

housands of candidates prepare for you. More than all of my interview

experience in the last decade has been on your side of the table--and because I feel somewhat guilty for telling many interviewees exactly what you want to hear--I thought it only fair that I help you, the interviewer, do a better of finding the right candidates--which comes down to a couple of key, interrelated factors: Asking the right answers' in the right order, of the right candidates. Knowing the responses you want to hear, why you want to hear them, being able to evaluate and analyze the answers you get. Although this may sound simple, I think you'll find the i

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# 提问聘用人

聘到顶尖人才的高招

[美]罗恩·弗莱/著  
曾献/译  
陈黎明/校

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# 译者序

翻译本书的时候，北京时值盛夏。应朋友之约，译者承担了本书的翻译工作。

“人力资源”在现时的中国已经不是一个陌生的词语，但是就是在几年以前，人们往往还习惯于称它为“人事管理”、“劳动管理”，这些词有着明显的中国特色。随着中国的逐渐开放，各种各样的新名词开始在中国大行其道，人们逐渐开始熟悉起国外先进的管理模式，包括他们对财务、信息、物流的管理以及对人力资源的管理。在主管们的眼中看来，人才首先是一种资源；既然是资源，管理当然就必须涉及对人才这种宝贵资源的获取、安排，以及如何才能最有效率地利用这种资源。

国内目前针对人力资源的书并不是太多。《提问，聘人》的作者以前曾经推出过一本《101个最佳面试问题的答案》，该书指导了大量公众如何在面试中表现出最佳精神面貌和风范，当时爬上了美国畅销书排行榜的冠军宝座，无数美国人慷慨解囊，读之而后快。但

## 2 提问,聘人

是,事物总是双方面的,正如作者 Ron Fry 所说,他认为“公平的做法应是对面试官也提供建议,帮助他们找到合适的应聘者来做好一项工作”。特别是对于今天的中国,在人力资源管理尚不成熟的情况下,如何从上至下地建立一套完善的人力资源制度,如何选拔优秀的人才,现在尚没有明确、科学的方法,我们中的大部分公司、大部分人依然处在凭一己好恶而决定一个人的聘用、升迁的状态。人才是企业的血脉,这种状态对于中国企业的的发展、壮大是极其不利的。本书为人力资源主管提出的建议环环相扣,精确把握招聘的诀窍,可以让主管们见微而知著,不仅知人面而且知人心。从应聘者的每一句话到他们的每一个动作、甚至是最细小的肢体语言,Ron Fry 都做了细致的分析。

本书最大的一个特点在于,它不仅为招聘者提供了招聘人才的依据,对于应聘者来说,也提供了十分详细具体的应答方案。其章节纵横捭阖,大体上先总论,其后按环节、主题划分;对于文中提出的问题,Ron Fry 设置了一个别出心裁的方案:在他的安排下,应聘者的回答分成两部分,分列在他所说的“红灯”、“绿灯”下。所谓“红灯”指的是应聘者的回答不够理想,而“绿灯”则表示应聘者应答得体。因此,人力资源主管可以据此判断应聘者的反应,而应聘者也可以参考这些信息,据此调整自己的行为。

当然,从某种意义上来说,招聘者和应聘人站在对立面,他们似乎在玩“猫捉老鼠”的游戏;但如果从在全社会最终有效分配资源的角度来讲,双方都是一致的。招聘者希望找到能够把工作做到最好、最符合自己要求的人,而应聘者则希望能够在最能够发挥自身特长的岗位上工作。本书正好为双方提供了一个深入认识彼此、充分挖掘人才潜能的机会,用一个术语来讲,它由此产生的绝对是一个“双赢”的局面。这也正是推出本书的各位工作人员的共同意图

和由衷心愿。

总有一天，中国建立起了一整套完全成熟的人力资源制度体系，拥有自己的人才库和人力资源储备力量；那个时候，也许我们的优秀人才就不会大量流失到国外或者外企，而是在中国的土地上创造辉煌了。

译 者

2001年8月于北京

## 前 言

你可以由此到达胜利彼岸

**大**概在 10 年之前,我撰写了一本题为《101 个最佳面试问题的答案》的书。我以前并不是个优秀的应聘者,甚至可以说,在这方面我表现得差劲极了——我经常会得不到自己其实非常胜任的工作。因此我花费了大量时间来研究应聘者的种种错误,这些错误每位应聘者或多或少都曾经犯过一到两次。

