



SELECTION

Chapter 7





- The process through which organizations make decisions about who will or will not be allowed to join the organization.
- This is the process after recruitment.

***LEADERS FOCUS INTENSELY
AND RELENTLESSLY
ON PEOPLE SELECTION***



Selection Process

Screening applications and résumés

Conducting test of the applicants

Interviewing

Performing reference checking/ background investigations

Deciding whether to hire or not



APPLICATIONS AND RESUMÉS

- Application letter
- Company application forms
 - Contact information
 - Work experience
 - Educational background
 - Technical experience
- Resumés
 - Biodata of the applicant should include education and experience



CONDUCTING TESTS OF APPLICANTS

Ability tests

Aptitude tests

Performance tests

Personality and Honesty or Integrity tests





Ability Tests

- These tests are assessment instruments used to measure an individual's ability, mental or physical skills level.
- They measure a variety of areas ranging from verbal reasoning, numerical ability, problem-solving, motor or spatial agility, mechanical ability, or finger dexterity.

Aptitude Tests

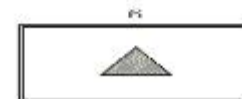
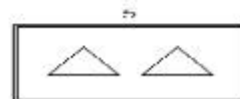
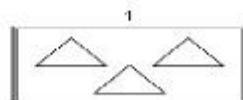
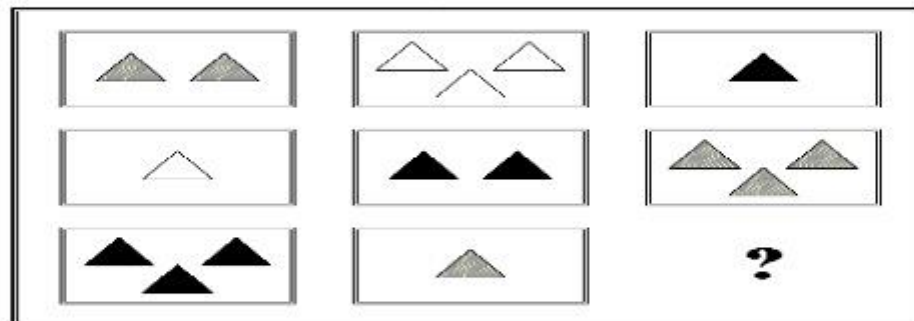
- Standardized test designed to measure the ability of a person to develop skills or acquire knowledge
- This is especially important if an applicant is being considered for a supervisory or managerial position.

Ability Test

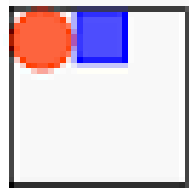
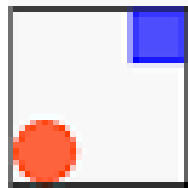
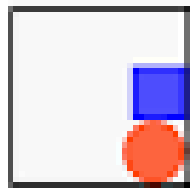
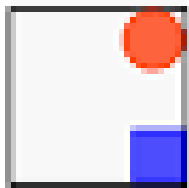
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Example :

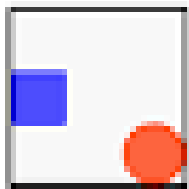
Which answer fits in the missing space to complete the pattern?



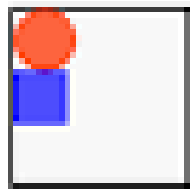
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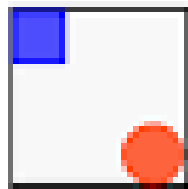
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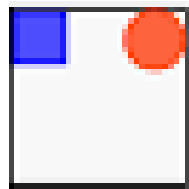
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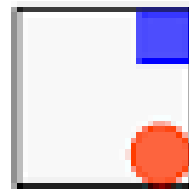
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Performance Tests

- Can refer to the assessment of the performance of a human examinee.

Personality Tests

- Aim to describe aspects of a person's character that remains stable throughout that person's lifetime, the individual's character pattern of behavior, thoughts, and feelings.
- The importance of the tests is to ensure that a company is not hiring somebody who has some personality disorder.

Big Five Personality Test

25 questions, 10 min.

PROGRESS STATUS:



| | Quite Often | Often | Sometimes | Rarely | Almost Never |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | 1 | 2 | 3 | 4 | 5 |
| 1. I feel like I'm on an emotional roller coaster. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 2. During tough times, I am more prone to unhealthy behaviors (abusing drugs or alcohol, eating unhealthy foods, getting less sleep). | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 3. I feel uneasy in situations where I am expected to display physical affection. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 4. I present myself in ways that are very different from who I really am. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 5. I procrastinate on matters relevant to work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6. I break promises. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 7. I lose important things/documents. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



