

招聘心理学实操 Psychological Practice

成为卓越的面试官

Becoming an Excellent Interviewer

瑞镭激光技术（深圳）有限公司
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National registered secondary psychological counselor
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1. 前言 Foreword

RAYLASE公司十分重视HR和员工心理关爱，2015年就聘请了HR顾问兼心理专家，建立了沙盘室，把心理学用于高管团队成长建设、员工心理健康管理和招聘面试，



In RAYLASE, we attach great importance to HR and staff mental work. Since 2015, we've hired a HR consultant who is also a psychological expert. With her support, we've set up a sand play room and applied psychology to executive team growth and building, staff mental health management, EAP and recruitment interviews,

成效显著，实现了零上访、零罢工、零劳务纠纷、零法律诉讼，使企业健康发展、树立良好的社会形象。



hence achieving remarkable results. Issues or problems like employees petition, strike, labor dispute, and lawsuit have never happened ever since then, thus creating a responsible social image for RAYLASE which ensures a healthy development of the company.

2. 常用技术 Psychological Techniques

2.1 平衡轮心理测试

Balance Wheel Mental Test

2.2 应对方式量表

Coping Style Scale

2.3 价值观问卷

Values Questionnaire

2.4 提问技术

Questioning Techniques

2.5 意象对话

Image Dialogue Techniques

2.6 投射测验

Projection Test

沙盘游戏

Sand Play Test

HTP绘画

House-Tree-Person (HTP) Drawing Test

关于投射测验 Tips on projection test

自陈式问卷测验

Self-reporting questionnaire:
MMPI、EPQ、16PF、CPI



罗夏墨迹测验

The Rorschach Inkblot Test

主题统觉测验

The Thematic
Apperception Test (TAT)

The Thematic Apperception Test (TAT) is invented by Henry Murray, an American psychologist in 1935.

TAT是美国心理学家亨利·默瑞1935年发明。

The test has high cost and has no unified quantization.

专业度非常高，难掌握，测试成本高。



The Rorschach Inkblot Test is created by Rorschach, a Swiss psychiatrist.

由瑞士精神病学家罗夏创立。

It is difficult in scoring or quantifying the results .

难量化打分。

What Do You See Here?



the
RORSCHACH
inkblot test

图生创图 stock.tuchong.com

沙盘游戏 The Sand Play Test

房树人绘画 House—Tree—Person (HTP) Drawing Test

这两项技术近十年在中国被广泛运用于心理咨询、招聘面试。

The two tests have been widely used in psychological counseling and recruitment interviews in China in the past ten years.

招聘面试时我经常用沙盘和房树人测验。我会根据情况整合多种心理学技术。

I often use Sand play and HTP tests in my interviews; meanwhile I will integrate a variety of psychological techniques according to the situation.

沙盘与绘画的优势

Advantages of the previous tests

- 非结构化设置，面神、面霸无计可施。

There's nothing the proven candidates can do with the unstructured settings.

- 在自由、放松、安全的空间，应聘者防御降低，更容易呈现潜意识，使面试者发现未知的自己。

The candidate's defenses are reduced in such a free, relaxing, safe space that he/she is more likely to present his/her unconsciousness.

- 有利于发挥我们形象思维优势，启动感觉功能。

The tests can give full play to the imaginative thinking and activate the sensory functions.

- 请看以下3幅绘画：

Now please look at the following works:

梵高的画

Van Gogh's painting

1872年画商学徒时创作的树画《运河》显得颓败凋缺少生机，树干树枝枯瘦无叶，可见他当时的生存状况。

The picture CANAL Van Gogh created as an apprentice painter in 1872 seems to be so grey, gloomy and lifeless with the slender and skinny trunk and bare branches of the tree that you can't help but imagine how difficult it was for him at that time.