尽管我在应聘方面的声誉不佳,这本书却成了畅销书,它持续热卖了一年又一年。我虽然并不确定它为什么会取得如此不俗的销售业绩,但可以斗胆推测:该书行文简洁、坦率而且实用,语言风格幽默,广受欢迎。(不错,我认为我的推测十之八九是正确的。)

## 2 提问,聘人

很明显,该书确实对于应聘大有裨益,它帮助了数以万计的面试者。

我 10 多年来一直致力于应聘,此外,我已经对那么多应聘者予以详细确切的指导,告诉他们面试官想听的是什么,我甚至因为这一点而感到有些愧疚,因此,我想公平的做法应是对面试官也提供建议,帮助他们找到合适的应聘者来做好一项工作。这就不能不谈到两个关键的相关因素:

- ① 向合适的应聘者以恰当的顺序询问恰当的问题。
- ② 了解你想听到的回应,为什么你想听到这种回应,有能力评估并分析你得到的答案。

尽管这两条看上去相当简单,但我仍然认为随后的两百多页文字将教给你一些闻所未闻的技巧、战略、提示和想法。至少我希望如此。

## 导 读



一至三章详细讨论了在信心百倍的应试者走进面试间之前,你必须准备一些工作,还必须思考一些问题。你应该对工作进行令人信服的描述,给人留下深刻印象,并撰写广告词以吸引收集大量简历,还应该明晓应聘者类别和面试类别,你不仅要知道如何应付一位在面试开始一小时以后方才露面的应聘者,也应该知道怎样对付那些“沉默的羔羊”或者“滔滔不绝的爱吹大话的家伙”。一场成功

的面试也许并非 99% 都依靠这些准备工作,但是我们至少可以将 50% 的功劳归之于它。在了解了前三章之后,你就可以胸有成竹了。

在第四至第十一章中,我们将接触到本书的中心环节,也就是面试官应该询问的问题和期待听到的回答。(在本书中我没有计算问题的数目,但是可以肯定的是绝对超过了我向应试者揭露的 101 个问题。)此外,本书的格式也使得它非常容易使用,并且十分具有实用价值。每个问题之后都将列出三个不同的副标题来对之加以解释:

⇒ 你希望听到什么? (由这个问题将得到什么信息?)



绿灯

(什么是杰出的答案?)



红灯

(什么是令人恶心的答案?)

这里可能会有一系列重复的问题,你可以拿它们替代前者。

## 红灯意味着:踩一脚刹车

在许多问题之后加上一个“红灯”,我怀疑这是本书中用得最多的做法。红灯能够清楚的表示出来什么时候你应该刹车,并且建议应聘者刹车。

我本来应该在本书中几乎每个问题的后面都加上这些红灯的,那些因素可能让你在所有问题或者面试后做出拒绝的决定。为了

#### 4 提问,聘人

免得引起书中不必要的混乱,我们可以在此列出相关否定因素:

- ⇒ 不修边幅。
- ⇒ 姗姗来迟。
- ⇒ 不合适的穿着。
- ⇒ 答案也许回答得十分精彩或很有见地,但是没有针对提出的问题(它可能意味着应聘者只是在背诵预先准备好的句子!)
- ⇒ 防御心强,特别是在谈到一些根本就无需防卫的事情的时候。
- ⇒ 缺乏对于公司、工作、行业的了解(表明应聘者对于面试很少准备或根本没有做准备,缺乏研究)。
- ⇒ 欺诈。
- ⇒ 缺乏热情/兴趣(不问问题就是一种迹象)。
- ⇒ 询问错误的问题(病假、假期等)。
- ⇒ 明显不胜任工作。
- ⇒ 简历、求职信与面试存在巨大的差异(讨论简历上未标明的工作等)。
- ⇒ 重点不明。
- ⇒ 眼睛与面试官缺乏交流。
- ⇒ 任何负面因素,特别是谈到人(前任老板,合作者)的时候。
- ⇒ 无法为失败、弱点、糟糕的决策和结果承担责任,或者抢夺明显属于别人的功劳。
- ⇒ 缺乏融洽的气氛(可能证明其个性不适合工作、同事或老板)。

