

想招到合适的人? 光靠面试可没戏

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怎样给公司招到真正优秀且称职的人呢? 这是一个难题。即便你的公司总在招人, 在这方面有丰富经验, 可这就意味着能很容易地招到合适的人吗? 不, 完全不。开门见山地说吧, 你必须知道: 光靠面试招人是不行的! 这话是什么意思呢, 意思是说, 通过面试招来的员工, 并不能确保他上岗后能称职。关于这一点, 已经有大量的研究提供了证明。

但这也不意味着你无法通过面试招到好员工, 问题只在于, 你自以为恰当的那些面试方法实际上可能并不奏效。基本上, 面试就像一场碰运气的游戏, 有时你会赢, 有时你会输, 因为这并不是一个纯技术问题。为什么会这样呢? 原因大体如下:

- 面试官常常会受到求职者外表与谈吐的影响;
- 求职者会在面试中表现得很完美, 但他平时的所作所为几乎一定不是这样的;
- 求职者对于应聘岗位的切实需求知之甚少;
- 公司的企业文化会在很大程度上影响员工的工作表现, 但是面试官无法预知求职者在入职后将如何应对这个问题。

面试效果难尽人意的原因还有很多, 总之一句话, 面试这事不靠谱。那么, 在选拔人才时应该怎么做呢?

先明确招聘目的

在开始招聘以前, 你首先得知道自己招人的真正目的。一般来说, 目的不外乎以下四种: 一是你只是想找到家族企业或是政府机关里做些基础

行不通的5个面试方法

测评

大学文凭

推荐和关系

经验

自我描述

性工作; 二是你想招到天下无敌的人; 三是你想招敢于挑战企业领导及组织权威的人; 四是你想招工作效率很高的人。

如果你想招的是上述第一类人, 那就不用往下看了, 因为本文帮不到你; 如果你想招第二类人, 这本身是个好事, 但也属于另外一个研究课题, 本文帮不了你; 如果你想招第三类人, 也不错, 但这同样是另外一个课题, 不过本文接下来要谈的东西可能还有些用; 如果你想招的是第四类, 也就是那些工作效率高的人, 并想把这样的人安置在公司中合适的岗位上, 那就好好看看本文吧。

知道哪些方法行不通

前面已经说过, 面试通常发挥不了实质作用。现在我们来看看还有哪些招聘方法也行不通或效



果不如预期。

1. 测评——很多公司在为某些工作岗位招聘时会采用正规的心理测试方法。这些方法的实际效果大体如下：

职业测评：在招销售员、生产线工人、会计、程序员之类的员工时，这个方法很好，但只适用于选拔相对初级的员工。

性格测评：这个方法完全无法预知求职者未来是否会有好的职业发展，但它有助于评估求职者是否可以很好地融入工作团队。

能力测评：这个方法可以测出求职者是否有良好的工作习惯，但无法知道他能否获得良好的工作结果。

如果是应聘高级领导职位的求职者，传统的测评方式都无法确知他能否带领企业建功立业，

但能够判断出此人是否会成为一个受员工爱戴的领导。现在有一些新型测评方法（比如我的公司已经研发出来的）能够预测一个求职者在入职高级岗位之后能否为企业带来商业或财务方面的成功。这些方法的理论基础是行为金融学的分析范式，而市场上绝大多数的测评都与此无关。

2. 大学文凭——现有的证据表明，大学学习成绩优秀的人，在大公司或政府机关中的职业表现往往会很出色，但在小公司或是创业企业工作时，他们的工作业绩反而赶不上那些从大学退学的人。

3. 推荐和关系——如果是碍于面子的引荐或是出自亲朋好友笔下的推荐信，求职者的真实水平很可能与推荐理由恰恰相反。不过，如果这种推荐和介绍来自不具裙带关系的第三方，则往往能够准确地反映出求职者的能力。

4. 经验——一个人有相关工作经验，这是件好事吧？未必如此。最极端的情况发生在销售人员来求职的时候，这些人通常很擅长推销自己，哪怕过去的工作表现是一团糟。通常每个人在谈到自己过往的工作经历时都会加入美化的成分，这也是面试这个方法行不通的原因之一。

