Application and Optimization Strategy of Leaderless Group Evaluation Technology in College Students Recruitment

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Abstract. College student cadres are the key part of effective communication and connection between students and teachers. They are also the main force of students' self-management and play an important role in the management of students. Therefore, how to select a group of cadres with high comprehensive quality and strong organizational ability plays an important role in the smooth progress of all the work in colleges and universities. Due high reliability and validity, leaderless group discussion method is widely used in the selection of high-level talents in the recruitment process in the enterprises, and in recent years, the method also gradually was brought into the college student cadres recruitment, but the practice often cannot achieve the desired results, this study emphasizes on the analysis of Leaderless Group Evaluation Technology problems in college students the cadre recruitment, finally put forward some countermeasures to improve the effectiveness of student cadre recruitment from the discussion on the design and evaluation of the team's division, training and other aspects.

The Question Raised

After the end of World War II, the leaderless group discussion was quoted and selected in the recruitment and selection of enterprises and institutions. Leaderless Group Discussion is a measurement technique that corresponds to the collective interview of the test participants. It is forming subjects to a temporary working group (5-8 people), the subjects are not assigned to a free discussion of the role within the prescribed time frame, and the examinee's ability to organize and coordinate, leadership, analysis ability, language expression, evaluation and self-confidence, emotional stability, flexibility and other characteristics are evaluated by judges. At present, this technology has been widely used in enterprise recruitment, and it is a common method of evaluating central technology. Since the leaderless group discussion is quite difficult to implement, the demand on the subjects and evaluation is higher, and the college student cadres recruitment mainly inspects the student organization plan ability, interpersonal communication ability, teamwork ability, innovation ability, conflict solving ability, learning ability, the indexes are complicated, so when importing the technique of Leaderless Group Discussion, we should make adjustment and improvement of LGD combining with the actual situation of college student cadre selection. But the reality is that colleges and universities adopt “take-in” in selecting student leaders, ignoring the actual situation of colleges and universities, which leads to the problem of leaderless group discussions in practical application.

The Problems of Leaderless Group Discussion in College Students Recruitment

The Design of the Topic Lacks Pertinence

The success of the leaderless group discussion is from the preparation of the topic and the standard
for evaluation, many colleges and universities to recruit students cadres often in order to save time and cost, directly search reference of discussion topics the enterprise used on the Internet, but not doing scientific work analysis with recruit positions, therefore cannot design out their own topics according to the competency, a lack of specific test items. Many colleges and universities use the test questions repeatedly, and even the phenomenon of the same topics, which has many students participated in many times, and is difficult to ensure the fairness and fairness of recruitment. In addition, as the enterprise scoring standard follows the business logic of "supremacy of interest", its scoring standard naturally revolves around efficiency and other economic factors. As the cultivation of social talents for the University, the student cadre selection should focus on the sense of service, dedication, writing ability, so if only be used, will draw further apart from college student cadre selection intention.

The Division of the Team is Unscientific and the Gap between the Groups is Too Large
Division of leaderless group is usually random, team members are generally 5-8, because there are significant differences among the subjects' gender, age, educational background, past experience and other aspects, so this random division will lower equity of the evaluation. For example, a more cheerful person happens to be in a group with five introverts, so the more outgoing person has the obvious advantage, and his performance will be more outstanding. The 6 subjects are very cheerful in the group, including a cheerful person in the leaderless group discussion statement being also very active, but in the same group with other subjects' performance is more positive, this creates a contrast effect, which is one of the important factors affecting the evaluation of judgment, the final results will also affect the overall evaluation.

The Evaluation Index is Not Reasonable, and the Scoring Standard is not Uniform
Without leadership group discussion, this method has a strong subjectivity in the interview process, and whether it can be carried out effectively depends on whether the examiner can make an effective evaluation according to the evaluation criteria. The evaluation standard is based on the job requirements of the post to be recruited, and formulate the corresponding evaluation factors, evaluation standards, scoring rules and so on. The evaluation factors should be clear, but due to time or other reasons, the dimensions of evaluation in many universities is not specific, scale is relatively simple, only on the score of each dimension of the examiner judgment on the table according to their own understanding. Obviously, this evaluation method is very subjective, and different examiners have different understanding of the score dimension, which leads to the difference between the results of the assessment and the evaluation. If there are many candidates, the candidates and examiners should be divided into several groups, so the consistency of the evaluation criteria cannot be guaranteed.

There are Different Sources of Evaluators, and No Scientific Training System having been Formed
At present, when universities adopt the leaderless group discussion technology, most of the evaluation officers are senior grade student cadres, university teachers or experienced external experts. These people are considered to be of higher status and have more experience and can better observe the characteristics of candidates who are hidden in leaderless group discussions. Although these reviewers have more experience, they lack a certain understanding of the positions they are seeking and are not very familiar with the methods and techniques used. Leaderless group discussion and other interviews in different ways, the score of work is very complex, the examiner's requirements are relatively high, the examiner should not only master a lot of knowledge, but also to understand the method of observation, leaderless group discussion of the evaluation criteria, as high school students or teachers, daily work and learning very busy, do not have a lot of time to receive systematic training, which makes the evaluation results with a certain deviation.

The Evaluation Time Control is Unreasonable
Leaderless group discussion time control and schedule grasp of the student cadre recruitment has an
important influence, and a complete evaluation includes independent thinking, and personal expression, freedom discussion and elaboration, none of which is dispensable and the time is generally between 40-60 minutes. In fact, in the selection of student cadres, many colleges and universities did not strictly follow the process, and recruitment soon ended. On the one hand, it cannot guarantee the quality of the selected student cadres, but on the other hand, it will leave a feeling for the other candidates to go through the motions, thus questioning the recruitment sincerity of the university.

