

CONFIDENTIAL INTERVIEW GUIDE

Candidate Name: **JANE DOE**

Company: ABC COMPANY

Position: Customer Service Sample

Hiring Manager: Bob Jones

Phone #: -

Date: 10/26/07

File #: 354305

The material in this report is confidential. It should not be distributed or communicated in any manner to anyone other than people directly involved in the interviewing, reference checking and hiring process. This information is not to be shared with the candidate or with any unauthorized agent.

This is an interview guide, not a psychological assessment. The data provided in this guide can be quite useful for further tailoring your interviews and reference checks with this candidate. However, this should not be the sole basis for making a hiring decision. The guide should be used as another source of data and interpreted in the context of all other information you have about this candidate. This profile was developed from reliable, valid and research-based instruments, but there are clear limitations to the appropriate uses of such information. Don't make hiring decisions based on test results alone.

As you interpret the profile, pay more attention to recurring themes and broad patterns than to individual scores. Many things can affect the way a person responds to such a test battery, so don't over-interpret this material. We strongly suggest that a job analysis be conducted and that you refer to that information when structuring your own interviews and when interpreting the material in this report.

Keep in mind the exact job you are considering for the person. Friendliness and likability, for example, may be pleasant characteristics, but may not be important to success in some jobs. Use this guide as an educated guess about the person's approach to work and then use further interviews and reference checks to gather the facts to confirm or deny that guess.

A full psychological assessment including an interview and multiple tests is more appropriate for higher level management and executive positions due to their complexity.

NARRATIVE REPORT

JANE DOE

TEST TAKING APPROACH

She appears to have read the items carefully and responded consistently. She described herself in positive, socially desirable terms and tended to avoid the admission of normal human shortcomings. This suggests that she may minimize or gloss over mistakes, problems and developmental needs.

PROBLEM SOLVING

Her deductive reasoning skills are appropriately developed. Her score on a measure of verbal skills was about average for the general population. She should be able to deal with technical material. She focuses her efforts intensely on the problem before her. She is more tender-minded than her manner would suggest. While she is analytical, she can incorporate some degree of emotional or intuitive data in her approach. She is subjective in her view and may allow her emotions to distort her perceptions. She is generally open to new information. She isn't likely to show outward signs of stubbornness. She is not likely to display a great deal of creativity. She is exacting and perfectionistic in her approach. She is disciplined, but not likely to be seen as rigid. Her pragmatism is tempered by her interests in ideas.

EMOTIONAL FACTORS

She has moderate status needs, but she is not overly egocentric. She is prone to be dependent on others for direction and may be risk avoidant. Her high standards are generally balanced by patience and she rarely displays her frustrations strongly. She enjoys fast-paced environments, but she also has needs for order and predictability. She is action oriented, but relatively risk avoidant. She has little need to control others. She is highly sensitive to conformity pressures. This can inhibit her ability to take an independent stand. She appreciates private recognition for her ability to achieve results. She is motivated primarily by external factors. She is more disciplined than highly intense or driven in her approach.

NARRATIVE REPORT CONTINUED: JANE DOE

SOCIAL STYLE

She is not particularly assertive. In fact, she may be overly passive or compliant. She dislikes and avoids conflict. To keep the peace, she may be overly acquiescent. She has high standards, but she can temper them with an awareness of others' feelings and with patience. Compared to most business people she tends to be more reserved, low key and introverted. She is sensitive to social censure. Consequently, she may not share her ideas and opinions openly. Although she's likely to be quite direct in expressing herself, she can soften it when necessary. She is generally serious-minded, but can express a lighter side at times. She is an emotionally responsive person, but she usually works to control her expressions of feeling. She is not highly talkative, but when caught up in the action of the moment she is likely to express herself fully. Despite a generally calm nature, she may lack a degree of social poise.

