ACCURATELY ASSESSING THE JOB CANDIDATE'S PERSONALITY DURING THE EMPLOYMENT INTERVIEW

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THE ULTIMATE EMPLOYMENT INTERVIEW

WHERE TO LOOK FOR THE CANDIDATE'S TRUE PERSONALITY?

- http://www.youtube.com/watchv?=PmhT2GxGB1w

- **Look to those unscripted moments for the candidate's true nature to seep through.**
  - **As in this moment during the primary Presidential debate with Governor Rick Perry.**

THE ACCURACY OF PERSONALITY JUDGMENTS

- Personality Judgments by Lay Judges are found to be very accurate

- Factors that Increase Accurate Personality Judgments

  - 1. The good trait
    2. The good judge
    3. The good target
    4. Good Information

  (Blackman & Funder, 2002)

HOW TO FERRET OUT THE CANDIDATE'S TRUE PERSONALITY

- Structured Interviews
  - Ideal for assessing skill sets and job performance

- Unstructured Interviews
  - Ideal for accurately predicting the job candidate's personality and their potential to engage in counterproductive behavior
    - -With the informal format the candidate lets down his/her guard
    - -More nonverbal behavior is readily shown
    - -Candidates talk significantly more

  (Blackman, 2002)

DETECTING LIES DURING THE INTERVIEW PROCESS

- Paul Ekman's Research

  Look for leakage/clues below the waist during the unstructured interview

  1. emblems

  2. manipulators

  3. illustrators

  4. micro-expressions

  5. asymmetrical facial expressions

DETECTING LIES AND PREDICTING COUNTERPRODUCTIVE BEHAVIOR DURING THE INTERVIEW

- Unstructured Interviews are very comparable to integrity tests for predicting counterproductive behavior on the job
  - 1. employee theft
  - 2. Workplace aggression
  - 3. Absenteeism
  - 4. Tardiness
  - 5. Internet Surfing
  - 6. Harassment

  (Blackman, 2005)

INCREASING THE CANDIDATE'S COGNITIVE LOAD

- By increasing the job candidate's cognitive load, lies become more transparent.
- Ways to Increase Cognitive Load
- 1. Ask the candidate to multi-task
- 2. Situational Interview questions
- 3. Meet with several of the incumbents at once
- 4. Meet with the candidate over a meal

FINAL RECOMMENDATIONS

- Utilize Multiple Assessment Methods
  - Convergent validity will occur

  Utilize Multiple Interviewers

  Implement Multiple Interview Formats/Venues

  Spread the Interview Process out over a specific time period

PUBLICATIONS

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