《运河》 1872年，海牙市当画商学徒时



一个女孩画

A drawing by a 23- year-old girl

- 画面非常小，房屋没有门窗，象征她自我评价低、缺乏自信和安全感、自我封闭、内向、退缩，不想向外界敞开自己，不愿意与人沟通，生活单调乏味。
- The house is small without doors and windows. The trunk of the tree is thin and the line-structured person has no facial expressions. All these symbolize her low self-evaluation, low self-confidence and insecurity. It implies that she is introvert, withdrawn and unwilling to contact others, which leads to her monotonous life.



There is a striking contrast compared with the left one.

一个犯人的画

A prisoner's drawing

这个男犯24岁、因抢劫伤人被判入狱。该犯性格暴躁，情绪冲动。

The 24-year-old male prisoner sentenced to 18 years for robbery and injury is irritable and impulsive in prison.

图1: 房屋破败，树木无树枝树叶树冠，人躲在房子侧，意味着其潦倒无望的现在=状。

Drawing 1 shows that the house is dilapidated where a man on his own behalf hides on the side. The tree with the half naked stump has no branches, let alone leaves implying his hopelessness.



经过心理干预引导，他后来的画有明显改观，冲动减少。

With psychological intervention guidance, the prisoner did better in his later paintings and reduced impulsivity.



3.实操案例 Practical Cases

3.1 仓管员应聘者李先生的沙盘制作特点:

Mr. Li (a fiction surname), a warehouse keeper candidate whose work on the sand table features as follows:

a. 混乱无序

disorderly and disorganized

b. 突兀、不协调

discordance and conflict

c. 防卫过当, 过度攻击 (对几个动物大动干戈)

over-defense and excessive attack on wild animals.

- 缺少现实感和整合，缺少协调性与合理性，譬如，一张餐桌，配椅子是协调匹配的，椅子上坐着人也合乎情理的，但是坐着几只猛兽呢？
- The work seems lack of reality and integration, lack of coordination and rationality, for example, a dining table with chairs are coordinated and matched, and it is reasonable for people to sit on the chairs but how you think if beasts are on the chair.







3.2 仓管员应聘者林先生(a fiction surname), 29岁。

Mr. Lin (a fiction surname), a warehouse keeper candidate with whom I had a dialogue:

a: 请问你最喜欢沙盘作品中哪个部分?

Which part of the scenes do you like best, please?

b: 这个部分 (指向人物区域) 。

(pointing to the part with people) this area.

- a: 请你描述一下这个场景。

Would you please describe this scene to me?

- b: (指着寺庙) 这是我的家, 这个是一棵树。

(pointing to the temple) Here is my house and here is a tree
(to the cartoon character).

- a: 你是说这是你的家, 请你仔细看看你的家。

You said this is your house, would you take a closer look?





b: (又看一眼后) 哦, 这是一座庙, 不好意思, 没看清楚, **我还以为**是房子呢。

(after another look)

Oh, this is a temple, sorry, I didn't see it clearly. I thought it was an ordinary house.

● a: 你说这是一棵树, 是一颗什么树?

You said this is a tree, what kind of tree is it?

b: (taking a closer look)

b: (拿起来看了看后) 哦, 原来这不是一棵树, 而是一个卡通人, 我有点马虎了。

(After picking it up and having a closer look) Oh dear, it turns out this is not a tree, but a cartoon person. I'm a bit sloppy!

● a: 以前是否有过类似的情形?

Did you make mistakes before because of similar carelessness?

b: (思考一会) 好像没有, 我很细心。

(thinking for a while) It seems not, I am very careful.

● a: 嗯, 你认为自己很细心, 不过请你再想想。

Well, you think you are very careful, but please think it over.

b: 有一次发货贴错标签。

I put the wrong label once on some shipping goods .

● a: 发货前没有复查么?

You didn't double check it before shipment?

b: **我以为是对的**, 所以没有检查。

I thought it was right, so I didn't check it again.

● a: 谢谢你的坦诚, 还有吗?

Thank you for being honest with me. Anymore?

b: 刚参加工作时, 因为我输错了数据导致设备故障。

My data input error caused an equipment failure on my first job.

为了解更多信息, 我请他画一幅房树人HTP。

I asked him to draw a HTP for further information.

画中的人有什么问题？
Do you find anything wrong
with the person in the painting?