虽然你也许会认为,上述任何因素都不足以构成应聘者立即落选的理由,但是如果应聘者连续犯了两个或更多错误的话,你就有必要停下来思考了。(当然,如果是有些错误如欺诈,那么你需要做

的可不仅仅只是停顿了。)

## 制定面试计划

本书中的问题是按类型划分的，并非遵循某种公认的顺序。事实上，第十章中的许多问题很可能就是你在每场面试时提出的第一个问题！因此，你最好通读全文，然后再根据具体情况考虑，针对每位应聘者应该提什么问题，遵循何种顺序。（别忘了第十一章，该章涵括了那些不合规定的和无根据的问题，千万不要涉及到这些题目上来！）

最后，让我们来谈一谈本书中的性别问题。我没有性别倾向，而是选择了打破性别差异，并且使用的代词“他”或“她”不代表性别含义，以免过于麻烦，同时也是为了读者的审美观和愉悦感起见。

下面就不再多费唇舌赘述在本书中你将学到的知识了，让我们现在就开始吧。祝你好运。

罗恩·弗莱

# 目 录

<b>前 言</b>	你可以由此到达胜利彼岸	1
<b>第一章</b>	面试首当其冲的关注点	1
<b>第二章</b>	很抱歉,你还没有准备好开始面试	21
<b>第三章</b>	准备好倾听的答案	43
<b>第四章</b>	让他们说话,让他们一直说下去	55
<b>第五章</b>	教育背景	77
<b>第六章</b>	很高兴你毕业了;现在谈谈 你的工作经历	93
<b>第七章</b>	让我们重点注意一些特定的问题	127
<b>第八章</b>	让我们谈谈目前的 (上一份)工作好吗	143
<b>第九章</b>	我们的情况如何	169
<b>第十章</b>	总结性问题	185
<b>第十一章</b>	避开法律的陷阱	207
<b>译者致谢</b>		215

# 第一章

## 面试首当其冲的关注点

“面试？”你耸耸肩膀，若无其事的大声笑道，“只不过是小事一桩。我靠本能就可以办妥。寻找应试者，跟他们接触，向他们提出一些问题，随后聘用在我面前表现最出色的人（或者是我花钱最少的那位）。什么才是一笔大买卖？要知道，这可不是什么导弹科学。”

好的，如果那样做对你有用的话。但是难道它真的行之有效吗？

据我推测，另外一种情况是否是，仅仅因为你坚持“依据直觉行事”，所以每过4个星期你都得招聘同一个职位？这种时候无论你是否按直

## 2 提问,聘人

觉办事,都只不过是浪费自己的时间罢了。一些面试官相信,他们可以根本不做准备或稍作准备就可以主持一次成功的面试,其实这只是自欺欺人。说句老实话,我认为你没法办到这一点。现在聘用一位雇员的成本并不固定,聘用一位低成本的雇员会影响到负责管理他的经理或负责人,也就是你。暂且不管那些具有鲜明的个人风格的“直觉型”面试官,你如果想成功的话,首先我们必须了解一些情况。事情的真相是,无论在面试前还是面试中,聘用恰当的称职的员工都需要大量的工作。它不仅仅指在面试时提出正确的问题,也包含了面试前花费时间准备。尽管这些准备工作其实不难完成,但我总觉得大部分老板经常都忽视这一点,特别是那些小公司的经理们。这种面试官草草应付面试,随后还奇怪为什么他们聘用的雇员要么不胜任工作,要么利用另外一个机会迅速离开。

**无论如何,首先你要知道,**

**你提供的这份工作是什么**

招聘时你将会发现,如果你没有清楚了解提供的工作的要求,并建立起来一套精确的体系的话,评价应试者很难,更不用提吸引和保住优秀人才了。本章中你将学习到如何:

- 替你的组织起草一份有意义的职位描述书,它同时也面向有前景的雇员。
- 撰写、发布动人的能够吸引大部分具备资格的应试者的广告。

► 高效评估有效简历。

## 识别、定义需填补的职位

你所在的组织在特定情况下是否赢得过高额销售量？如果是，那么很可能你没有清晰定义你的工作，或者职位描述的各组成成分之间完全不相匹配。（当然，另外一种可能性是，你根本就没有成文的职位描述书提供给雇员，让他们据此确定工作起点，这个时候你就要长时间持续为人员问题伤脑筋了。）

