EMPOWERING WOMEN
FOR DIGITAL & REMOTE HR CAREERS

MODULE 7 · EMPLOYABILITY AND PORTFOLIO · LESSON 7.3

Virtual interview performance

You have the evidence. This lesson is about saying it out loud, on camera, when you are nervous.



1.25 training hours · Getting hired · RemoteHeR

WHAT THIS LESSON COVERS

Five things, in order

- Preparing evidence-based answers from your portfolio work
- Structuring an answer — situation, task, action, result, and where it breaks down
- Handling questions about gaps, inexperience and re-entry
- Presence on camera: set-up, pacing, and managing nerves
- The questions to ask an employer about how remote work really operates there

You are not being asked to be impressive. You are being asked for evidence.

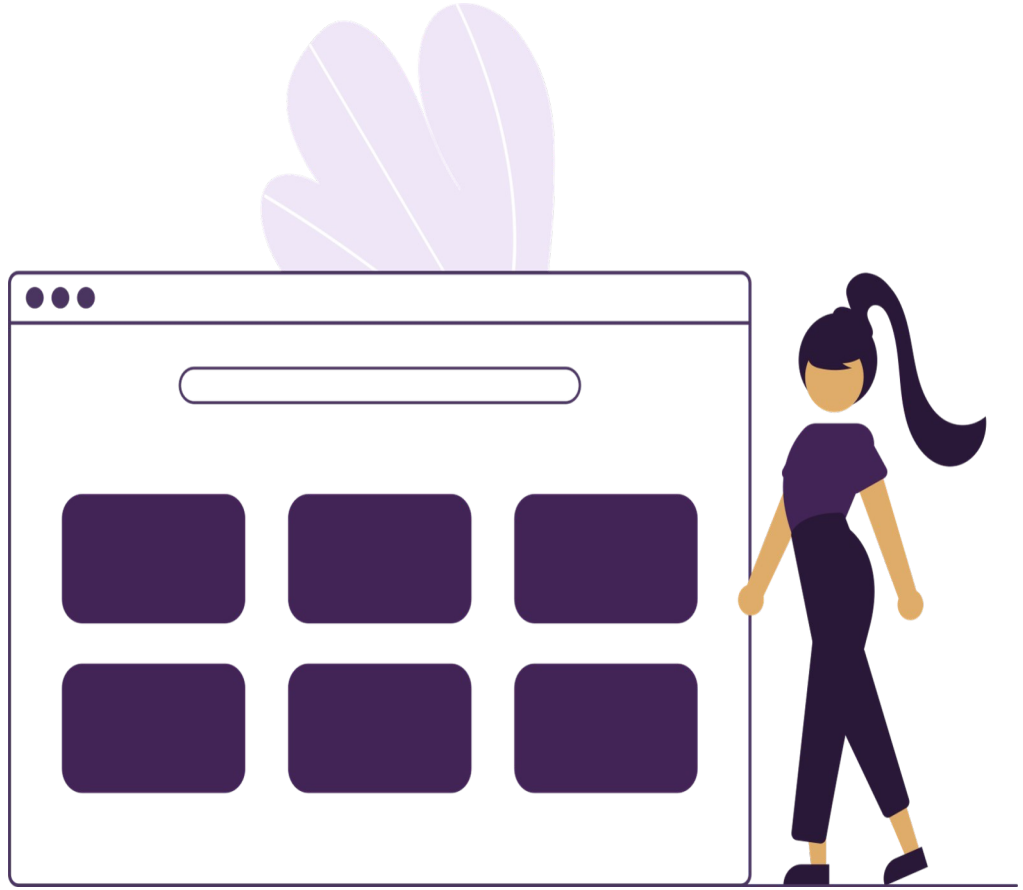
Interviewers are not looking for confidence. They are looking for something specific enough to believe. You have six assessed artefacts — most candidates are working from memory and adjectives.

PREPARATION

Six artefacts, twelve answers

Before any interview, write out what each artefact proves.

- One artefact answers several questions.
- Recruitment pack: fairness, structure, judgement.
- Dashboard: data, limits, honesty about them.