5. 自我描述——一般在面试或者求职简历中会包含这个内容，其中可能存在的问题包括：

如果求职者是新手，他们肯定不够了解自己。因为他们太年轻，不知道自己的优势和弱点所在，这导致他们即便想客观地展现自己也难以做到。

如果求职者具备一定资历，他们往往很清楚自己的长处和求职意愿，而且很愿意告诉你他的优势所在（当然，这要经过适当的修饰和美化）。他们也许知道自己的某些（当然不可能是全部，也可能不是自己最大的）弱点。那你就只能去猜测并很可能全都猜错，同时还会忽视求职者那些明显的弱点。

了解招聘的评判指标

以往业绩：这是招聘时的黄金评判标准，但招聘者却很少使用到。这个标准强调的重点在于“以往”，审视求职者过去的真实工作业绩要比听他怎么说有用的多。

不过对于以前在政府机关或大公司工作的求职者来说，让其提供以往业绩比较困难。因为当他告诉你他过去曾取得某项成绩时，实际上这成绩的取得往往更多有赖于团队或全公司的努力，或者是借助了大公司的品牌效应，而与他个人的努力和付出关系不大。“以往业绩”对小公司出身的求职者来说更有意义，因为小公司里参与决策的人较少，更容易区分一项成功背后各人的付出和贡献。

自我认知：是，我说了面试靠不住，但在不采用正式测评手段，或是只有对求职者进行面试这一种沟通方式的情况下，了解对方的自我认知就是唯一一个判断求职者是否可能称职的方式。

运用“自我认知”方法的关键在于判明求职者是否愿意提及自己的弱点，从某种程度上说，这个判断方法很有用，而且这也表明求职者知道应当如何克服这些弱点。为了达到这个目的，你可以问一些开放式问题。如果结果证明求职者很有自知



之明，那么在未来的工作中他也在很大程度上能够运用开阔的思维去解决遇到问题。一个常见的开放式问题，是问求职者他们身边的人如何评价他们，对方的回答往往很能说明问题。

胸襟开阔、思维敏捷：有些人可能具有自我认知能力，但却谈不上胸襟开阔、思维敏捷。要判断这一点，需要知道求职者确实抱有某些信念，然后问他，如果有一天发现自己的信念是错的将如何应对。对方的回答将告诉你，他是否乐于在工作过程中接受新事物，同时，还能了解他是否能够思维敏捷地应对自己以前从未面对过的局面和问题。

责任心：正式个性测评所要达到的目标之一，是找出工作绩效与责任心之间的某种关联。当然，在测评中需要使用各种复杂的手段才能达到这个目的，所以除非你真的启用测评手段，否则很难获得理想的效果。

在一些面试中，判断求职者是否确实有责任心是很重要的内容。这当然不能直接问求职者，因为大多数人都会说自己很有责任心。但是你可以问开放式问题，设置一个会让求职者有挫败感的场景，看他们对此如何反应。如果你仔细观察并且不预设判断的立场，通常是能够判明求职者是否具备责任心的。

乐观态度：这是一个了解求职者未来的工作效率和表现的一个关键因素。当然，凡事皆有度，乐观过头的人可能面对的麻烦或许不会比习惯性悲观的人少。乐观的态度具有传染性，公司招聘的乐观主义者越多，公司的前景就越好，而且新的人



职者也会有更好的工作表现。

“能做”的态度：你需要的员工应该是具备“能做”态度的人，这是一种敢于面对挑战的态度，遇事首先考虑的是如何去做，而不是为可能的失败寻找借口。具备这种态度的员工会想方设法克服困难，达成目的。他们与人打交道时也更自信，更有可能获得好的成果。

当然，在问有关这类问题的时候，你也必须确保自己能得到真实的反馈。为此，你还得依靠开放式问题，而且不能让求职者发现你的意图，以防他们刻意迎合。另一方面，还得提防那些过于自信的求职者。这种人往往会有意回避工作中亟待解决的问题，结果导致出现更大的问题。在判断求职者的自我认知水平时，从他们对自己的评价中就能知道对方是否过于自信。

外向或内向：外向或者内向本身不是问题，但你需要知道求职者的性格属于其中哪一种。在其他条件相当的情况下，内向的人更适合做产品、运营和财务类工作，而外向的人更适合做市场营销和人力资源方面的工作。

