

validity of structured interviews. Logical program content areas to be covered as part of the training are the following:

- Problems with the unstructured interview
- Advantages of the structured interview
- Development of the structured interview
- Use of note taking and elimination of rating errors
- Actual practice in conducting the structured interview

Research on whether interviewer training works is inconsistent. One review concluded that the evidence regarding the ability of training programs to reduce rating errors showed that these programs "have achieved at best mixed results."¹¹⁹ However, a more recent study revealed that an interviewer training program was effective, in no small part because it increased the degree to which a structured format was followed.¹²⁰ Given that interviewers tend not to use structured formats, this is a key advantage.

Evaluating Effectiveness

As with any assessment device, there is a constant need to learn more about the reliability, validity, and utility of the structured interview. This is particularly so because of the complexity of the interview process. Thus, evaluation of the structured interview's effectiveness should be built into the process.

Selection for Team Environments

Decades ago, when companies such as W. L. Gore and General Foods used work teams, it was news. Nowadays, of course, teams are pervasive. One of the main reasons organizations have turned to teams is that they feel teams are more flexible and responsive to changing events. They may also believe that teams operate more efficiently than individuals working alone. Alternatively, they may wish to make teamwork part of their culture as a way to democratize themselves and increase employee motivation.¹²¹

There are as many types of teams as there are configurations of individuals. However, teams can be clustered into four categories:¹²² (1) problem-solving teams, or teams where members share ideas or offer suggestions on how work processes can be improved (though they rarely have the authority to unilaterally implement any of their suggested actions), (2) self-managed work teams, where groups of typically 10–15 employees perform highly related or interdependent jobs and take on many of the responsibilities of their former supervisors, (3) cross-functional teams, or teams made up of employees from roughly the same hierarchical level but different work areas or functions, and (4) virtual teams, or teams that use computers to tie together physically dispersed members in order to achieve a common goal or work on a single project.