MAPPING

What your first three artefacts prove

Readiness and career map

Self-awareness, planning, and honest self-assessment. Answers "what are your development areas" without the usual evasions.

Written communication pack

Written clarity, meeting preparation, and channel judgement. Answers anything about communication or difficult messages.

Dashboard and AI critique

Data handling, and the ability to say what a number does not show. Answers questions about analysis and about AI.

MAPPING

What the other three prove

Recruitment pack

Structured selection, fairness, and documented reasoning. Answers almost every question about process and bias.

Onboarding and conversation plans

Planning, and preparing a difficult conversation including when to refer. Answers questions about people and about limits.

Policy, compliance note and audits

GDPR, policy writing, pay equity and bias auditing. Answers every compliance question you will be asked at this level.

STRUCTURE

Situation, task, action, result

1. **Situation — one sentence, no more**

   "An SME needed a remote work policy and had nothing written down." Enough context to make sense of the rest.

2. **Task — what was on you specifically**

   "I had to produce the policy and a GDPR compliance note." This is the sentence people skip, and it is the one that says what was yours.

3. **Action — the detail lives here**

   Two thirds of your answer. What you actually did, in order, including the judgement calls. This is what is being assessed.

4. **Result — what was different afterwards**

   "The policy covered the elements required in that country, and the compliance note named the residual risk." End cleanly and stop talking.

Where the structure breaks down.

It fits a completed project. It fits badly when the honest answer is "it did not work" — and those answers are often the best ones, told plainly.



THE HARD QUESTIONS

Gaps, inexperience and re-entry

"Why the gap?"

One sentence of fact, one of what you did in it, one pointing forward. Then stop — the stopping is what shows you are not ashamed of it.

"You have no HR experience"

Answer the concern beneath it. "Not in a paid role. Here is a policy I wrote — may I take you through it?"

"Out of work a while"

The concern is currency, not loyalty. Answer with currency: what you have done in the last six months, dated.

"Why take a risk on you?"

A fair question deserving a direct answer. Name your evidence, name what you would need support with, and stop.

IN PRACTICE

"A difficult conversation you handled"

You are asked this in your first interview after three years out. You have never had a difficult conversation as an HR professional. You have the conversation plan from Module 5.

What good looks like

- Use it, and label it honestly: "The most recent one was a structured exercise. I planned it in writing and it was assessed. Shall I take you through it?"
- Then give the real detail: how you prepared, what you planned to say if it turned, what you aimed to agree, and when you would refer.
- Add a real-life one if you have it from any context. Caring, retail, a school committee: difficult conversations are difficult everywhere.
- Do not apologise for the source of the example. You did the work; where you did it is a fact, not a weakness.

THE DAY BEFORE

Four things worth doing

1. **Read the advert again, line by line**

   You wrote your application weeks ago. The essential criteria are the questions they will ask, almost word for word.

2. **Look up who is interviewing you**

   Their role tells you what they care about. A hiring manager asks different questions from an HR director.

3. **Have two questions written down**

   Nerves erase the ones you were sure you would remember. Written down, on the card beside the camera.

4. **Decide what you will not pretend about**

   Know in advance which gaps you will name plainly. Deciding in the moment is what produces the answer you regret.

ON CAMERA

The set-up nobody tells you about

Camera at eye level

Books under the laptop. Looking down at a screen reads as looking down at the interviewer, and it is the commonest set-up mistake.

Light in front, not behind

A window behind you turns you into a silhouette. Face the light and you are a person.

Notes beside the camera

Not below the screen. Two words per artefact on a card taped beside the lens, so your eyes stay up.

Test the actual platform

Not "a video call works fine". The specific tool, the day before, with audio. Interviews are lost to a microphone nobody checked.

NERVES

What actually helps

1. **Slow down more than feels natural**

   Nervousness speeds you up and you cannot feel it happening. Deliberately slower reads as considered, and it buys you thinking time.

2. **It is fine to pause before answering**

   "Let me think about that for a second" is a strong sentence. Filling silence with noise is what sounds unprepared.

