

Tony Simons believes that the traditional approach to interviewing job candidates is ineffective and thus job interviews should be structured. In this article, he first explains that interview bias strongly affects the way an interview is carried out. Whether it is stereotyping, a glance on the applicants CV or even a firm handshake, any type of first impression will inevitably influence the way in which the applicant is interviewed. This could thus lead to an interviewer being completely oblivious to the candidate's true personality making it unlikely to hire the best candidate. If a bad decision is made due to ineffective interviewing, the cost is predicted to be one to two times the employee's annual salary. Not surprisingly, improving the interview process has resulted in reduced turnover and increased customer satisfaction for several hospitality companies. Behavioural interviews consist of questions that ask how the candidate reacted to a particular situation in the past. Situational interviews provide the candidate with hypothetical situations in the future and ask the candidate how he would react to them. While the behavioural interview uses past behaviour to predict future behaviour, the situational interview bases its outcomes on the candidate's stated intentions. Some argue that past behaviour is a slightly better predictor of future behaviour than are future intentions, suggesting that behavioural interviews are more accurate. Nonetheless, behavioural interviews may unfairly influence the interview performance of youthful or non traditional candidates. Thus, well-crafted hybrid interviews could capture the advantages of each. Research also shows that panel interviews are less accurate than individual interviews and should therefore only be used when necessary. Probing is another technique which can be used but should only be used if the interviewer has extensive training in how and when to probe for further explanation and further information. All in all, Simons clearly explains how to get beyond first impressions as well as how to structure an interview to increase the probability of hiring the best candidate. Harvard Business Review suggests that talent wars exist in today's business world and job sculpting is the key tool to winning these wars. Job sculpting is the art of matching people to jobs that allow their deeply embedded life interests to be expressed. Thus, it involves forging a customized career path in order to increase the chance of retaining talented people. Today's professionals are so well educated that it is no longer a question of choosing a career path in what you have studied but what you love. The authors Timothy Butler and James Waldrop speak of deeply embedded life interests. Life interests start showing themselves in childhood and remain relatively stable throughout our lives, even though they may develop themselves in different ways. Nonetheless, it may be difficult for an individual to find a job that parallels the direction of

his life interests or even identify his life interests in the first place. Consequently, manager must know their employees better than they know themselves, thus enabling him to customize the career of their dreams. With the example of Mark, job sculpting can result in redoubled energy and loyalty to the organization. In contrast, many managers don't understand that strong skills don't always reflect job satisfaction and thus they lose many talented professionals. The review also states that HR handles career development poorly as job sculpting requires an ongoing dialogue between an employee and his boss. This underlines the importance of a manager playing the roll of detective and psychologist in order to achieve effective job sculpting. The review clearly supports the fact that job sculpting can lead to beneficial outcomes for an organization. However, there are difficulties as well. For example, when job sculpting requires removing parts of a job that the employee dislikes, the manager must then find replacements for those disliked jobs, which may be costly. Furthermore, a manager may even find that there is simply no way to accomplish the job sculpting the employee wants. In such a case, the manager may need to inform the employee to leave the company . Nonetheless, this review clearly underscores the idea that job sculpting, at its worst, requires short term pain but only to result in long term gain.