The Optimization Strategies of Leaderless Group Discussion Technology in the Recruitment of Student Cadres

Discuss the Preparation of the Topic and the Choice of the Site

The recruitment positions for leaderless group discussion should be analyzed before the start, clear the positions ability and qualifications, and then make appropriate topics according to the position requirement. Different topics should be compiled according to different kinds of positions, such as the position of service and management post, technical post etc.. When choosing a topic, use the principle of appropriateness, challenge, controversy and equality. At present, leaderless group discussion in our country is still in the imitation stage, there is a certain difference in the job requirements in domestic and foreign enterprises, so the design of the topic to have certain conflict and targets, which can cause controversy in the discussion, and the purpose is to let the interviewer see the candidate real behavior, to determine whether the candidate is qualified for the position. In addition, the site selection should be large enough to ensure that the selected site can accommodate all the examiners and examinees, and examiners and examinees' seats should maintain a certain distance, thereby reducing the candidate's psychological pressure and easy to observe the examiner. If conditions permit, you can prepare a video camera, the examiner can repeatedly watch videos when scoring, in order to improve the accuracy of scoring.

Pay Attention to the Group Division of the Evaluated Persons

Using leaderless group discussions can be well matched with lateral comparisons, but at the same time it is accompanied by the risk of contrast bias. If the gap between groups is strong, it is likely to have effect on the results of the recruitment process. Pay attention to the following points when you are assigned to a test group: First, whether a corresponding survey was made on the background of the participants, which is to prevent the unfairness of the group members due to the large background difference; Second, is it possible to ensure that members of the group do not know each other so as to prevent the fact that the strangeness of the discussion that will affect the authenticity of the discussion; Third, it should be avoided candidates be selected because of the overall atmosphere of the group. To optimize the candidate members of the group division to carry out effective control, we must first ensure that the team members in the examination of strange, be familiar with each other because people have formed a certain role, but strangers have no specific role relationship, which is beneficial to the natural expression of each individual in the group. Secondly, minimize the difference between groups, to ensure that the strength of the team between the level of equality, to avoid huge differences between groups resulting from talent loss, or even recruitment evaluation failure.

Strengthen the Work Analysis and Design the Scientific Evaluation Index

The job analysis should be made in the use of leaderless group discussion method to deal with the selection of personnel positions, and write out the qualifications of instructions, then according to the competency model of job description building to positions, finally set up specific evaluation index and scale, qualification of different position required for different employees. If the evaluation standard is determined according to the relevant leadership's subjective consciousness, it will lead to the lack of standards in the recruitment, causing people and post does not match, but also because there is no specific evaluation criteria, results in hiring staff work errors and respective
division of labor is not clear and a series of problems. According to the results of job analysis and recruitment requirements, develop evaluation dimensions, evaluation standards, scoring tables, etc., and the evaluation dimension should be clear and definite.

**Improve the Training Mechanism of Evaluators to Ensure the Fairness of Evaluation**

The effectiveness of the leaderless panel discussion largely depends on the level of the examiner's evaluation. Some college students in leaderless group discussion interview will select a group of senior managers who have a lot of experience, responsibility or ability to act as evaluators, but ignore the professional level in this aspects of these people. In order to improve the leaderless group discussion in an objective and fair evaluation in leaderless group discussion interview preparation, the evaluators have to undergo some systematic training, understanding each evaluation factors and evaluation standard. From the record to score to analyze the quality of process must be in strict accordance with the provisions of this evaluation. Improve the effectiveness of the implementation of the leaderless group discussion. The evaluation of the leaderless group is different from the written test, which has certain freedom in itself and will therefore appear some subjective errors, so attention should be paid to the examiner training in the evaluation, establish an effective training mechanism, improve measurement accuracy and fairness. We can train the examiners for training errors, evaluation elements, behavior observation and so on. For colleges and universities, there are few specially trained examiners, and the only examiners can't meet the standard, therefore, it need vigorously develop professional assessment institutions, so as to cultivate a professional assessment staff.

**Clarify the Scope of Application and Improve the Efficiency of Use**

The leaderless group discussion method can be used to test the ability and quality of the test members, so the enterprises that use this method are too numerous to list. In general, there are three main types of quality for valuation: One is personal traits, that is adaptability, initiative and the ability to resist compression; Two is interpersonal skills, that is language ability, communication ability, team cooperation ability; Three is cognitive ability, that is the ability to analyze and solve problems, innovation ability and so on. At present, most of our enterprises' leaderless group discussions, mainly are used in the selection of top management, and achieved certain results. In fact, the application of this method has also been recognized. There are three main situations suitable for this approach: First, management positions, including management, sales and public relations that often deal with people; Two, non management positions, the assessment of such people, is mainly to understand whether it is suitable for the company's environment; Three for candidates are numerous, mainly in the test, candidates could be positioned. Using the method of leaderless group discussion, we can find the right person for the right position and improve work efficiency.

**Conclusion**

Leaderless group discussion can be all-round observation of candidates and can be used as the evaluation tool of speech and deportment, the selection of personnel, but also can be used as a diagnostic tool for training. In the use of the leaderless group discussion method, targeted questions should be prepared according to the characteristics of students cadre posts in colleges and universities, and establish scientific and reasonable evaluation index system, strengthen the training of examiners, be good at summing up the experience, improve the evaluation technology, and improve the effectiveness of recruitment.

**References**