题外话 By the way

考虑到他的其他素质，公司决定试用他。同时与该部门领导和业务相关部门沟通，对其工作实行检查核实，本部门监督跨部门监督。

Considering that he has some qualities we need, we have hired him. Meanwhile , after exchanging our views with the heads of relevant departments that his work should be inspected both by his department and other departments involved .

心理学原理 Psychological Principles

根据心理学原理，一个人在应激状态下的思维、行为模式，就是他日常惯用的模式，会影响其过去、现在和未来。

A person's thinking and behavior patterns in a state of stress might be his usual habits that influenced his past , will influence his present and future according to psychological principles.

3.3 销售助理应聘者刘小姐(a fiction surname), 26岁。

Miss. Liu, aged 26, a sales assistant candidate.

- a: (指凉亭) 请问这是什么?

(pointing to the pavilion) What's that?

b: 是我家。

That's my home.

- a: 你把凉亭视为居所而没有选择与家对应的房子, 能谈谈你的想法么?

You took the pavilion as your house instead of choosing a model house. Could you tell me what you're thinking about?



b: 我喜欢大自然, 希望与家人一起到大自然里度假。

I like nature and hope to spend a vacation in nature with my family .

● a: 我也是, 不过你似乎没有回答我的问题。

(我把问题重复一遍)

Me too, but you didn't answer my question.

(I repeated my question a second time)

b: 大自然的风景太美了, 我一定带家人去度假.....

The natural scenery is so beautiful, I will definitely go on holiday with my family.....

a: 是的, 但我仍然希望听到你的回复。

I agree with you and I still expect your reply .

b: (她依旧回避问题, 重复她的话题)

(She avoided my question by insisting on her repetition .)

- a: 你说你善解人意, 善于沟通, 又担任过学生会干部, 此刻让我感到不解的是, 你似乎一直在回避我的问题, 不知为何?

Your resume says that you are considerate and good at communication. You served as a student union leader in college. Your avoidance of my questions really puzzles me. I want to know why.

b: (沉默约一分钟) 我以前因为实话实说吃了大亏, 从此不太敢直接回答问题了。

(Silence for about a minute) I used to suffer a lot from telling the truth, and since then I've been afraid to say something directly...

她已形成了“说实话对自己有害”这样一种歪曲的认知，符合心理学意义上的创伤后应激障碍。

She has developed such a distorted perception that “Telling truth is harmful” which is psychologically consistent with post-traumatic stress disorder (PTSD).

她需要创伤辅导，认知调整，沟通培训，而这些需要时间，用人部门不想增加沟通成本，我们选择了更适合的人选。

Eventually, we chose a more suitable candidate as we couldn't offer so much time to her counseling and cognitive adjustment. Besides, the employing department couldn't afford excessive communication costs either.

沙盘解读技术

Interpretation Skills for Sand Table Works

- 整体感受

overall feelings

- 人物之间的关系

the relationship between characters

- 动态过程（沙具摆放顺序，选择时是否犹豫不决）

dynamic process of work creation---the order of micro-objects placed in the sand table, if he/she hesitated while choosing some objects

- 整合性：作品结构是整合还是分裂的，是否围绕一个主题

If the sand table work is integrated or divided, if it revolves around one theme

- 充实性：enrichment
- 动力：motivation——negative or positive
- 流畅性：fluency——fluent—organized or disorganized

4. 注意事项 Precautions

- 包括沙盘与绘画在内的心理测试只供参考。

Psychological tests including the Sand play and HTP are for reference only.

- 不可刻板地对号入座，要结合个人、文化等因素。

There are no matching seats but to combine multi factors such as personal and cultural characters. Even if the content is the same, different people will have different interpretations.

- 面试官需要具备心理学功底，经过沙盘绘画系统的专业培训。

The interviewers are required to have some psychological skills and to be trained systematically so as to have a good mastery in using the Sand play test and HTP .

- 与面试者建立良好关系，赢得对方信任。

It is necessary to establish a good relationship with the interviewees and win their trust.

谢谢!

THANK YOU!



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