

INTERVIEW PROCESS

Many thanks for sending in your application and congratulations on getting to the second stage. At this stage, we would like to ask you to take part in a 30- minute phone interview. The attached pack of materials will provide the needed information on the project itself and the interview process; the brief output document from the launch of the 2006 results is also enclosed.

Interview Process

The interview will be in four parts and conducted entirely by telephone:

1) Background and introduction

We will review briefly the project background, structure and timeframe.

2) Questions for you:

This allows us to gauge your relevant academic and professional background and engagement in the project. Questions will briefly cover your education, language and former business exposure and experience.

3) Questions from you:

This gives you an opportunity to ask questions on the pack we sent you. Perhaps we have missed out something you wanted to know or you just require more details of the existing information- this is the time to ask.

4) Practice management interview:

In order to gauge how you would handle this type of interviewing, we will ask you to interview us in English as well as your native language, using the three questions outlined at the end of the the interview pack. The format will be as follows:

- You very briefly outline the survey to usi.e. saying something like *"Good afternoon – my name is Tom Brady and I am doing a piece of work on management practices. It would be great to have a brief conversation regarding your experiences and run through a few questions, which should take about 45 minutes..."* (We will assume for simplicity the manager agrees on the spot to run the interview, though this virtually never happens so part of the initial training will cover getting interviews with reluctant managers)
- You ask the three questions outlined on the last page of the attached pack (and have enough confidence to score the responses), - i.e. *"What happens when process problems arise?"*... We reply as the manager.... You then ask *"Could you give me an example of that?"*
- You should **score** these responses (on a one – five basis) and be prepared to tell us what score you gave and your reasoning for that mark.
- To simulate the behaviour of actual managers we may not answer the questions directly – instead, talking about other topics, giving confusing answers, asking you questions, arguing with you about what defines good management – so in general being a difficult interview candidate.

What we are looking for:

We will score you on the following broad-based categories:

- 1) Manner- How polite are you? Do you sound confident and that you know what you are talking about, and can you be firm and authoritative to secure the interview? We are looking to see that you are able to “open the door” to get the interview and hold the interviewee’s attention. You are also representing the combined universities and the supporting Governments¹ so this category is important.
- 2) Questioning ability- We look to see if you can probe enough to get to the heart of the issue. This requires intelligence to know when you have got the answer and also when to keep questioning. It also requires an ability to read between the lines and find the relevant issue.
- 3) Scoring reasoning and critical thinking – We are concerned with your level of engagement with the material and ability to gauge responses and score accordingly.
- 4) Timing and structure- There are 3 questions to be asked and scored in the 10-12 minutes; it is vital that you manage your time well.

The scoring will only be done on the part of the interview where you interview us (i.e. the latter 15 minute section of the interview). None of the preliminary questioning/ introduction will be evaluated in this way.

Rest assured that we are well aware of the fact that many candidates have not had the opportunity in the past to carry out this sort of interview. What we are looking for is not necessarily past experience, but rather the ability to illicit information in a polite, intelligent yet thorough way. The exact methodologies will be taught in the training sessions.

Other important issues

Due to the tight time scale we have for interviewing it would be great if you can take phone calls exactly when we call. Ideally please ensure you are by the telephone when we call so as to make sure that the entire process runs according to schedule.

Project Background and Overview

As mentioned above you will have a chance to ask questions during the interview. To be helpful we have also tried to run through the main details of the project below:

Team Structure

The project team will be based full-time at the London School of Economics in Holborn in Central London.

We are looking to employ a number of analysts to allow us to expand on the initial range of countries targeted. To ensure this is possible everyone on the team will need to speak fluent English so they can run interviews in the UK and the US. Further, analyst applicants applying for any other language must be native fluent.

¹ We have 16 endorsement letters from Governments, Central Banks and Employers federations across Europe and India, plus the EU and ECB. This makes it much easier to schedule interviews.

Research Rationale

Researchers from CEP-LSE, Harvard and Stanford who are working on this project believe that the management-performance relationship is a central issue in economics and business. We have secured funding and obtained many letters of endorsement from Governments, Central Banks and employers' federations because of the strong policy interest in this work. The research over this winter will aim to continue from 2006-2010 and look at the following three research topics:

1. What are the causes of consequences of different management practices? By collecting data on management practices from you will help to expand upon the first ever large- scale international management database. This is a huge research field with an endless supply of topics and questions, which this research can answer.
2. What are the causes of consequences of different organisational structures? In the survey you will also be collecting data on organisational structures of firms – for example the delegation of power from CEO's to their line managers and from them to their subordinates.
3. How well are firms in different countries managed, and how is the current economic crisis shaping their management practices?

This research is at the cutting edge of management and economics research, and is tackling issues that have never before been looked at rigorously or systematically before. Hence, we are very excited to continue this detailed work in France, Germany, Italy, Poland, UK, and US.

Dates

The survey will be a run from the 3 July 2010 until 26 September 2010 (approximate dates). You are also welcome to take up to three days leave over the project period. Some additional flexibility in the dates and holidays may be possible, but you need to raise this in advance or during the interview. All the positions are full-time.

Project Outputs

The project will generate three broad types of output to continue upon 2006-2010:

- (a) Media output from leading international business and policy press including the Economist, Financial Times, New York Times, Newsweek and Washington Post. The relevant links can be found on the WMS website:
http://worldmanagementsurvey.org/?page_id=220
- (b) Academic research – This will be aimed at a range of publication in management journals such as the Harvard Business Review and other economics journals.
- (c) Policy advice – This research has already generated strong interest from Finance and Industrial government ministries and Central Banks, and we will ensure the outputs are well targeted to this audience.

Your gains from involvement

Your role will primarily be to arrange and run telephone interviews with very senior managers in firms in a range of countries. Typically these will be plant managers in charge of 100s of workers. This is very difficult! Thus you need to be an excellent interviewer and have an understanding of manufacturing. Through this project and the training you receive throughout its duration, you should also gain:

- (a) Exposure to the latest management and economics research, including both from an academic angle and business angle
- (b) Interview and Lean management training
- (c) Strong interviewing skills and an understanding of central management practices, useful for both future consulting careers but also other areas like equity research

MBA, MSc and PhD papers and projects

You are also welcome to use part of this research for your MBA/MSc or PhD papers, dissertations and projects. There are obviously some restrictions over data confidentiality and extent of the research², but nothing that should prevent the production of a high quality project!

Our expectations from you

We want you to be enthusiastic and willing to learn. There will be initial training, regular team discussion sessions and individual training and evaluations through the project. To make the most of this training and feedback strong enthusiasm and a willingness to learn are important! We are also looking for tenacity, charm and ingenuity in obtaining interviews – the very senior managers we are targeting are tough to contact and even tougher to interview. We also hope that this will be a fun experience with a strong team atmosphere (there is a pub opposite the LSE!).

Other details

The salary will be on a per interview basis with a per interview rate of £45. We are keen to run as many interviews as possible, so there is no limit to how much you earn provided you run the interviews. People who are very enthusiastic and hard-working will be able to earn more money.

Best of luck, and I look forward to speaking with you very soon!

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² Nick Bloom must review any analyst attempts to incorporate this work into individual projects and approve each project proposal before any Management Project material may be used.