Experiential Exercise The Most Important Person You'll Ever Hire

Purpose:

The purpose of this exercise is to give you practice using some of the interview techniques you learned from this chapter.

Required Understanding:

You should be familiar with the information presented in this chapter, and read this: For parents, children are precious. It's therefore interesting that parents who hire "nannies" to take care of their children usually do little more than ask several interview questions and conduct what is often, at best, a perfunctory reference check. Given the often questionable validity of interviews, and the (often) relative inexperience of the father or mother doing the interviewing, it's not surprising that many of these arrangements end in disappointment. You know from this chapter that it is difficult to conduct a valid interview unless you know exactly what you're looking for and, preferably, structure the interview. Most parents simply aren't trained to do this.

How to Set Up the Exercise/Instructions:

- Set up groups of five or six students. Two students will be the interviewees, while the other students in the group will serve as panel interviewers. The interviewees will develop an interviewer assessment form, and the panel interviewers will develop a structured situational interview for a "nanny."

> 7-17. Instructions for the interviewees: The interviewees should leave the room for about 20 minutes. While out of the room, the interviewees should develop an "interviewer assessment form" based on the information presented in this chapter regarding factors that can undermine the usefulness of an interview. During the panel interview, the interviewees should assess the interviewers using the interviewer assessment form. After the panel interviewers have conducted the interview, the interviewees should leave the room to discuss their notes. Did the interviewers exhibit any of the factors that can undermine the usefulness of an interview? If so, which ones? What suggestions would you (the interviewees) make to the interviewers on how to improve the usefulness of the interview?

> 7-18. Instructions for the interviewers: While the interviewees are out of the room, the panel interviewers will have 20 minutes to develop a short structured situational interview form for a "nanny." The panel interview team will interview two candidates for the position. During the panel interview, each interviewer should be taking notes on a copy of the structured situational interview form. After the panel interview, the panel interviewers should discuss their notes. What were your first impressions of each interviewee? Were your impressions similar? Which candidate would you all select for the position and why?

Video Case Video Title: Interviewing Candidates (Zipcar)

Synopsis

Zipcar is a company that allows customers to share a car for a fee as small as a short cab ride. Individuals who become Zipcar members are able to reserve a vehicle with as little advance notice as 1 hour through any wireless device, unlock a car with a card that members carry with them, and drive for the reserved period of time. The goal of Zipcar is to reduce the number of cars being driven and thereby reduce environmental pollution.

Zipcar is a fast-growing innovative company that supports the environment and is socially responsible. This makes it an attractive place to work for many who are looking for a company that is doing something new. When selecting new employees, Zipcar aims to find people who are passionate about the brand, professional, courteous, and presentable. It wants someone who understands the value of the organization and the culture within which the company operates.

Discussion Questions

7-19. What makes Zipcar an attractive employer for which to work?

7-20. What do those doing the actual hiring at Zipcar feel are important characteristics to find in potential employees?

7-21. List three behavioral and three situational questions that you would use to interview Zipcar employment applicants.

7-22. According to the video, what practices should you avoid during an interview? How do these compare with those we discussed in this chapter?

Application Case The Out-of-Control Interview

Maria Fernandez is a bright, popular, and well-informed mechanical engineer who graduated with an engineering degree from State University in June 2013. During the spring preceding her graduation, she went out on many job interviews, most of which she thought were conducted courteously and were reasonably useful in giving both her and the prospective employer a good impression of where each of them stood on matters of importance to both of them. It was, therefore, with great anticipation