

The Economist: How to get the lying out of hiring 经济学人：如何诚实招聘



导读：诚实招聘需企业和求职者共同努力

Hiring processes can be thought of as a battle between candour and dishonesty.

招聘过程可以被认为是坦率和狡猾之间的一场战斗。

You might imagine this is a simple fight between truth-seeking firms and self-promoting candidates, and to a certain extent it is.

你可能会认为这是寻求真相的公司和自我推销的候选人之间的一场简单的斗争，在某种程度上的确如此。

But companies themselves are prone to bend reality out of shape in ways that are self-defeating.

但企业本身往往会以弄巧成拙的方式扭曲现实。

Start with the obvious culprits: job applicants.

先从明显的罪魁祸首说起：求职者。

The point of a cv or a LinkedIn profile is to massage reality into the most appealing shape possible.

简历或LinkedIn个人资料的目的是将求职者塑造成最具吸引力的形象。

Everyone beyond a certain level of experience is a transformational leader personally responsible for generating millions in revenue;

超过一定经验水平的每个人，都是变革性的领导者，是负责创造数百万美元收入的个人；



the world economy would be about 15 times bigger than it actually is if all such claims were true.

如果所有这些说法都属实，世界经济规模将是实际规模的15倍左右。

The average Briton spends four and a half hours a day watching tv and online videos.

英国人平均每天花四个半小时看电视和在线视频。

But the average job candidate uses their spare time only for worthy purposes, like volunteering in soup kitchens or teaching orphans to code.

但普通求职者只把业余时间用于有价值的目的，比如在慈善机构做志愿者，或者教孤儿编程。

The cover letter is so open in its insincerity ("When I saw the advertisement for this job,

这封求职信是如此的不真诚（“当我看到这份工作的广告时，

I almost fainted with excitement") that people are starting not to bother with it.

我兴奋得差点晕过去”）人们开始不再为它操心了。

At the interview stage one task facing the firm's recruiters is to winkle out the truth of what a person actually contributed to a project.

在面试阶段，公司招聘人员面临的一项任务是弄清一个人对项目的实际贡献。

Those hoary questions about a candidate's weaknesses and failures are there for a reason; no one will bring them up unprompted.

那些关于候选人弱点和失败的陈词滥调是有原因的；没有人会在没有提示的情况下提出这些问题。

Cognitive and behavioural tests are useful in part because they are harder for applicants to game.

认知和行为测试之所以有用，在一定程度上是因为求职者更难控制它们。

But a tendency to stretch the truth infects companies as well as applicants.

但是，歪曲事实的倾向不仅影响应聘者，也影响公司。

The typical firm will write a job description that invariably describes the work environment as fast-paced and innovative,

典型的公司会写一份工作描述，总是描述工作环境为快节奏和创新，

and then lays out a set of improbable requirements for the "ideal candidate", someone who almost by definition does not exist.

然后对“理想候选人”提出了一系列不太可能的要求，这个人几乎从定义上讲是不存在的。

Sometimes—as when ads demand more years of experience in a programming language than that language has existed for—these requirements include an ability to go back and alter the course of history.

有时候，比如广告需要在一种编程语言上有多年的经验，而这种语言已经存在，这些要求包括能够回到过去并改变历史的进程。

Industrialised hiring processes can often reward mindless exaggeration.

工业化的招聘流程往往会奖励盲目的夸张。

Services that scan your résumé when you are making an application mark you down if your cv does not match the keywords that appear in the original job advertisement.

如果你的简历与原始招聘广告中出现的关键词不匹配，当你提出申请时，服务会扫描你的简历，并将你的简历打分。

The message is clear: to get through to the next stage, you have to contort yourself to meet corporate expectations.

信息很明确：为了进入下一阶段，你必须扭曲自己，以满足公司的期望。

Substance can matter less to recruiters than form.

对招聘者来说，实质可能不如形式重要。

One software engineer says she got a 90%-plus response rate with a spoof cv showing apparent spells at Microsoft and Instagram but also boasting,

一位软件工程师说，她得到了90%以上的回复率，因为她的恶搞简历既显示了她在微软和Instagram的明显履历，但也吹嘘道，

among other things, that she had increased team-bonding by organising the company potato-sack race and "spread Herpes std to 60% of intern team".

除了其他事情，她还组织了公司的土豆袋子比赛，并将疱疹性病传播给了60%的实习生团队，从而增强了团队的凝聚力。

References are so prone to inaccuracy that many firms have a policy of not giving them,

推荐信很容易不准确，以至于许多公司都有不给出推荐信的政策，

fearing legal action from defamed candidates or deceived employers.

害怕被诽谤的应聘者或被欺骗的雇主采取法律行动。

Too few firms offer an accurate account of what a position actually involves.

很少有公司能准确地描述一个职位的实际内容。

Tracey Franklin, the chief hr officer for Moderna, a fast-growing drugmaker—and an interviewee in this week's episode of Boss Class,



特蕾西·富兰克林是一家快速发展的制药商莫德纳的首席人力资源官，也是本周《老板班》节目的受访者。

our new podcast—is a fan of "realistic job previews" (RJPS).

我们的新播客——是《现实工作预览》(RJPS)的粉丝。

These are meant to give prospective recruits a genuine sense of the negatives and positives of the job,

这些都是为了让未来的新员工真正感受到这份工作的消极和积极方面，

as well as a clear idea of the company's corporate culture.

以及对公司企业文化的清晰认识。

One effective tactic is to lay out, in text or video, what a typical day in the role would look like.

一种有效的策略是，在文本或视频中展示角色中典型的一天是什么样子。

Such honesty can be its own reward.

这种诚实本身就是一种回报。

Research has long suggested that RJPS lead to lower turnover and higher employee satisfaction.

长期以来，研究表明，RJPS可以降低员工流失率，提高员工满意度。

A paper in 2011 by David Earnest of Towson University and his co-authors concluded that favourable perceptions of the organisation's honesty are the best explanation for why.

2011年，汤森大学的大卫·欧内斯特和他的合著者在一篇论文中得出结论，人们对该组织诚实的好感是对原因的最好解释。

The incentives on both sides of the hiring process lean naturally towards glossing reality.

招聘过程双方的激励措施自然倾向于粉饰现实。

If candidates were to give genuinely truthful answers ("I have a habit of making basic but calamitous errors"),

如果求职者要给出真正真实的答案（“我有犯基本但灾难性错误的习惯”），

many would rule themselves out of jobs.

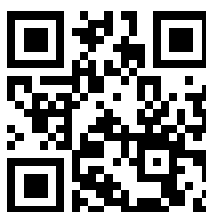
很多真实答案会把自己排除在工作之外。

And if firms were to give a warts-and-all description of themselves, many would end up deterring good applicants.

如果公司对自己进行全面的描述，许多公司最终会让优秀的申请者望而却步。

But a process designed to uncover the truth about job applicants would run a lot more smoothly if firms were also honest about themselves.

但是，如果公司也诚实地对待自己，那么旨在揭示求职者真相的过程将会顺利得多。



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