

Case Study: Eye contact



Brief description	Case study of an applicant avoiding eye contact in an interview.
Goals	<ul style="list-style-type: none">• Reflecting on different knowledge and expectations• Reflection on the significance of implicit and explicit knowledge for situation analysis
Time	Approx. 45-60 min.
Method	Culturally unspecific; Distributive/instructive
Material	<ul style="list-style-type: none">• Case study
Implementation	<p>The trainer divides the participants into small groups. They discuss the case study and answer the following guiding questions:</p> <ul style="list-style-type: none">• What implicit and explicit knowledge does the HR manager base the interview on?• What do you think might happen in a second interview in which the applicant's future manager participates in addition to the HR manager? <p>Evaluation in plenary: The participants present their results. The trainer moderates the presentation and summarises the core results.</p>
Notes	n/a
Source	Annika Schmidt / Andrea Voigt



Task

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The personnel manager is disappointed. The applicant for the advertised position seemed to have been perfect. High professional qualifications, voluntary commitment, and sufficient work experience. His references and letters of reference were also impeccable. But the interview did not go at all according to her expectations. Although he was able to answer all her questions satisfactorily, he showed little initiative and hardly asked her any questions, even after repeated requests. He also seemed to avoid her gaze. In response to her direct feedback that she was not sure if he really wanted the job, he assured her that it was his dream job. However, she remains sceptical

Read the case study and discuss the following questions:

- What implicit and explicit knowledge does the HR manager base the interview on? Give reasons for your answer.

The HR manager decides to invite the applicant to a second interview, at which she and the applicant's future manager are to be present.

- How do you think this second interview might go? Give reasons for your answer.

Source: Annika Schmidt in reference to IQ Fachstelle Interkulturelle Kompetenzentwicklung und Antidiskriminierung (ed.), Andrea Voigt, Erfolgreiche Integration von internationalen Fachkräften in KMU, Munich, 2021