

6.4: Interview Approaches

Learning Outcomes

- Discuss various interviewing approaches

The objective of the interview process is to identify the “right” person. Of course, what—or, rather, who—constitutes the “right” person depends on the organization. And the approach the organization takes to the interviewing process says as much about an organization’s culture and values as a candidate’s interactions say about him or her.



Traditional interview approaches include one-on-one, panel and series:

- The most common interview approach is a **one-on-one interview**, with the interview conducted by a Human Resource representative or the hiring manager.
- The **panel interview** is a standard practice in academia and fairly common in business. In a panel interview, a committee composed of several interviewers meets with the candidate at the same time. When using this format, interviewers generally ask an established set of questions in order, taking notes and, in some organizations, filling out a corresponding evaluation form.
- In a **series interview**, a candidate is evaluated in a series of one-on-one interviews with multiple interviewers. Different organizations and interviewers may also seek to stage the interview differently—creating, for example, a situation that may range from conversational to stressful.

Practice Question

<https://assessments.lumenlearning.co...essments/18161>

Regardless of the format used, those involved in the interview process should be trained in effective interviewing techniques—for example, active listening—and, critically, what questions are prohibited. For best results—and to avoid litigation—interview questions should be relevant to the position, consistent across candidates and reflect the realities of both the position and the business environment. To be specific, questions should focus on the job duties, relevant skills and qualifications and related success factors. As alluded to above, it’s important for the interviewer to recognize that her or she is not only discussing the position but representing the company.

An interview is a two-way assessment; the candidate is also making an assessment to determine credibility, desirability and culture “fit.” This is particularly true in our current labor market, which favors employees.

Google Hire

The Google Hire article referenced earlier also showcased a creative merger of sourcing and selection.^[1] When searching for a content marketing manager, email marketing platform Mixmax posted the job description across the web—job boards, social media and company website—but required candidates to find the president’s personal email address in order to submit their application. Finding the email address required applicants to use specialized email marketing tools and techniques, ensuring that every candidate who successfully applied had the skills and knowledge required for the role.

1. The Hire Team. "10 Creative Candidate-Sourcing Strategies from IKEA, Spotify, Deloitte, and More." Hire by Google. February 2, 2019. Accessed July 26, 2019. ↵

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