Updating for Business

An MSC Open Tech sponsored project

Interviewing

A workbook designed for use with

Working with People, Element 2: Interviewing

© Crown Copyright 1987

This work was produced by the Business and Technician Education Council under an Open Tech contract with the Manpower Services Commission. The views expressed are those of the authors, and do not necessarily reflect those of the MSC, or any other Government Department.

All rights reserved. This publication is not part of the Copyright Licensing Scheme run by the Copyright Licensing Agency and may not be photocopied, or mechanically copied in any other way, without written permission from the publisher.

No paragraph of this publication may be reproduced, copied or transmitted save with written permission or in accordance with the provisions of the Copyright Act 1956 (as amended).

Any person who does any unauthorised act in relation to this publication may be liable to criminal prosecution and civil claims for damages.

First published 1987

Published by
MACMILLAN EDUCATION LTD
Houndmills, Basingstoke, Hampshire RG21 2XS
and London
Companies and representatives
throughout the world

Typeset by Communitytype, Leicester

ISBN 978-0-333-44208-1 ISBN 978-1-349-09526-1 (eBook)
DOI 10.1007/978-1-349-09526-1

Working with People

Unit Development Team

Leading Writer: Alasdair Macdonald

Writers: Mandy Gridley
Mike Broussine (Bristol Polytechnic)
Mike Salamon (Bristol Polytechnic)

Educational Technologist: Maurice Bennington (Bristol Polytechnic)

Managing Editor: Lynn Earnshaw

Design Advisor: Mick Claridge (WS CAD Farnham)

Materials Development Group: Peter Cox (Sainsbury plc)
Robert Lawrence (Oxford College of FE)
Alasdair Macdonald (Abingdon College of FE)
Alex Mellon (Watford College)
Harold Rexworthy (Basingstoke Technical College)
Raymond Rogers (BTEC)

Acknowledgement

The Publishers would like to thank McGraw Hill for their kind permission to reproduce the material used on pages 55-61 which is taken from *A Manager's Guide to Self Development*, by M. Pedler, S. Burgoyne, and T. Boydell, published in 1978.

Contents

Page

1	Introduction	6
	The Nature of Interviews; Types of Interview; Stages in an Interview; Summary: The Principles of Interviewing	
2	The Selection Interview	24
	Introduction; Preparation for the Selection Interview; Processes Leading to the Interview; Alternatives to the Interview; Managing the Selection Interview; The Selection Decision	
3	The Counselling Interview	51
	What is a Counselling Interview and When is it Useful?; Appropriate and Inappropriate Opportunities for Counselling; The Counselling Interview's Style; Types of Questions Used in Counselling Interviews; Stages in the Counselling Interview	
4	Appraisal Interviewing	67
	What is Appraisal?; Six Potential Defects in Appraisal Interview Systems; Managing the Appraisal Interview	
5	Discipline and Grievance Interviews	78
	A Problem-Solving Approach; The Objectives of the Interviews - Grievance and Disciplinary Interviews Compared; Managing Grievance and Disciplinary Interviews; Disciplinary Procedures	
6	Conclusion	90
	Recommended Further Reading and References made in this Workbook	
	Appendix: Two Examples of Appraisal Interview Forms	94
	Answers	98

Workbook Objectives

When you have completed this Workbook you will be able to:

- ☐ explain why interviewing is an important managerial skill
- ☐ distinguish between interviews and other discussions at work
- ☐ state possible objectives for different kinds of interview
- ☐ state the four stages in the conduct of interviews and explain how to manage them well
- ☐ outline the skills involved in listening well and framing questions effectively
- ☐ state the importance of effective selection interviewing and list the possible costs of ineffective selection interviewing
- ☐ describe how one should prepare the selection interview
- ☐ list and describe five processes which take place before the interview itself
- ☐ control your biases and prejudices when interviewing
- ☐ manage a selection interview successfully
- ☐ state why managers need counselling skills
- ☐ list the occasions when it is appropriate and is not appropriate to counsel
- ☐ distinguish between being reflective and prescriptive during counselling interviews
- ☐ identify your own counselling style
- ☐ state the objectives of appraisal interviews
- ☐ describe the pitfalls of this kind of interview
- ☐ organise, manage and conclude an appraisal interview
- ☐ distinguish between, and note the similarities of, the discipline and grievance interviews
- ☐ state the objectives of both kinds of interview
- ☐ recognise the need for procedures within organisations to handle such problems and relate these to your own conduct of interviews.

Throughout this Workbook, you will see that each Activity is accompanied by a symbol.

denotes a reflective activity, in which you are asked to think for a few minutes about a particular subject, to focus on or reinforce what you have just been reading, and perhaps jot down some notes, before going on to the next piece of work.

denotes an activity for which a specific written answer is required, the answer to which you will find at the back of the book.

The times given are approximate, and for your guidance only.

If you are reading this Workbook as part of your study for the BTEC programme, the symbol indicates points at which you should return to the Learning Sequence in the accompanying Study Guide before proceeding.