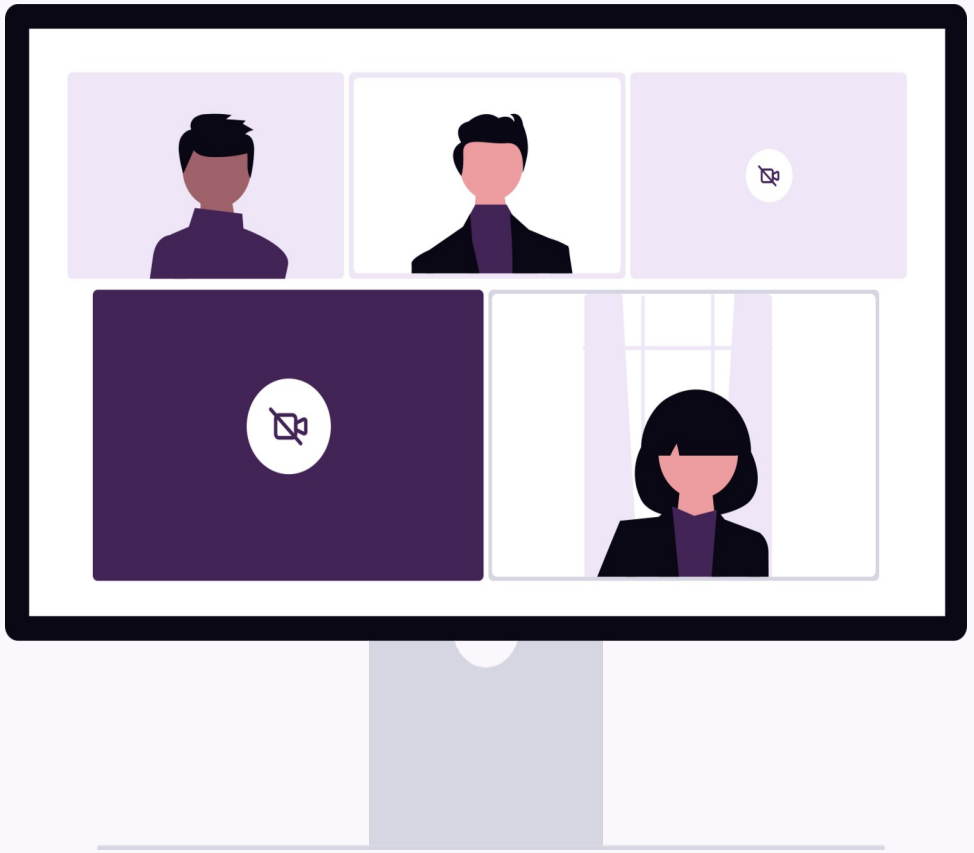
3. **Have water, and use it**

   It is a legitimate reason to stop talking for three seconds, which is often exactly what you need.

4. **Ask them to repeat a question**

   Answering the question you wish they had asked is far worse than asking for it again.

The questions you ask are part of the assessment.



They also tell you whether the remote arrangement is real. Ask them properly — you are choosing an employer, not only being chosen.

ASK THESE

Five questions worth asking them

1. **"How do decisions get made?"**
   If the answer is a meeting everyone attends, remote is decorative.

2. **"Who on the team is fully remote?"**
   If nobody senior is, the ceiling is visible from here. Ask for numbers.

3. **"What went badly remotely?"**
   A good employer answers honestly. Evasion tells you they have not thought about it.

4. **"How is performance judged?"**
   Output, or presence. A place that measures hours online will measure yours.

5. **"Support in month one?"**
   Where organisations quietly differ most — and you designed one in Module 5.

Tools you will see used

Zoom or Teams

Record yourself answering three questions. Watching it back is unpleasant and effective.

Your portfolio

Open on a second screen or printed. Referring to it is a strength, not a weakness.

The decision game

Six questions, three answers each, and what the panel writes down about every one.

Free tiers are enough for everything in this lesson.

AFTERWARDS

The twenty minutes after it ends

Write down what they asked

Immediately, while you remember. It is the best interview preparation you will ever have for the next one, and it is free.

Note the answer you wanted

There always is one. Write it out properly now and it becomes an answer you own rather than a regret you replay.

