

英汉对照管理袖珍手册

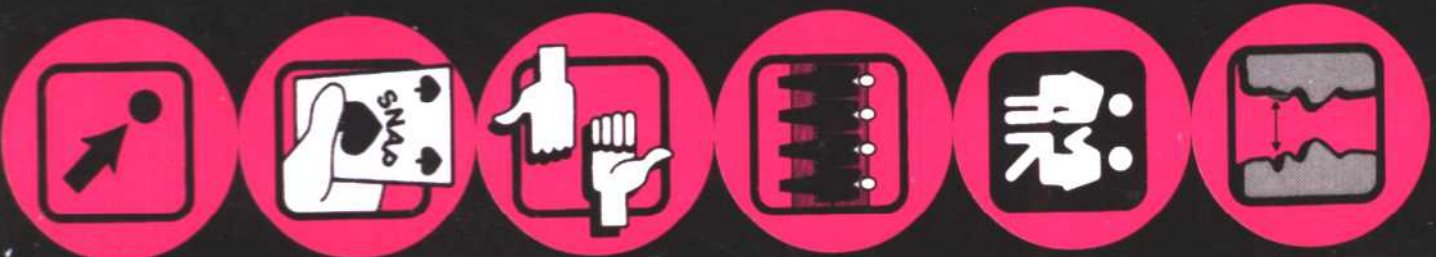
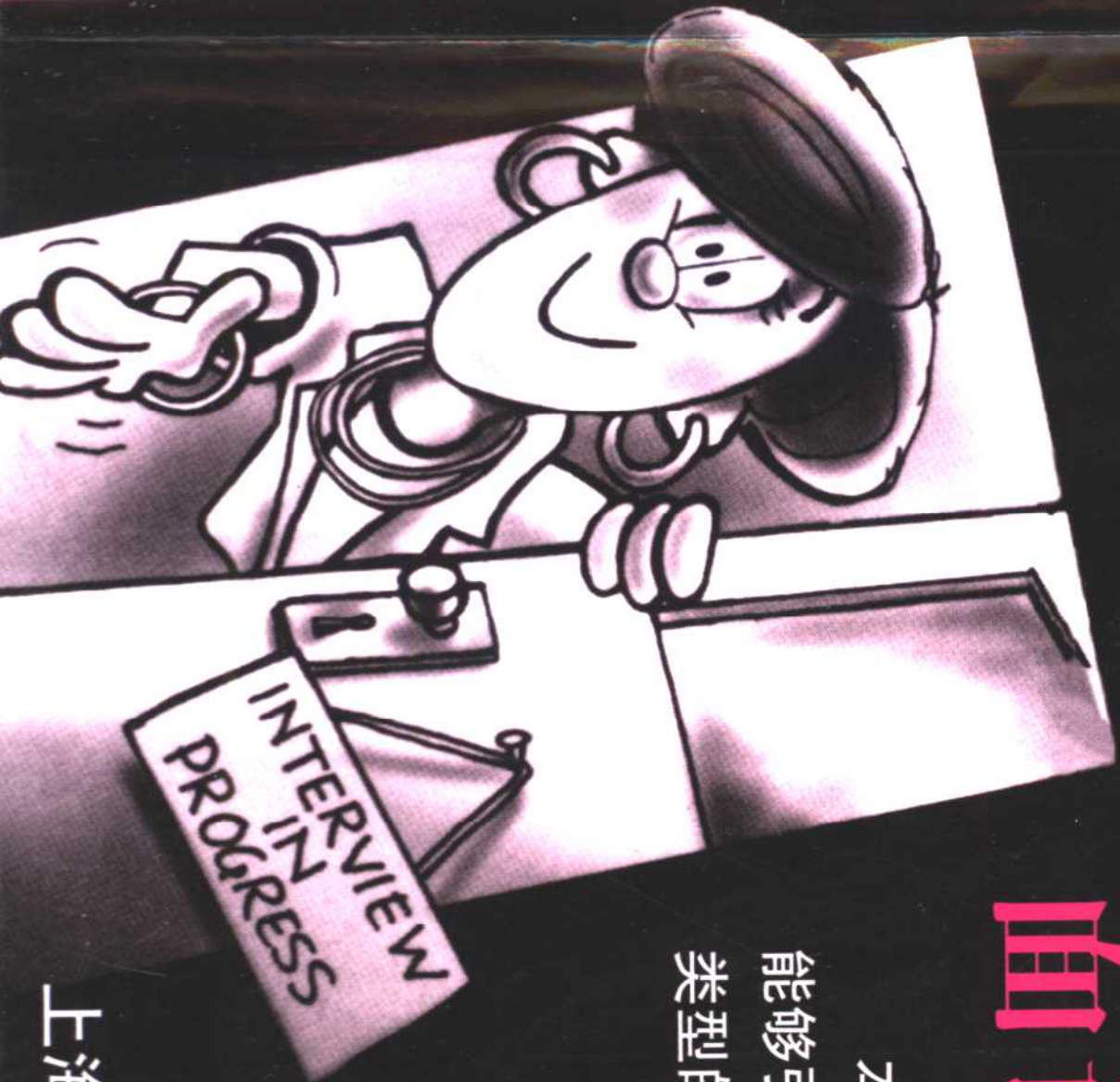
面谈高手

