

INTERVIEW SKILLS SCENARIO

Student Name

Course Information

Institution Name

Department Name

Instructor Name

City, State

Date of Submission

Interview Skills Scenario

The scenario that has been chosen for the purpose of writing this report is the Performance review interview of Sam, who has been appointed to the role of HR advisor, which is due to be conducted by Paula Baker, the HR business partner at Stirling.

Background Notes

Paula has made notes about Sam's specific behavior in the last three months that he has been onboard. The number of instances against each specific behavior is what Paula has personally observed and recorded. It does not mean they are the only isolated instances based on which Paula is making her observations.

1. Number of times Sam had nonchalant conversations on telephone, which the receiving employees reported back to her: 8
2. Disinterested attitude at workplace noticed from peer engagement and communication as reported by other members of the HR team: 12
3. The number of leaves taken by Sam in last three months: 6 (other than weekends)

From the above three specific behaviors, Paula is extremely concerned that such kind of disinterested and aloof behavior at workplace, particularly from the HR team, would signal to the employees that HR is neither interested nor keen on understanding the challenges that they face and look at things from their own perspective (Gerson and Gerson, 2007), which they feel is completely unempathetic in nature. This is a rather serious concern that several employees from other teams as well as other HR colleagues have voiced.

The Day of the Performance Appraisal

Paula Baker (PB): Hello Sam! We are here to conduct an objective assessment of your performance in the last three months and chalk out a clear path moving forward. While you have been quick to adapt to the organizational scenario and did not need much handholding, I have noticed the following three specific behaviors which are not aligned to your job role.

1. Number of times that you had nonchalant conversations on telephone, which the receiving employees reported back to me.
2. Disinterested attitude at workplace noticed from peer engagement and communication as reported by other members of the HR team.
3. The number of leaves you had taken in last three months: 6 (other than weekends)

Sam (S): Well, I do not know. I am not sure. I am not arrogant.

PB: Well, no one is casting any aspersions on you Sam, but we would really appreciate if your communication were more empathetic, and you listen to employees.

S: Well, yes. Ok.

PB: You have absented yourself from team activities and team lunch more than once. What do you have to say about the same Sam?

S: No, but yes. But no. Well, Ok. I did not intend to. So, are you going to fire me Paula?

PB: Nobody is going to fire you Sam, well, at least not now. We value our associates a lot. I think the way forward is to put you on a performance improvement plan which you can work out with Anil and revert. This is the shortest performance appraisal I have ever conducted. Wishing you all the best and hope to see you do better very soon. Thank you, Sam.

S: Thank you.

Bibliography

Gerson, S.J. and Gerson, S.M. (2007). *Workplace communication: process and product*. Upper Saddle River, N.J.: Pearson Prentice Hall.