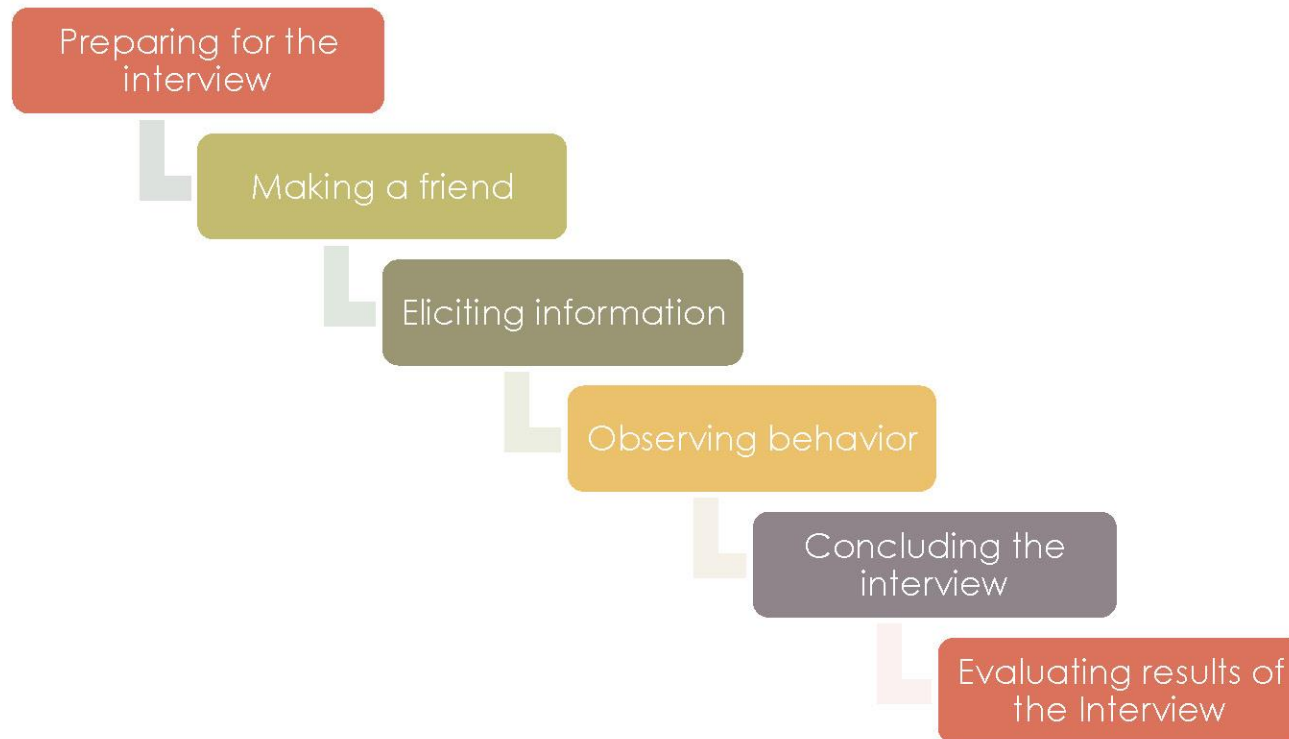
Honesty or Integrity Test

- Are not commonly used in many companies.
- This could be more relevant in some retail store chains or positions that have fiduciary responsibilities like tellers or cashiers.



THE INTERVIEW

- Cornerstone of the selection process





Preparing for the Interview

- Preparation is the key to successful interviews
- The applicant is entitled to some privacy as he would reveal personal matters about his life and his work.
- Interruptions like telephone calls, texts, or somebody entering into the room can be dysfunctional as it disrupts the trend of question and answer in the interview



Making a Friend

- To make an applicant open, relax, and be straightforward in revealing himself.
- Show that you appreciate their interest in joining your company.
- Offer him a seat.
- Start with a small talk.
- Give him the parameters of the interview.
- Provide the applicant with a realistic preview of the position and its responsibilities.



- Probing into the family background is admittedly treading into sensitive territory since not everybody has wholesome experience in the family.
- The school background both in the academic and non-academic tells you about his basic intelligence and presence or absence of social intelligence





Eliciting Information

- The basic rule is to avoid categorical questions.
- It would be better to use open-ended question.
- Answers to open-ended questions must be followed up by probing questions.
- Questions about “feelings” allow you to explore how a candidate would react to some failure in his tasks or projects in the organization.
- The interviewer is encouraged to take down notes of the highlights of the interview.

Open

How do you get to work?

Tell me about your relationship with your boss.

What did you manage to accomplish on the trip?

What happened at the meeting?

Closed

Do you get to work by driving, busing, or walking?

Do you get on well with your boss?

Was your trip successful?

Did you have a good meeting?



Observing Behavior

- There are 2 skills that you want to find out in the interview:
 - Hard skills – as computer savviness of an engineer or technician.
 - Soft skills – competencies which are behavioral.
- Listen to the music – a principle which means that while trying to listen to what the applicant is telling in words, pay attention also to his body language.



Concluding the Interview

- This is the final stage of the selection process.
- Check on your notes to be sure you have not missed any important information about the applicant.
- Before you close the interview, it is good practice to allow the applicant the opportunity to ask questions.



Evaluating Results of the Interview

- Rule number 1 in evaluation: Do it immediately after the interview.
- Rule number 2: The results of the interview must be evaluated against certain criteria.



Criteria for Evaluation

Intelligence

Decisiveness

Energy

Results-orientation

Maturity

Assertiveness

Sensitivity

Openness

Tough-mindedness