当然，无论原本内向还是外向的人都是能够改变性格的，尤其是当他们具备充分的自我认知能力的时候。但也有些内向或者外向的人不具备足够的自我认知能力，此时他们或许就无法胜任另一种性格更擅长从事的工作。所以，判断求职者的性格是内向还是外向，有助于你明确求职者在短期内更适合什么工作岗位。而对其自我认知水平的了解，则有助你了解他们在未来更长的时间里是否具备转换工作角色的能力。如果公司以后有可能安排他做与本身性格不符的工作，比如出于职务提升的轮岗需求，就更要预先清楚地了解他的自我认知水平。

做大事的抱负：有时你会遇到这种求职者，他们已经制定好了成就一番大事的计划，但具体设想与公司的实际需求和方向并不相符。但这没关系，有做大事的抱负是好事，应该聘用这种向你表达宏愿的求职者。这表明他们在寻找更大的用武之地，以便在自己的人生中实现更宏伟的蓝图，这种人正是你应该寻找的人。即便他们的计划与公司时下的战略方针不符，也不应该打消他们的积极性，相反，应该让他们感觉自己能得到公司的支

持，并感觉这种能量和激情有利于他们自身发展。

做好聘用的后续工作

当你招到了想要的人，下一步该做什么呢？

入职培训：在此过程中，公司在向新员工提出种种入职要求的同时，也要向他们表示欢迎并主动提供公司情况和福利待遇方面的信息。在入职培训过程中，公司领导者跟新员工的交流是最重要的。应该让他们了解到，公司的总体目标是帮助他们实现个人发展并成为专业人士，对公司和员工来说这将是一个双赢的结果。

对于新入职者未来在公司中的扮演角色和所处的位置，公司领导者应该征求他们的意见。同时，还应该告诉他们，如果今后在工作中遇到自己的职位难以解决的问题时，可以积极求得上级的帮助和支持。这样做的理由如下：

- 这会让进入每一个岗位的新员工都更有忠诚度和工作效率；
- 如果你把招来的人安排在了合适的岗位上，他们会在今后的工作中更有效率并更有归属感；
- 如果你招来的人没有被安排在恰当的岗位上，你可以通过与他们共事找到更好地发挥其聪明才智的方式。这样一来，他们还是能够如你当初期望的那样为公司做出应有的贡献。

不同角色的历练：你应该让新入职员工得到多方面锻炼，具体做法包括以下几种：

- 轮岗；
- 临时抽调他们在其他的岗位上工作一段时间；
- 可能的话，让他们在不同的上级领导下工作一段时间；
- 让他们提出能让公司获益的个人工作规划，并在自己的工作过程中加以贯彻实施。

为他们设立一些有挑战性的目标：这种有些难以达到的目标一旦进展顺利，将为公司发展新的可能性。但同时你要确保不给他们施加太多压力，这样的话，万一他们没能很好地应对挑战，也不会感到挫败，最多会将其视为发展自己作为专业人士和团队成员的潜能的一种尝试而已。■

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“Hiring Someone into the Right Job: Hint – Interviews Don’t Work”

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Here’s a difficult question. How to hire a really great person to fill a job in your company. Your company is hiring all the time and has a lot of experience in this area so it should be easy right?

Nope, not at all. To start off with, here’s something you should know. Job interviews don’t work! What do I mean by that?

What I mean is that job interviews are no good for choosing people who will later perform very well in the job you have chosen them for. There has been a huge amount of research on this issue and it all shows the same thing: that job interviews are pretty much useless at choosing the candidate who will perform the best in the job.

That doesn’t mean that you will not find a good person from an interview. It just means that having what you think is a good interview is no guarantee that the person you hired will work out well. Basically interviews are like a game of chance; sometimes you will win, sometimes you won’t, but it is rarely a question of pure skill.

Why is this case? Here are just some reasons:

- Interviewers are influenced by how the candidates looks and talks
- The candidate is on his best behavior which almost certainly is not the same as his usual behavior
- The candidate really knows nothing about what you actually want
- Cultural factors within the company will strongly affect the person’s effectiveness but you know very little or nothing about how the candidate relates to these cultural factors

There are other reasons too why interviews are often ineffective. But for the moment let’s just remember that interviews don’t work. So what does work?

Aims

Well before we even talk about that, we have to figure out what your real goals are. There are really 4 possibilities:

1. You just want someone to do the absolute minimum in the job – maybe it's a family business or the government
 2. You want someone who is a world-beater
 3. You want someone who is going to challenge you or the organization
 4. You want someone really effective
- If you want no. 1, you won't find any help in this article. That's not our aim.
 - If you want no. 2, that's good, but we are not going to help you there either, that's a totally different article.
 - If you want no. 3, that's good also, but again that's another article. But it's something you should still keep in mind when you are hiring.
 - If you want no. 4, to find someone really effective and to put them in the right job in the company, that's what this article is about.