我认识的一位企业家告诉我，她曾经努力写过一份工作描述，该工作包括如下职能：

- 与关键供货商定期碰面。
- 评估新供货商报价和条款。
- 提供重大营销战略建议。
- 管理 5,000 平方英尺的仓库内的存货。
- 起草广告传单和商品目录。
- 分析现金流预测。
- 填补缺席远程营销人员。
- 一周打扫三次休息室。

你发现这里存在的毛病了吗？她雇用了 6 个不同的人，但是他们在这个岗位上都没有维持太长时间，最长的是两个月，最短的（是不是也算最聪明的？）只呆了两天。

#### 4 提问,聘人

这份工作各要素之间大大失衡,同时也要求多种不同的技巧和培训,因此没有一个人可能同时满足所有这些要素。其直接后果是,无论一位新雇员多有成就,他们很快就会感到大受打击,工作疲劳过度,报酬太少。事实也确实如此。

聘用一位合适的雇员的首要要素之一就是明确该工作职能,确定其并非一系列不相关任务的集合,这种杂乱的组合甚至可以让米开朗基罗也束手无策。

众所周知,一家充满活力的公司通常有必要要求雇员在他们日常规范的范围之外有精彩表现,但是首先必须有一个日常规范可依才谈得上偏离。在费劲寻找“完美的雇员”来完成“完美的工作”之前,至关重要的是,你必须长时间付出艰辛的劳动来探询,对于那些在清醒的大部分时间里工作的人而言,他们的工作到底意味着什么。

如果通过一系列正式或非正式的探询,你依然无法清晰的描述工作,而工作的各个目标之间也互不兼容,那么你将会发现,寻找一位工作表现长期杰出的应试者非常困难。你最好记住:“十字旋转门”的工作安排方法将消耗你所在公司的大量金钱!在大部分工作场合,要求公司“担当重任的雇员”来做清洁或者无休止地向计算机系统输入大量数据都是一个昂贵的错误,它将无可避免地导致某些人(或许就是你自己)陷入永久的“求贤”状态。

### 谨防“一心一意做好所有的一切”综合症

此处我要给企业家和其他在组织中拥有个人股份、雄心勃勃的有志者一个非常重要的提醒:你们可能希望每天早上早早起床,晚

上很晚睡觉,白天做一切事情(再重复一遍,是一切事情),从而确保达成公司目标。你可能必须冲洗厕所,搜集数字,包扎货物,拨打销售电话等等。你选择好一张床以后,必须亲自动手做好,然后躺在床上睡觉,并且掏钱付款。

如果你还是一位年轻的企业家,具有奉献精神、热情以及疯狂的(同时也是完全没有得到支持的)信念,相信你理所当然地要挑战一切可能的机会,而事实上也不会破产,那么我将为你喝彩。

然而同时你也必须明白,你所在工作环境中的其他伙伴们未必见得愿意分享你这种天天殚精竭虑的生活。特别是在你提供给他们仅仅只是一份薪水(也许还很低)而并非分他一杯羹的时候。

这条短小的句子传达了这样一种信息:如果你需要一位会计,你的职位描述应该集中在会计工作上。如果你需要的是销售人员,那么你应该撰写一份重点为销售工作的描述书。然而,如果你需要的雇员像会计那样管帐,可以承担销售人员的重担,同时也愿意像你那样,在礼拜六晚上 11 点钟仍然在清理桌子下面早干了的口香糖,那你就有麻烦了。你寻找的可不是雇员,而是与你相类似的灵魂人物。你可能得等上一阵子才能找到这样一个人。并且找到他之后,你将不得不放弃公司的一部分,补偿他或者她这种大大超出你的期望之外的奉献精神。

有些公司的职位描述看上去相当堂皇,令人信服,但是其中却包括了某个似乎无害的句子:“要求的其他工作。”可怜的新雇员来到公司以后才发现,他日常生活的 85% 都是由这些“其他工作”组成。给你自己同时也给你的员工保留一些余地吧。你必须确定,职位描述中形形色色的职责类型没有导致本来应该称职的员工由此拒绝某些工作,或者大受挫折,从而考虑离开公司。

你最好慎重思考一下到底需要做些什么,从而识别职位描述中