本书中的技巧和工具
能够引导你顺利完成各种
类型的面谈

John Townsend 著

蔡宜斌 译

上海交通大学出版社



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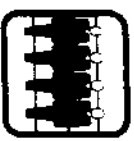
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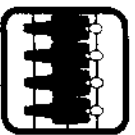
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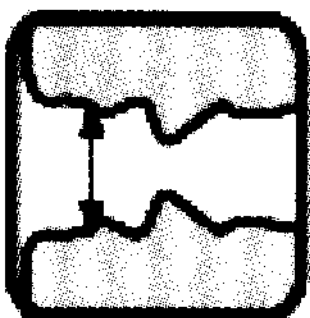
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PART 1: INTERVIEWING SKILLS

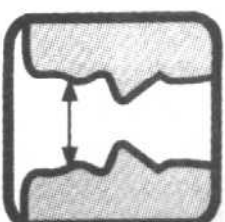
QUESTIONING TECHNIQUES

第1部分 面谈技巧

提问技巧

QUESTIONING TECHNIQUES

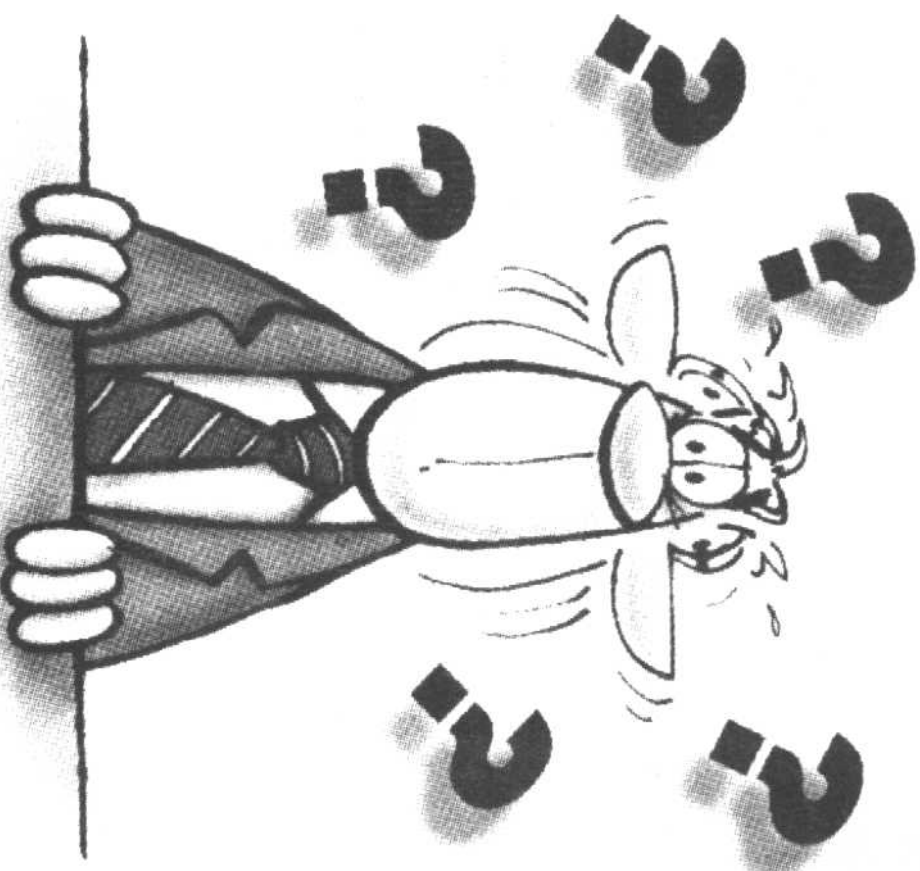
WORD OF WARNING



The great majority of interviewers ask very bad questions. Asking good questions is not a natural human talent. Our natural tendency in any kind of interview is to talk too much, to lead the interviewee towards our own way of thinking and to overload him or her with multiple questions.

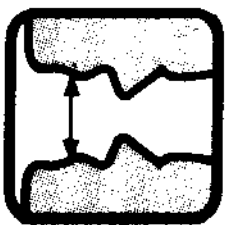
The result is a very bad interview where the limited amount of information obtained is of poor quality.

Then we wonder why decisions taken on the basis of the information obtained turn out to be wrong!



提问技巧

几句告诫

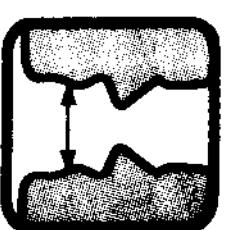


面谈时，绝大多数的询问者都会问一些很差劲的问题。恰当提问的能力并非与生俱来。在各种各样的面谈过程中，询问者本能的倾向是多说，将应答者引导到我们自己的思路上来，并用很多很多的问题去难为他（她），使之不堪重负。

这种面谈的结果是很不理想的，所获得的信息数量有限，质量也很差。接着，我们会奇怪，为什么建立在所获信息基础上的决策会是错的！

QUESTIONING TECHNIQUES

