

people in the firm. Gerald ended up faxing his days after he talked with Ms. Monahan. Her him back and faxed him a blank job application he quickly completed and mailed back. A week went by, and Gerald finally received an interview for the following week.

### "Process" at Washington Home Builders

He knew what to expect during an interview when he had been through so many—he was prepared to go through the Washington big-time. Usually he would meet with a manager or the head of personnel for about an hour. They would ask him questions about his previous work, why he left his last job, and why he wanted to join the firm. These were routine questions that involved a discussion of salary (if they thought he was worth the job) and a job offer. Washington's interview process turned out to be far more complex.

At 9 a.m. First, before he met with anyone, he took a battery of exams and filled out a set of questionnaires. The exams included everything from basic math (which he hadn't done since his college days 10 years ago), to what seemed to be an IQ test, to questions about self-image, his honesty, and his preferred type of work he liked to do.

After having a long break for lunch, they had a meeting where HR went through the entire compensation package: a base salary plus commission, medical benefits, and a really good 401(k) plan where the firm would contribute a portion of his salary.

What he saw that afternoon seemed to set the tone for the day. Gerald had a wonderful interview with the HR Director, Sam Arden, and found Sam's direct, no-nonsense style a refreshing change of pace from the salespeople he had dealt with most of his career. After telling Gerald about the firm and the industry, Sam asked some brief standard questions about his background and sales history and what made Gerald want to become a Washington sales associate. Gerald answered these questions and was quite prepared.

Some of the questions, however, were very different from anything Gerald had experienced during an interview. He found this approach very positive and appreciated that they would tell him a little story and then ask him what he would do or say if he were the manager in the situation. No one had ever asked him about anything at his prior jobs, and he had finally found a firm that cared about the candidate and was willing to listen to him. He sailed through these scenarios with ease. Sam's tone was always very positive throughout the interview. It was 3 p.m. when Sam finally finished the session, and Gerald felt invigorated and ready to go.

Gerald was directed to a small conference room where three people who identified themselves as area managers and one person from HR asked him a series of questions about his sales approach, his work habits, and his ability to work with a sales partner. This session was repeated in another room with another three area managers and another person from personnel. Both of these sessions involved a series of follow-up questions that Gerald was happy to answer. At 5 p.m. the session ended and Sales Director Sam Arden walked in and told Gerald he would contact him in a week to let Gerald know the firm's decision. Gerald thanked Sam for the opportunity to interview for a job with Washington Home Builders and said he looked forward to hearing from them.

### The Letter

A week went by, and Gerald had not heard anything from Washington. Gerald finally called and was told that a letter was in the mail to him and he should await its arrival. Three days later, and with continued impatience at work and at home, Gerald received the destined letter. The first word he read, *congratulations*, sent Gerald into an ecstatic frenzy. He then read further. "Hmmm," mumbled Gerald, "this is not exactly what I was told." Their job offer was commission-based only, and, assuming that medical and dental packages ran about the same cost and that coverage was the same as his current job, Gerald would lose paid vacation time but perhaps gain in terms of contributions to a 401(k) plan. Gerald thought to himself, "Bummer! This is not the same great deal that I was told about during the interview process! Who sold who on the job?"

### Questions

1. If Washington Home Builders had Gerald's résumé, why would they need him to complete a blank job application, which requests much of the same information as a résumé?
2. Once they had his job application, why do you think Washington took a week to ask Gerald to come in for an interview?
3. Gerald's morning included taking a series of exams and questionnaires. What was the purpose of the exams/questions, and what legal limitations are there to testing?
4. Analyze Gerald's interviews in light of Model 6-2, "Interviewing Steps." How well did Washington follow those steps?
5. What types of questions did it seem Washington used during the interview process?
6. In reviewing Exhibit 6-1, "Steps in the Selection Process," how successful was Washington in selecting Gerald for the job? Do you have any suggestions for improvement?