What Doesn't Work?

So we have already said that interviews don't usually work. What other things don't work or don't work how they are supposed to?

1. Assessments – many companies use formal psychological assessments for certain jobs. Here's the truth about these assessments:
 - a. Vocational assessments (e.g. for salespeople, assembly line workers, accountants, programmers) work well but only for relatively junior people
 - b. Personality assessments are totally ineffective at predicting if a person will get good results, but they can help to tell you if a person will fit in well with the rest of the team
 - c. Competency assessments can tell you if a person has good work habits but not if they will have a good work outcome
 - d. None of the traditional assessments will tell you if a senior person will be a leader who will get strong results, but they can tell you if the person will be a well-liked leader
 - e. There are new types of assessments (such as from my company) that can predict how well a senior person will perform from a business and financial perspective. These are based on a behavioral finance paradigm. But the vast majority of assessments in the market are not of this type.
2. University degrees – the emerging evidence is that good results in your university degree are more likely to show that you will do well in a large company or the government but that you will probably not do well in a small or

entrepreneurial company – in these two cases someone who dropped out of university might be a better choice.

3. References and relationships – they are usually negatively related to performance and outcome, if they are done formally, or through relatives or friends; third-party references which are not based on either friendship or relationships are usually very accurate.
4. Experience – of course, if a person has relevant experience, it should be a good thing right? Maybe not. The worst case is salespeople who are usually very good at selling themselves even if they have done a bad job in the past. Anyone talking about their own experience will usually make it look better than it is – that’s another reason why interviews don’t work.
5. Self-descriptions: this might be in an interview or in a resume. Here are some of the problems:
 - a. If the person is junior, they almost certainly don’t know or understand themselves, they are simply too young. They don’t know their weaknesses or their strengths so they can’t tell you about those even if they wanted to, which often they don’t.
 - b. If they are senior they know their strengths and will tell you all about them (suitably burnished, of course). They might know some of their vulnerabilities but certainly not all of them and probably not even the worst vulnerabilities. You have to guess at that and chances are you will be wrong and miss even obvious flaws.

What to Look For

Demonstrated Results: There’s a gold standard in job hiring, but unfortunately you don’t get to use it very often. That job standard is demonstrated results. The emphasis is on “demonstrated”. If you can find results that are real for a job candidate, they will tell you more than anything the candidate can tell you.

Unfortunately for candidates from government or large companies this sort of data is very difficult to find. When someone tells you they achieved something good, the chances are that it was due more to the team or to the company and its brand name than just due to the efforts of that person. Demonstrated results mean a lot more if the candidate is coming from a small company where there are many fewer people involved in decisions and it is easier to find out the truth behind a successful initiative.

Self-Awareness: Yep, I know I said that interviews don’t work, but assuming you will not be using formal assessments, or assuming that in any case you must use an interview just so you can meet the candidate, here is one way to find out how likely the candidate is to perform well.

In checking for self-awareness the key is to find out if the candidate is willing to talk about their vulnerabilities, but in a way that is appropriate and displays that they understand how they have to address them. You can do this by using open-ended questions. If the person has this self-awareness there's a good chance that they are open-minded enough to be able to respond productively to problems they encounter in their job.

One common way to approach this issue is to ask them how other people view them. That can be very revealing.

Open-mindedness and mental agility: It's actually possible to be self-aware but not be open-minded. To check this you need to find out a couple of things that the candidate really believes in, and then to ask, them to imagine how they would change their life if their belief was wrong. This will give you some insight as to how open they are to new ideas about doing things in your company. That's also a way of seeing how mentally agile they are in which you want to find how well they can respond to situations and issues they haven't met before.

Conscientiousness: One thing that comes out of formal personality assessments is that the one factor they measure that is somewhat correlated to job performance is conscientiousness. Of course, assessments use a variety of sophisticated techniques to measure this and unless you use an assessment you won't be able to measure it very well.

But some of your interviews should be focused on assessing how conscientious someone really is. Of course, you can't ask someone this question directly because most people will just say they are very conscientious. But you can ask open-ended questions about situations in which they have been frustrated and how they responded. If you are careful and non-judgmental, you will be able usually to find out how conscientious someone really is.