QUESTIONING OR INTERACTIVE LISTENING?



In any interview situation there is a difference between questioning and interactive listening.

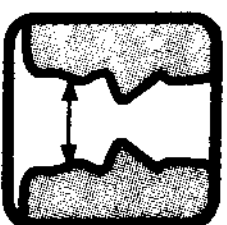
Questioning

In a questioning situation the interviewer takes the initiative in deciding which kind of information he or she needs. The **way** in which the interviewer proceeds to ask for information may vary from empathetic questioning through interrogation to inquisition!

Interactive listening

In the interactive listening mode the interviewer asks questions concerning **only** the information being provided by the interviewee (see page 46).

提问还是互动式倾听



在任何面谈场合,提问和互动式倾听之间都存在着差异。

提问

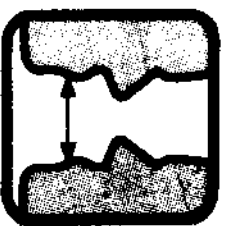
在提问的情况下,询问者掌握着主动权,可以决定他(她)需要什么样的信息。询问者逐步探求信息的方式,可以从富有人情味的提问到质问再到法庭般的审讯,变化多端。

互动式倾听

在互动式倾听的模式下,询问者所提的问题只和应答者所提供的信息有关(参见第 47 页)。

QUESTIONING TECHNIQUES

CLOSED & OPEN QUESTIONS



Closed

A closed question is one to which there is only one answer:

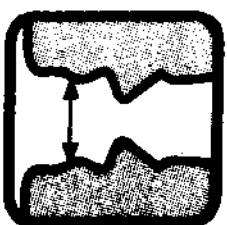
- 'What year was the Battle of Hastings?'
- 'Do you like spaghetti bolognese?'
- 'What kind of mainframe computer does your company use?'

Open

An open question is one to which there are many possible answers:

- 'What is your opinion on the current crisis?'
- 'How do you feel about working with flexitime?'
- 'What would you do if you won £1,000,000?'

