

## **Pilot Recruitment**

**Background:** An international airline intends to offer more long-distance flights in the years to come. For such flights, only pilots with years of professional experience are scheduled. As our airline does not have enough qualified personnel, new pilots are being hired.

As a rule, important decisions like this one are made by expert groups. For you, we have adopted and simplified a real decision case. On the next page is information about four pilots who have responded to the job advertisement. All of the four pilots have about the same amount of flying hours and many years of flight experience. Imagine that the information about the four pilots comes mainly from the application documents and from personal conversations you have had with the applicants and their former supervisors and colleagues.

**Task:** After all members have finished reading the instructions, begin discussions to decide who of the four pilots is the most suitable for the job. To prepare for the group discussion, you will read the information about the four pilots and rank them from 1-4 with one being your top choice and four as your last choice.

At the end, your group will be prompted for your final choice and the reasons behind it. Please have one group member respond.

**Note that on the basis of the total information available to you as a group, one of the four applicants is unambiguously the best according to expert opinion.**

- **Applicant A**

- can anticipate dangerous situations
- is able to see complex connections
- has excellent spatial vision
- has very good leadership qualities
- is sometimes not good at taking criticism
- can be unorganized
- is regarded as a show-off
- is regarded as being not open to new ideas
- is unfriendly
- eats unhealthily

- **Applicant B**

- keeps calm in a crisis
- known to be 100% reliable
- good at assessing weather conditions
- has excellent computer skills
- can be grumpy
- can be uncooperative
- has a relatively weak memory for numbers
- makes nasty remarks about his colleagues
- is regarded as arrogant
- sometimes adopts the wrong tone when communicating

- **Applicant C**

- can make correct decisions quickly
- handles stress very well
- creates a positive atmosphere with his crew
- is very conscientious
- understands complicated technology
- puts concern for others above everything
- has excellent attention skills
- has difficulty communicating ideas
- is regarded as egocentric
- is not very willing to further his education

- **Applicant D**

- responds to unexpected events adequately
- can concentrate very well
- solves problems extremely well
- takes responsibility seriously
- is regarded as arrogant
- has relatively weak leadership skills
- is regarded as a “know-it-all”
- has a hot temper
- is considered moody
- is regarded as a loner