Optimism: Optimism is a key trait for understand future effectiveness and performance. Of course, it's not all one-way. Someone who is over-optimistic can be as much of a problem as someone who is habitually pessimistic. Optimism is contagious and the more people you can get who are optimistic, the better it is for your company and the more likely it is that the candidate will be a better performer than someone who is usually pessimistic.

Can-Do Attitude: You want people in your company who have a can-do attitude. People with this attitude are likely to try hard to meet more difficult goals, will be more confident in dealing with others and tend to get better results.

Of course, when you ask questions you have to be sure that you are getting truthful responses. Once again you need to ask open-ended questions that do not let them know

why you are asking the question so that they are less likely to tell you something that they know you want to hear.

However you have to guard against over-confidence; it is people are very over-confident who most often causes business problems by actively avoiding problems and issues that need to be addressed. You can tell if someone is over-confident by focusing especially on their level of self-awareness to see how they rate themselves in this area.

Extroverts vs. introverts: There's no need to look especially for an introvert or an extrovert but you really need to understand where the candidate is located on this spectrum. Other things being equal, introverts will be better at product, operational and financial roles, and extroverts better at sales and marketing and human resources roles.

Of course either of these can cross this divide, especially if they are very self-aware. But if you have an introvert or an extrovert who is not self-aware, they might not be able to think themselves into another professional role that does not suit their personality as well.

So where they are located will give you some idea of what they will be good at in the short-term. Assessing their level of self-awareness will tell you if they can change that role in the longer-term, perhaps when the company needs to set them into a totally different role, especially if it's part of the promotion process.

Wants to do something big: Sometimes you will get a candidate who already has an idea about doing something big. It's possible that the big thing he wants to do doesn't fit with what the company might want or where the company wants to go.

But that shouldn't matter. Wanting to do something big is a good thing and you should be looking for candidates who express this intention. It shows that they are looking at a bigger picture, that they see themselves possibly making an extraordinary contribution in their life.

That's the sort of person you should also be looking for. A candidate like this should never be discouraged; to the contrary they should be made to feel that they will get support within the company and that this sort of energy and passion can be used for the good of the person himself, even if it's not doing the exact idea they are talking about currently.

Once You Hire Them...

Ok now you have hired that person. What do you do now?

Onboarding: The first step is to onboard them. That means to welcome them, provide training and information about the company and working benefits as well as terms and conditions of employment.

But here's the most important thing you should communicate to them in the onboarding process. You should give them the message that your overall aim is to develop them as a person and as a professional and that this will be a win-win for both the company and the candidate.

You should seek their feedback about their view of their future role and position. Then you should encourage them to seek your help and support if and when they find problems on the job with regard to their new position.

You should do this for several reasons:

- It will make the new hire more loyal and productive no matter what their role.
- If you made the right choice and the person is in the right role, they will work more productively in the future and be more bound to the company.
- If you made a mistake, you can work with the new hire to figure out how to best use their skills and talents so that their contribution to the company is as high as you originally intended it to be.

Experiment with Different Roles: You should try to do some experimenting with the new hire. This could include the following:

- Rotating them through different positions
- Seconding them to a different job for a limited time
- Having them work for a different boss for a while if that is possible
- Having them nominate a personal project to work on during their work hours that will benefit the company

Give Them Some Challenges - Stretch Goals: Give them a challenge or a stretch goal that you know will be somewhat difficult to achieve. If it goes well this can lead to other developmental possibilities. Make sure that you don't put too much pressure on them so that if they don't do so well in meeting the challenge they don't view it as having been a failure but rather a another way to develop their potential as a professional and as a member of society.

Dr. E. Ted Prince, the Founder and CEO of the Perth Leadership Institute, located in Florida in the US has also been CEO of several other companies, both public and private. He is the author of two books: "The Three Financial Styles of Very Successful Leaders" (McGraw-Hill, 2005) and "Business Personality and Leadership Success", Amazon Kindle 2011 as well as numerous other publications in this area. He is a frequent speaker at industry conferences. He works with large corporations globally on leadership development programs and coaches senior executives and teams in the area of financial leadership. He has held the position of Visiting Professor at the University of Florida in the US in its Graduate Business School and also at the Shanghai University of Finance and Economics in China.