

This copy is for your personal, non-commercial use only. To order presentation-ready copies for distribution to your colleagues, clients or customers visit <https://www.djreprints.com>.

<https://www.wsj.com/articles/the-surprising-strategy-for-acing-a-job-interview-11591989753>

JOURNAL REPORTS: LEADERSHIP

The Surprising Strategy for Acing a Job Interview

Don't try to figure out what the interviewer is looking for. It will only backfire.



Art imitates life: Research supports the accuracy of a scene in “The Devil Wears Prada” in which a young woman gets the job she wants by being herself.

PHOTO: 20TH CENTURY FOX/EVERETT COLLECTION

By Francesca Gino

Updated June 13, 2020 9:30 am ET

The conventional wisdom for acing a job interview is pretty simple: Figure out what the interviewers want and give it to them.

Sounds reasonable. But it's likely to backfire.

In fact, studies that I and others have done show that catering to an interviewer's expectations is less effective than being authentic—willing and courageous enough to express your own views, opinions, and preferences, no matter how unpopular they may be.

Catering hurts our chances for two reasons. When we cater, we are intentionally choosing to minimize our own interests and preferences in favor of those of the person we are trying to impress. This requires an effort to hide who we really are—a cognitively and emotionally draining process. What's more, we can't be certain about the other person's preferences and

expectations, no matter how much research we've done on them. This further raises our anxiety and hurts our performance.

We demonstrated this in one study with 379 working adults. We asked them to imagine applying for a job (which we described to them) and to prepare a two- to three-minute video in which they spoke about themselves and the job. They then answered a few questions. As they were told, a research assistant with hiring expertise would watch and then score the videos and decide, based on the results, how likely she would be to hire them. Those with the highest scores would receive a financial bonus.

We randomly assigned participants to one of three buckets: catering, authenticity and a control group. We asked the caterers to position their statements for what they believed to be the expectations or interests of the person reviewing the videos. For those in the authenticity bucket, we asked them to “be yourself”—that is, to be genuine and authentic. The control group wasn't told to either cater or be authentic. They were just reminded that a person would watch the video to review applicants.

After participants uploaded their videos, they all answered questions about the level of anxiety and strategic intent they experienced as they recorded their video.

As we expected, participants who catered felt more anxious and strategic than participants who were simply being themselves on video or than those in the control group. The emotional state of those who catered, in turn, hindered their performance in the job interview. Those who behaved authentically were 26% more likely to be hired than those who catered, and those in the control group were 15% more likely to be hired than those who catered (and 9% less likely to be hired as compared with those who acted authentically).

We found the same results in another study where we asked people to take the role of a person interviewing for a job we described to them in detail, or of the person conducting the interview and evaluating candidates. Those who played the role of the interviewee were asked to either be authentic or cater to the expectation of the interviewer, without the interviewer knowing they had been asked to follow one of these two approaches. Authenticity helped participants land the job more frequently than catering did.

A scene in the movie “The Devil Wears Prada” does a good job of illustrating these concepts, as was first observed in a research paper co-written by Celia Moore, now a professor of organizational behavior at Imperial College Business School in London.

When one of the film's main characters, Andy Sachs, applies for an assistant position at an elite fashion magazine, she goes through several successful lower-level interviews. But in her interview with the editor in chief, after seeing that the editor is not impressed, instead of catering to what she thinks the editor wants, Andy decides to be her authentic self. She says she

is not skinny or glamorous and that she doesn't fit in with the other magazine workers, and even confesses to not knowing much about fashion. But she is smart and hardworking, she says. Andy's strategy, to the audience, doesn't seem so smart. But, impressed by Andy's honest self-appraisal—and presumably her intelligence—the editor gives her the job.

In this case, Hollywood had it right, even if it struck some viewers as unlikely.

JOURNAL REPORT

Insights from [The Experts](#)

Read more at [WSJ.com/LeadershipReport](https://www.wsj.com/LeadershipReport)

MORE IN C-SUITE STRATEGIES

[The Best Way to Ask for a Raise or Promotion: What Science Tells Us](#)

[Campbell Soup's Gameplan to Keep Growing Past Lockdown](#)

[Customer Complaints, and Their Ways of Complaining, Are On The Rise](#)

[What Will Business School Look Like in the Fall](#)

[Denny's Scrambles to Adjust to a New Restaurant Age](#)

The same research paper by Prof. Moore and colleagues finds further support for the idea that authenticity pays off for qualified applicants. Using a sample of highly qualified teachers from around the globe applying for placements in the U.S., the researchers found that those who had a strong desire to present themselves accurately increased the likelihood of receiving a placement to 73% from 51%. Similarly, using a sample of lawyers applying for positions in a branch of the U.S. military, the same researchers found that high-quality candidates who had a strong desire to present themselves accurately were more likely to receive a job offer, increasing their chances more than fivefold—to 17% from 3%. This is because the desire to present ourselves accurately leads us to communicate in a more fluid way about who we are. And this, in turn, leads others to perceive us as more authentic and less misrepresentative.

The power of authenticity extends beyond the job interview. My colleagues and I explored the power of authenticity in [a study of entrepreneurs](#) pitching their ideas to venture capitalists in a “fast pitch” competition in the U.S. Each of the 166 entrepreneurs who participated presented his or her idea to a panel of three investors. The investors filled out a scorecard after each pitch, then chose 10 semifinalists after deliberating.

Post-pitch, we asked the entrepreneurs to answer a few questions about whether they were being themselves when giving their presentations. The result? Entrepreneurs who felt

authentic were three times as likely to advance as those who did not.

The lesson is obvious. Being real matters.

Ms. Gino is a Harvard Business School professor and the author of “Rebel Talent: Why It Pays to Break the Rules at Work and in Life.” Email her at reports@wsj.com.

SHARE YOUR THOUGHTS

What have been your most successful job-interview strategies? Join the conversation below.

College Rankings

Energy

Funds/ETFs

Health Care

Leadership

Retirement

Small Business

Technology

Wealth Management

Copyright © 2020 Dow Jones & Company, Inc. All Rights Reserved

This copy is for your personal, non-commercial use only. To order presentation-ready copies for distribution to your colleagues, clients or customers visit <https://www.djreprints.com>.