the qualities, the value that they'll bring. So if you're not talking about skills or qualifications or things that make you awesome. Why are you talking? What are you saying? What are you talking about? Right. This is not helpful. The third part of the filter that I would encourage people to think about is, is to think about what do you have to give, as opposed to what you have to gain by being in this job. And again, sometimes this shows up a lot in the questions that people ask. And so, you know, can I just work the day shift like because that's really only, you know, what I want to do. When do I get my first opportunity for vacation? Do I get Columbus Day off? Right? Like they ask these questions that are just very selfish. So be careful about some of that. It's okay to say that you're open to learning. That might be an ability or a situation where you're gaining something from that opportunity. But to me, that's different than saying, you know, I I'm happy to work here because it's really close to the house and I get to sleep in more, right? Things like that. I hear that stuff all the time. Okay. Very selfish. And that's just a silly example. The last part of the filter would be the idea of please be relevant to the posting to the job description that you're applying for and that you're interviewing for. So if you can do those four things, even if there's a question that maybe you weren't expecting, you're not exactly sure how to go with it. Okay. Stay positive in the answer that I'm giving. Am I highlighting my skills and experience? Am I doing everything I can? So even if it's a question

like, you know, what do you like to do in your spare time? What are some of your hobbies? If you ever got a question like that, I'd be finding a way to highlight things that I do in my spare time that also fit with some of the skill sets and value that I'm going to bring to a job. I'm just going to find a way to do that, right? I play a lot of team sports, I play hockey, and so I might talk about how that's taught me to, you know, really work well in team settings because it's been a part of every day outside of work, as well as just being a volunteering and being a part of teams and playing sports. And so there's a competitive part of who I am. I want to win. I want to get things done well and done right, but I'm going to do it in a way that also fits with my team. So I would just find ways to talk about those kinds of things. So that's kind of the one thing. If I could give just one piece of advice, it would be that filter

Mike:

Have that filter on, always be talking positive, always be talking about your professional skills and have questions prepared. Is that the...

Norm:

So positive. Always talk about skills, experience and qualifications only focused mainly on what you can give as opposed to what you can gain and be relevant to the idea. I don't need to know that you can drive forklift for an employment specialist job at Pathways, right? Like unless we were hiring you to operate our forklift or teach forklift, why are you telling me something that's completely irrelevant to the posting? I've never said anything in the posting about the need for you to drive a forklift. So unless you can draw the line from forklift to how that is relevant to you. Okay, I've driven forklift, which means I know how to work in a manufacturing and warehouse setting, and so I'm going to be really strong and supporting clients who also have that job goal. Okay. If you're talking about it from that perspective, great. But if you're just saying I'm great on a forklift. Irrelevant.

Mike:

Got it. You're always trying to fit yourself into the employer. What does the employer need? Not what do you need? You know, you had mentioned a while back a couple of minutes ago that the questions that are asked at the end of the interview could break someone if they don't have any. I'm curious what the best question you've ever heard at the end of an interview is.

Norm:

Well, I don't, my memory is so bad. I'm sure I've heard some really good ones over the years. I think I'm kind of most interested when people want to know what I think will have them be the most successful in the role like that, they are really want to understand what

does it take to be a great employment specialist? And we're kind of using that as the example. You know, if they're asking me about that, if they're asking me about what do I like about working at Pathways and what makes this a great place to work? What are some of the challenges that the industry might be facing? But here's the thing I would want if you've done a level of research, your questions get a little bit more specific. So if someone said to me, you know, I know that the labour market's been challenging and that London particularly has had a really high unemployment rate, how has that impacted the work that you're doing here with your clients? So it's not just what kind of clients are coming through the door, you know, what challenges do you face. But you're giving me some context to why you're asking the question. You've done some research, you know, some of this work a little bit. So that kind of a question allows me to get greater insight into how you think and how you prepare, and the kinds of questions you're going to ask. But if you just say, what are the main responsibilities of the job? And that's your only question. I don't feel like you've been very thoughtful. Now I'm okay with you wanting to know that if you've never done the job before. I'm not saying that's a bad question, but if that's the only question you're asking, I don't find. I just find curious. People tend to bring more to a job for me than someone who thinks they know it all and just aren't thoughtful enough to ask good questions.

Mike:

Excellent. Well, one aspect of interviewing that we haven't talked about yet is storytelling. And, you know, I don't know how many behavioral questions you ask when you do interviews. But for those listening, a behavioral question is often "tell me about a time in a past job where X happened." Maybe it's about conflict with a coworker, conflict with a boss. What are some observations that you've generated over years of interviewing about storytelling?