Send a thank-you that day

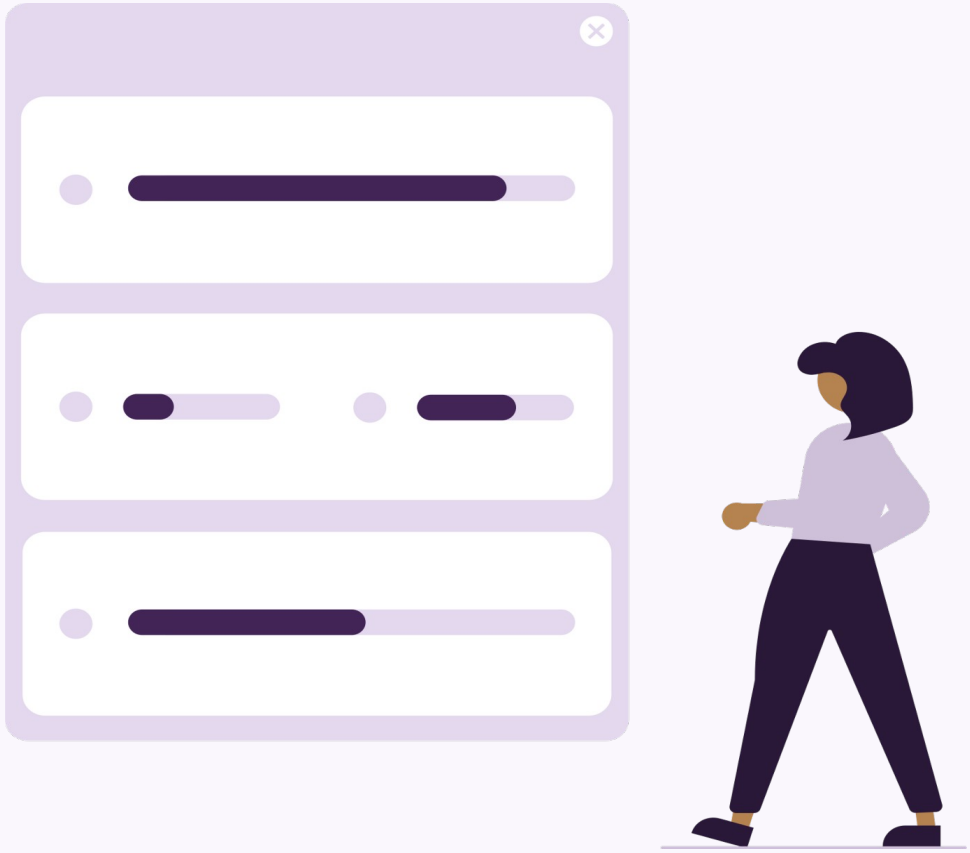
Four lines. One thing you found interesting, one point you would add. Not a second application — a courtesy with a small edge.

Ask for feedback

Many will not give it. Some will, and it is worth more than another five applications sent blind.

You will not get most of them.

That is arithmetic, not a verdict. A remote HR role can attract hundreds of applicants — being one of four interviewed is already an achievement.



NOW IT IS YOUR TURN

Answers from your portfolio

Build eight interview answers from your own six artefacts

Take eight standard questions. For each, name the artefact, then write the situation, task, action and result in note form — not a script. Record two of them and watch them back.

It feeds into

Your assessed portfolio: the covering statement — and every interview you sit.

No mark

Your tutor reads it and replies in writing. Activities carry no mark: only the module test and the artefact have a result.

RECAP

Before you move on

- You are being asked for evidence, not confidence. You have six artefacts; most candidates have memory.
- Situation in one sentence, task in one, action for two thirds, result then stop.
- A gap gets one sentence of fact, one of what you did, one pointing forward. Then stop.
- Camera at eye level, light in front, notes beside the lens, platform tested the day before.
- Your questions are part of the assessment — and the only way to find out if remote is real there.

Next: take the knowledge check. It is never graded, you have unlimited attempts, and every option comes with feedback.

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Lesson 7.3 complete

Do the activity, record two answers, and take the knowledge check. Lesson 7.4 is negotiation.

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