



GESTÃO CORRENTE

GC 10 – **Conducting Interviews**

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LEARNING OBJECTIVES



- Adopt general **guidelines for effective interviews**
- Apply appropriate guidelines for **information gathering interviews**
- Utilize appropriate guidelines for **employment-selection interviews**
- Implement appropriate guidelines for **performance-appraisal interviews**

INTERVIEWS

A specialized form of communication conducted for a specific task-related purpose.



GUIDELINES FOR EFFECTIVE INTERVIEWS



Follow General Guidelines

1. Planning the interview
2. Conducting the interview



Incorporate Specific Guidelines for:

- Information-gathering interview
- Performance-appraisal interview
- Employee-selection interview

1. PLANNING THE INTERVIEW

Establish the **purpose**

- Content of the interview
- Relationship you want to develop

Develop an **agenda**

- List of topics to be covered
- Prioritize list

1. PLANNING THE INTERVIEW: CREATING GOOD QUESTIONS



Open-ended questions: lets the interviewee talk without restriction, no 'yes' or 'no' questions.

Closed-ended questions: restrict the answers an interviewee can give.

1. PLANNING THE INTERVIEW: AVOID BAD QUESTIONS



Double-barreled questions: contain imbedded conditions, difficult to answer and may prevent honest answers.

- Why should we adopt this insurance plan when none of our competitors has adopted it?

False bipolar questions: offers two choices, may lead the interviewee to choose from limited or false options.

- Do you approve or disapprove overtime work?

Leading questions: lets the interviewee know the answer an interviewer wants to hear by how the question is phrased.

- Are you in favor of this policy like all your coworkers?

1. PLANNING THE INTERVIEW: TYPES OF QUESTION SEQUENCE



Funnel sequence: begins with general questions and moves to specific

- How do you feel about the new regulations concerning smoking in the building?
- Are these regulations fair?
- When to use it?
 - To avoid leading the interviewee
 - To maximize probing issues

Inverted funnel sequence: begins with specific questions and moves to general

- Do you think the new smoking regulations are fair?
- In general, how do you feel about these new regulations?
- When to use it?
 - To get specific facts before a general reaction
 - To motivate a reluctant interviewee

1. PLANNING THE INTERVIEW: THE SETTING



Neutral settings create a relaxed climate; select a setting that will encourage communication.



2. CONDUCTING THE INTERVIEW



- A supportive communication climate helps build rapport with the interviewee.
- Listening and non-verbal communication are an important part of the tone and atmosphere.

2. CONDUCTING THE INTERVIEW: THE IMPORTANCE OF LISTENING



- Listen for comprehension of content
- Listen for empathy with the interviewee
- Listen for evaluation of information and feelings

2. CONDUCTING THE INTERVIEW: THE INTRODUCTION



Tell the interviewee:

1. The purpose of the interview
2. How he or she will help meet the purpose
3. How the information obtained during the interview will be used

2. CONDUCTING THE INTERVIEW: THE BODY OF THE INTERVIEW



Three types of interview guides:

1. Structured
2. Semi structured
3. Unstructured

2. CONDUCTING THE INTERVIEW: PROBING QUESTIONS



- Use **elaboration probe** when answer seems superficial or inadequate
 - ... tell me more about ...
- Use **clarification probe** when you need specifics from interviewee
 - ... what does ... mean to you?
- Use **reflective probe** when you want to obtain elaboration in a non-directive way
 - Is it correct to assume that ...?
- Use **repetition probe** when interviewee doesn't answer your questions
 - If the interviewee does not answer paraphrase the question or repeat it
- Use **silence** when you want to encourage the interviewee to continue talking

2. CONDUCTING THE INTERVIEW: CONCLUDING THE INTERVIEW



- **Indicate the interview is about to end**
 - “Well, that’s all the questions I have”
- **Summarize the information you obtained**
- **Let the interviewee know what will happen next**
 - “We will make a report ...”
- **Express appreciation**
 - “Thank you. You’ve been very helpful”

2. CONDUCTING THE INTERVIEW: RECORDING INFORMATION



- Memory alone is not enough Make sure to take notes
- Ask if you can record the interview
- A second interviewer can help record information



TYPES OF INTERVIEWS



- Information gathering interviews
 - Informal, used to solve problems.

- Employee selection interviews
 - Used to assess if candidate will fit into the organization
 - Organization tries to sell itself to applicant

- Performance Appraisal Interviews:
 - Used to evaluate a member of the organization and provide feedback on how to improve performance

EMPLOYEE SELECTION INTERVIEWS: SIX STEP PROCESS FOR SELECTION



PEOPLE-Oriented Process

Prepare

Establish rapport

Obtain information

Provide information

Lead to close

Evaluate

How to Conduct A Job Interview (Interviewer)

<http://www.youtube.com/watch?v=Y3fAX5tA5iQ>

TYPES OF PERFORMANCE APPRAISAL INTERVIEWS



Tell-and-sell interview

- for evaluation

Tell-and-listen interview

- for evaluation

Problem-solving interview

- for employee development

Mixed model interview

- for evaluation and employee development

Performance Appraisal Gone Bad

<http://www.youtube.com/watch?v=eQbycpK8h7Q>

Funny Performance Appraisal

http://www.youtube.com/watch?v=_p8cxmZLgsA&feature=related

GUIA PARA EXERCÍCIO DE CONDUÇÃO DE ENTREVISTAS DE SELECÇÃO



1. Apresentação
2. Agradecer a presença
3. Tratar pelo nome
4. Falar sobre o processo (CV/Timming/Perfil)
5. Solicitar experiência profissional relevante para o fim
6. Aprofundar a experiência académica relevante
7. Enfatizar as competências necessárias
8. Identificar 3 razões para selecção
9. Esclarecer dúvidas
10. Informar sobre os próximos passos

E como responder?

<http://www.youtube.com/watch?v=OW-yxxPMtro>