封闭型问题和开放型问题



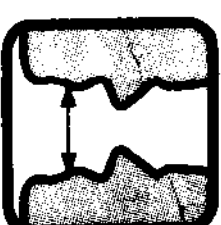
封闭型 封闭型问题是指只有一个答案的问题：

- “哈斯廷战役是哪一年爆发的？”
- “你喜欢吃波伦亚的意大利面条吗？”
- “你的电脑用的是哪种牌子的主板？”

开放型 开放型问题是指有多种可能答案的问题：

- “对目前的危机你有什么意见？”
- “你觉得灵活的工作时间怎么样？”
- “如果你赢得了 100 万英镑，你会做什么？”

QUESTIONING TECHNIQUES



MULTIPLE QUESTIONS

A multiple question is a string of several questions.

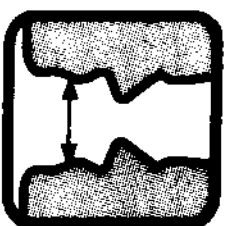
EXAMPLE

'Well, I have with me the captain of the French rugby team. Now tell me, what do you think of your chances in the next world cup now that New Zealand have lost their star goal kicker? Do you think it will set them back? And do you believe your present string of successes will continue? Also, how about England losing against Romania? Is this going to affect next year's tournament?'

WHEN TO ASK

Never! Why? Because when you ask a multiple question, the interviewee will only answer the last question or the easiest one! So, why not ask the last one or the easiest one?

复合型问题



复合型问题是指一连串的好几个问题。

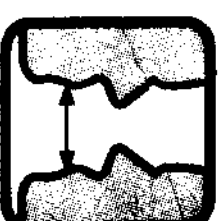
例子

“比方说，我正和法国橄榄球队队长在一起。现在告诉我，如果新西兰队失去了他们的射门球员，你认为下一届世界杯你们队获胜的机会有多大？你认为这会使他们受挫吗？你相信目前的连胜势头会持续下去吗？另外，对英格兰队败给了罗马尼亚队你有什么看法？这会影响明年的锦标赛吗？”

何时提问

永远不！为什么？原因在于一旦你问了一个复合型问题，应答者只会回答最后一个问题或是那个最简单的问题！所以，为什么不问最后那个或者最简单的那个问题呢？

QUESTIONING TECHNIQUES



LEADING QUESTIONS

These are questions that indicate the desired response.

EXAMPLE

'Oh, I see you started your career with XYZ International?'

'Yes.'

'Ah, good, and you were promoted after three years to district sales manager?'

'That's right.'

'Good - er - must have done a good job then?'

'Well, you know ...'

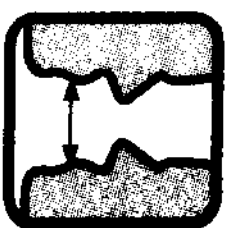
'Yes, oh, and then two years as regional manager?'

'Yes.'

WHEN TO ASK

Never! Why? Because the only way an interviewee can provide any high quality information is by interrupting you or disagreeing with you.

引导型问题



这是暗示着预期回答的问题。

例子

“噢，我想你是从某某国际公司开始你的职业生涯的吧？”

“是的。”

“哦，很好，三年后你就被提升为区域销售经理了？”

“没错！”

“很好，一定干得不错吧，那时候？”

“是啊，你知道……”

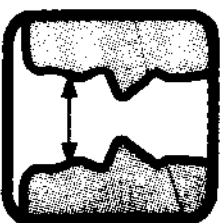
“好的，哇，接下来你又做了两年的地区经理？”

“对。”

何时提问

永远不！为什么？因为只有当应答者打断你的话或对你的问题持异议时，他们才能提供点儿高质量的信息。

QUESTIONING TECHNIQUES



PROBING QUESTIONS

These are closed questions seeking specific information you need.

EXAMPLE

- 'How old were you then?'
- 'What are the sales of ABC Ltd?'
- 'How many employees do you have working for you?'

WHEN TO ASK

- When you wish to probe for facts or details
- When the interviewee is rambling or talking too much