Chapter 10

Interviewing and Interviews: On the Job

Objectives for Chapter 10.

1. Cite the specific purposes interviews serve in organizations.
2. Explain how to establish a purpose, select and schedule questions, and plan an interview.
3. Cite the specific purposes of a performance appraisal interview.
4. Identify strategies likely to produce a positive performance appraisal interview.

Objectives (cont’d.)

5. Explain techniques critical to employee-centered problem solving.
6. Explain how to conduct an employee-centered appraisal interview.
7. Describe how to plan for and participate as an employee in a performance appraisal interview.
Objective 1. The specific purposes interviews serve in organizations

- Selection — to make a decision about a person’s qualifications for a position.
- Persuasion — to exert influence.
- In-dept information gathering — to acquire information about a subject, process, or person.

Objective 1 (cont’d.) The specific purposes interviews serve in organizations

- Survey — similar to in-dept information gathering interviews, but brief and usually accompanied by a pencil-paper instrument.
- Counseling / Problem-solving — to make a decision about a course of action.
- Performance appraisal — to encourage employees, and to identify and solve performance difficulties.

Objective 2. Four basic patterns of organization for an interview.

- Topical — Used to explore five or fewer topics.
- Time — Use of chronology to arrange the questions.
- Cause to effect — Used in problem-solving situations to identify causes of a problem.
- Problem/solution — Used to help interviewee overcome a problem by identifying possible solutions.
Objective 3. Cite the specific purposes of a performance appraisal interview. (See page 246)

- To help individual employees do well.
- To help the supervisor to do well.
- To help the organization to do well

Objective 4. Identify several strategies likely to produce a positive performance appraisal climate.

- The interviewer should be relaxed and well prepared.
- Interviewer should set the “tone” with messages that say: “I want to have a warm relationship with you.”
- The interviewer should greet the interviewee by name if possible.
- The interviewer should provide a sense of purpose and direction, plus provide any information relevant to that purpose and direction, such as what the interviewee can expect during the interview.

Objective 5. Explain techniques critical to employee-centered problem solving.

- Give the employee a worksheet before the interview.
- Encourage rather than praise.
- Listen actively and provide feedback.
- Keep the interview centered on the employee.
- Don’t criticize very much.
- Don’t discuss salary in performance appraisal interviews.
Objective 6. Explain how to conduct a performance appraisal interview

- Establish specific goals and performance objectives.
- Establish regular checkpoints to review with employee.
- Conduct interviews at least twice each year.
- Be consistent in style.

Objective 7. Describe how to plan for and participate as an employee in a performance appraisal interview.

- Ask employee to prepare for the interview.
- Establish or reestablish the tasks and goals of the particular job.
- Have employee analyze his or her performance.
- Summarize any difficulties identified in this analysis.
- Help the employee select a solution.

Objective 7, continued. Describe how to plan for and participate as an employee in a performance appraisal interview.

- Ask employee to think and talk about likely outcomes from implementing the solution.
- Establish new goals and secure employee commitment to them.
- Plan for training if it appears to be a solution.
- Plan for follow-up and assure employee of your help.
Objective 7, continued. How to plan for and participate as an employee in a performance appraisal interview.

- Conduct a self-assessment.
- Plan to ask information-finding questions.
- Apply the principles of language use. (See pages 255-256.)

Summary of Chapter 10.

- Many different kinds of interviews occur in complex organizations. Problem solving and performance appraisal interviews are among the most difficult for the participants.
- The climate, planning, and organization of such interviews can set a positive climate and make it much easier to accomplish the goals.
- The employee should be asked to prepare for and participate as carefully as the interviewer, and
- the interviewer should make every effort to keep the interview employee-centered.

Key idea in Chapter 10

People don’t generally like performance appraisal interviews, so they avoid them. However, effective planning can make performance appraisal interviews among the most valuable communication events in work life. To get the most out of an interview, both employee and supervisor must plan carefully.