

Contents

List of Illustrations ix

Preface xi

Part 1 SOME BASIC CONSIDERATIONS 1

- 1. *What Is an Interview?* 3
- 2. *Human Communication* 14
- 3. *The Dynamics of Interviewing* 30
- 4. *The Complete Interviewer* 53

Part 2 DECISION-MAKING INTERVIEWS 73

- 5. *Selection Theory* 75
- 6. *Selection Strategy* 89
- 7. *The Employment Interview* 108
- 8. *The Assessment Interview* 133
- 9. *Selection Interview Variations* 163

Part 3 PROBLEM-SOLVING INTERVIEWS 177

- 10. *The Dimensions of Job Effectiveness* 179
- 11. *The Performance-Evaluation Process* 200
- 12. *The Performance-Evaluation Interview* 222
- 13. *The Career-Counseling Interview* 245
- 14. *The Problem-Employee Interview* 262

Part 4 INFORMATION-EXCHANGE INTERVIEWS 281

- 15. *Information-Getting: The Employee Survey Interview* 283
- 16. *Information-Giving: Orientation and Coaching Interviews* 302
- 17. *The Termination Interview* 317

Selected Readings 335

Name Index 339

Subject Index 345