Chapter 6
Principles of Interviewing

Chapter Outline

1. Planning the interview
2. Conducting the interview
3. The Ethics of Interviewing

Interviewing is a special kind of conversation

- Has a definite purpose
- More structured
- Element of control
- Two parties: Interviewer & respondent
- Speaking ratio of 30/70
- Significant aspect of daily business

Principles of Interviewing

Kinds of Interviews

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<th>Selection</th>
<th>Performance Appraisal</th>
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<td>Disciplinary</td>
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<td>Exit</td>
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Planning the Interview

Define the Goal
Be specific

Identify and Analyze the Other Party
• Consider these factors:
  • Knowledge level
  • Other’s concept of self
  • Your image
  • Attitude

Prepare a List of Topics
• Often clarifies when the purpose is clear

Select An Interview Structure

Highly Structured Interview
• Usually takes less time
• Easier for interviewer to control
• Provides quantifiable results
• Requires less skill by interviewer
• Low flexibility in exploring responses

Moderately Structured Interview
• Interviewer prepares list of topics, probable order
• Lists several major questions and probable follow-ups.
• Allows for examination of important, but unforeseen topics.

Nonstructured Interview
• Usually takes more time
• More difficult for interviewer to control
• Results more difficult to quantify
• Requires high degree of interviewer skill
• High flexibility in exploring responses

Types of Possible Questions

Open versus Closed
• What services do you provide?
• Do you offer tutoring services?

Factual versus Opinion
• What hours are you open?
• How do you think the hours of operation impact the students who use the lab?

Primary and Secondary
• What experience do you have?
• What kind of customers did you serve then?
Types of Possible Questions cont.

Direct and Indirect
- Will you meet the October 15th deadline?
- Is everything going well on the project?

Hypothetical and Critical Incident
- If we took a poll of ACC students about the quality of services you provide what do you think the results would be?
- Could you describe to me a time when you couldn’t provide a service that a student requested?

Leading
- Do you agree with the Dean’s office that your office is extremely critical to student success?

Planning the Interview

Arrange the Setting
- Time
  - Duration of the interview
  - Surrounding events (meals, other meetings)
- Place
  - Distractions
  - Physical and Power arrangement

Conducting the Interview

Opening  Body  Closing
Conducting the Interview

- Greeting and building rapport
- Orientation
- Reason for the interview
- Information needed and how it will be used
- Clarify ground rules
- Approximate length of interview
- Motivation
- What are the payoffs?

Opening

Conducting the Interview

- Responsibilities of the Interviewer
  - Control and focus the conversation
  - Listen actively
  - Use secondary questions to probe for information
  - Silence is often the best probe

Body, 1

Conducting the Interview

- The Interviewee's Role
  - Listen actively
  - Give clear, detailed answers
  - Correct misunderstandings
  - Cover your own agenda
  - Ask questions

Body, 2
Conducting the Interview

- Review and clarify results
- Establish future actions
- Preview next interview or "Why don’t I give you a call by Friday?"
- Conclude with pleasantries
- Thank you

Closing

The Ethics of Interviewing

Obligations of the Interviewer
- Make only promises you are willing to keep
  - Example: chances of making a job offer
- Keep confidences
- Allow the interviewee to make free responses
- Treat the interviewee with respect

Obligations of the Interviewee
- Don’t misrepresent facts or your position
- Don’t waste the interviewer’s time
  - Be qualified for the interview
  - Be prepared

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