Norm:

Most people don't answer prepared to tell a story. They don't have good examples ready to go. So I see that time and time and time again. So that's a that's a big one. One of the things that I encourage job seekers to do, particularly people that know that they're getting closer to interviews, is I encourage them to start by putting what I would refer to as a competency grid together. And so it's hard to just talk about it. But what that would look like for me is on one side of a chart, I would have listed the most important skill sets that I would need to have to do that job. So let's imagine leadership, problem solving, communication. Let's say they're the top three okay. And then I would want to begin to go okay. So my last job where or how did I demonstrate leadership. And in the job before that. How did I demonstrate leadership. And maybe if I'm a recent grad from a school or a training program, how did I demonstrate leadership? Maybe I've got extracurricular things that I do. I volunteer

somewhere, I'm on a board, whatever. How did I demonstrate leadership? And then I would do the same thing for my communication, for whatever the skill sets are. So I'm developing this competency grid, and anybody could do that now long before they ever have an interview. And it lays the foundation for telling good stories, understanding. I'm going to pull a leadership story from that second last job that I had. That's a great story to tell. So that would be one of the things that I would encourage people to do. I think the other mistake that a lot of people make in their storytelling is they take way too much time telling me what the situation was, setting it up. They go into great detail about all the various pieces and parts that were happening, and I typically don't care so much about that. I just want to know what you did and what happened because of what you did. Because it's the action piece. It's the what you did piece that really lets me know what skill sets you have. I think a lot of people are really good at giving me a list of their skills. I'm a strong team player and I'm a good communicator. List any skill you want, they can list it. What I think is way more effective is if you can tell a story where you've demonstrated your problem solving. So don't spend so much time setting up the situation. Do it as concisely as you can and then spend way more time on the action part. Here's what I did. These were the questions that I asked. This was the research that I had to do. This is how I followed through. And then tell me what your result was after that. So most people aren't prepared with a story at all. And so then they struggle big time trying to come up with something on the spot. So the competency grid can kind of help with that. But having some stories prepared, two, three, four stories should put you in a good place to answer any question that you might get from a behavioral or even a situation standpoint.

Mike:

Oh, excellent, Norm. You know, just kind of some final reflections here I'm thinking about after all these years, is there something that still impresses you every single time someone does it in a job interview, something that you would have seen 20 years ago and you're like, geez, this person brought me a coffee and you're still happy about that? Or, you know, something, something else.

Norm:

It's definitely not the coffee. If they brought me a Coke Zero, maybe, maybe that would be good. But no, I would never expect anybody to bring me anything. So it's definitely not on that side of things. I think it really is just someone being comfortable and confident in themselves, and prepared enough to just sit down and have a really good conversation and really, truly be prepared to talk about the value that they can bring by using real examples from their past work experience. If you can do that from beginning to end, we're probably going to have a really good conversation, even if it's work that you've never done before.

How does the work that you've done in the past? How can that translate over? I can remember very vividly interviewing a lawyer, someone who'd spent all of their career as a lawyer, and they were applying to be an employment advisor. And I'm like, what? How are you making this switch? What have you done? And they had a very articulate way of describing how the work that they'd done in the past would translate into the role. It helped me understand that they'd given this some thought, that they knew what they were getting into, and how the work that they'd done in the past relates to that. And so I've kind of always remembered that one particular person we hired, that person, they were very successful, you know, in the role. So, yeah, I think the more prepared you are, the more confident you can feel and the more authentic you can just be to sit in the room and and have a good conversation with an employer.

Mike:

Do you ever get nervous as an interviewer?

Norm:

No, no, and I don't really get nervous if I'm doing an interview. It's been a while since I've done an interview. I really like them, and I think it's because I've done so much on the other side of the table and kind of know what to expect. I think when I used to be nervous in interviews was when I felt like it was the the unknown. What question are they going to ask? What if I don't have an answer for it? And I think that's less of a concern anymore for me. And so I look forward to it. I want to have a conversation with someone. And so any kind of interview, even having this conversation today, you might ask me a question that I'm like, oh, I don't know. But we'll just talk about it and, and we'll work through it and, and figure that out.

Mike:

Well, we just cut it out.

Norm:

Yeah. Well, that's, that's the good news about the podcast. But no I don't I don't get I don't feel nervous at all. I mean, I might feel bad for the person I'm interviewing sometimes because of how nervous they've become. And so I just work that much harder to try and make them feel comfortable because I don't I don't want anybody to feel bad coming to an interview at Pathways.

Mike:

Got it. Well, thank you so much for your time today. And you've given, you know, anyone who in the future applies for a job at Pathways would be well served listening to this interview. But this advice obviously goes far and wide for many, many different industries is that what I'm really taking away from the conversation right now is that ability to be genuine and that ability to have a conversation. You know, most people, like Norm, are good conversationalists, and that's why they've been given the responsibility to be an interviewer. And you should just kind of get comfortable. And the more human you can be, the more genuine you can be, the more of a conversationalist you can be, the better that interview is going to go. Anything that you want to add at the end here, Norm?

Norm:

I know that some people will find it really hard to get to what you've just described, and that's why I think it's so important. Like, I can't encourage people enough to just practice, to sit down with a friend or someone from a place like Pathways and say, “Will you have this conversation with me? Will you let me try it out? Let me say some things out loud.” I think there's a level of comfort that can come from that. There's a level of confidence that you'll gain by being around supportive people who have a conversation with you. Just try it. I think the more we stay in our own head and don't say some things out loud and we don't try it, we're not, you know, trying some of this out with other people. I think it's going to be challenging to go into interviews feeling comfortable and confident. I think being involved in our workshops and having conversations with people around the table. It's some of those skills that get sharpened by just putting yourself out there a little bit. And I know that's challenging and hard for some folks. And I get it. And, you know, we want to do everything we can to help you move a little bit more toward being that much more confident. If you had 10% more confidence going into your next interview, what could that do for you? Right. And we want to see that happen for you. So give it a shot.

Mike:

Excellent. Thanks, Norm, and thanks to you for listening.