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## CASE 6-2 NOT GOING TO WORK

In August 2009, Facebook took over the services of Acton, an experienced engineer who had worked at Yahoo and Apple. Microsoft had paid him \$3 billion to acquire a start-up he had cofounded, but he had rejected his job application because of proprietary, cross-platform service for smartphones and the use of the Internet for communication. Messaging, users can send each other media messages as well as location mapping features.<sup>82</sup> How successful the firm, have made such a

Back in 2009, Brian Acton was out of work for what he believed he had what it took in the industry, but his career had taken a turn though he spent years at Google many times by Twitter and the details of the interview process are as follows:

First of all, interviewing requires technical skills from the interviewer and a highly desirable set of skills and talents from the employees. It is a complex selection process in the industry. The interview process starts with a phone call from the recruiter, an application or [to] who may work for a virtual chat online, and are set to find the best fit. Well, an application is an initial in-person

In this next 45-minute chat with a coworker, [with] an area of expertise in the job and what to ask about the candidate's interests. Add about his or her background and program

If successful, a two-to-back interview is a grueling and time-consuming process. You will also be asked to present a whiteboard presentation of your knowledge in this final

## ● ● ● CASE 6-1 WHO IS DOING THE SELLING? GERALD INTERVIEWS AT WASHINGTON HOME BUILDERS

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Gerald Mahoney was working in the women's shoe department and doing the best that he could to sell a fairly expensive pair of boots to a young lady who obviously could afford to shop at a much classier store such as Nordstrom or Neiman Marcus. For some unfathomable reason, however, she decided to bestow her good graces on Macy's. After a few minutes of helping her try on several pairs of boots, Gerald was able to gently persuade Ms. Monahan to buy one of the store's most expensive boots. He rang up the sale and was complimenting himself on his persistence when out of the blue the customer said:

Why is an obviously highly talented man like you, who has just sold me a pair of shoes I probably don't need or even want, working at a place like Macy's? My name is Ms. Monahan, and I am the Director of Recruiting and Training at Washington Home Builders, and I can tell from the way that

you have handled this sale that you would make a superb home salesperson. Here's my card. Why not call me tomorrow morning, and we can arrange a time for you to come in? Our website is also on the card, so feel free to check us out and see our job listings.

Gerald thanked Ms. Monahan for her kind words and told her he certainly would call her in the morning and arrange for an appointment.

### Getting the Interview

Gerald called Ms. Monahan the next day as he had promised, and she seemed quite receptive to his call. She asked him to fax over a résumé and said that she would get back to him (or her assistant would), in order to set up an appointment for him to interview with her and some of

the key salespeople in the firm. Gerald ended up faxing his résumé three days after he talked with Ms. Monahan. Her office called him back and faxed him a blank job application, which he quickly completed and mailed back. A nerve-racking week went by, and Gerald finally received an appointment for an interview for the following week.

### The “Interview Process” at Washington Home Builders

Gerald thought he knew what to expect during an interview since he had been through so many—he was prepared to sell himself to Washington big-time. Usually he would meet with a store manager or the head of personnel for about an hour, and they would ask him questions about his previous employment, why he left his last job, and why he wanted to work for their firm. These were routine questions that inevitably led to a discussion of salary (if they thought he was qualified to do the job) and a job offer. Washington’s interview process turned out to be far more complex.

It all started at 9 a.m. First, before he met with anyone, Gerald took a battery of exams and filled out a set of questionnaires. The exams included everything from basic math questions (which he hadn’t done since his college days, nearly 30 years ago), to what seemed to be an IQ test, to questions about self-image, his honesty, and his preferences about the type of work he liked to do.

Rather than having a long break for lunch, they had a working lunch where HR went through the entire compensation package: a base salary plus commission, medical benefits, and a really good 401(k) plan where the firm contributed 5% of his salary.

His first interview that afternoon seemed to set the tone for the rest of the day. Gerald had a wonderful interview with the Sales Director, Sam Arden, and found Sam’s easygoing, laid-back style a refreshing change of pace from the usual salespeople he had dealt with most of his life. Sam, after telling Gerald about the firm and the job, asked Gerald some brief standard questions about his background and sales history and what made Gerald special enough to become a Washington sales associate. Gerald expected these questions and was quite prepared.

The next series of questions, however, were very different from anything Gerald had experienced during an interview, and he found this approach very positive and exciting. Sam would tell him a little story and then ask Gerald what he would do or say if he were the manager or sales associate in the situation. No one had ever asked Gerald’s opinion about anything at his prior jobs, and Gerald felt that he had finally found a firm that cared about what he thought and was willing to listen to him. Gerald thought he sailed through these scenarios with flying colors since Sam’s tone was always very positive throughout the interview. It was 3 p.m. when Sam finally called an end to the session, and Gerald felt invigorated and ready for more.

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