WORK FACTORS

She resembles technical customer support people in her self-description. Her goal setting skills are not likely to be strong. She may not be efficient in setting priorities. She is rarely demanding and may be reluctant to apply pressure to get results. She may demonstrate a strong sense of urgency and a high degree of detail orientation, but she may have some difficulty prioritizing. She is likely to need a relatively high level of structure and direction and to be hesitant to take the initiative. She is a low key and cooperative team player but she may undercommunicate with peers. Her outward manner is easygoing, but she is aware of and responsive to time pressures. She is likely to be more comfortable and effective as an individual contributor, but she may be able to develop supervisory skills.

TARGETED INTERVIEW GUIDE

JANE DOE

Consider the following TIPs (Targeted Interview Probes) as you structure further interviews and/or reference checks with this candidate. The necessary first step for an effective behavioral interview is to define the requisite competencies (knowledge, skills, aptitudes and personal characteristics) for success on the job. From your initial job analysis you should have developed a targeted interviewing procedure to tap into the specific competencies demanded by the position. In addition, the following pages can help to focus on factors which may be more generic and applicable across jobs.

Interview questions should be broad and open ended giving the candidate a chance to offer relevant information over and above a simple yes or no. All questions should be job related and should focus on the specific competencies which have been outlined for this particular job and the broader generic competencies which are crucial to success in a wide range of jobs. If a question isn't relevant to the job, it shouldn't be asked. If you are unsure, get advice from your human resources department.

Soft-Heartedness. She is likely to be seen as feeling oriented, sentimental, affectionate and sensitive. Try to find out if she is overly soft-hearted and sympathetic when she needs to take a harder and more tough-minded approach. Is she too prone to try to please everyone? Can she make tough decisions regarding people? Is she prone to become overly emotionally involved with coworkers?

Are you likely to make more mistakes by being overly sympathetic or overly hard-nosed in your dealings with other people? Why do you say that? Can you provide several specific examples?

When have you realized you were being overly soft-hearted in a work environment? What did you do about the situation? What was the outcome? What did you learn about yourself from that? Any other examples?

Low Social Assertiveness. Her profile suggests that she may be non-confrontive or overly timid and restrained when she needs to take a more aggressive or forceful stance. Does she seem to be able to handle conflict effectively and to confront other people with problems where necessary? Is she prone to acquiesce too quickly? How well is she likely to operate in a tough, competitive or hostile environment?

INTERVIEW GUIDE CONTINUED: JANE DOE

Tell me about a situation at work which demanded that you take a more forceful, vocal or dominant stance. How well do you feel you performed in that situation? What was the outcome?

When you've made mistakes in the past, have they more often been due to a lack of aggressiveness or a tendency to be overly forceful and dominant? Give me some specific examples. What were the outcomes?

High Tolerance. She is likely to be seen as warm-hearted, good-natured and forgiving. Her profile suggests that she is tolerant, trusting and good-natured when dealing with people. She is likely to seek to build and maintain harmonious relationships. Try to find out if she has overly strong needs to be liked. Is she too prone to forgive others and to be overly tolerant?

How important are warm and harmonious relationships on the job for you? Tell me about any times in a work environment when you didn't have good relationships with coworkers? How did you handle the situation? What did you learn? What was the end result?

Are you likely to be overly generous and forgiving or overly hard-nosed and intolerant on the job? Please give me some specific examples.

High Technical Orientation. She had a relatively high score on a factor which is associated with strong interests in scientific and technical pursuits. She is likely to be seen as analytical, precise and methodical. While this may be an asset, it could also indicate that she doesn't spend enough time dealing with emotional data or paying attention to social situations.

Tell me about a time when you had to be less methodical and analytical. What was the end result? What did you learn about yourself?

Are you likely to make more mistakes by being precise and methodical or impulsive and seat-of-the-pants? Please give me some examples to illustrate. What were the end results?

Detail Orientation. There is evidence that she is precise, detail oriented and exacting. She is likely to be oriented towards procedure and prone to monitor things carefully. Are there any signs that she is overly perfectionist or overly dependent upon procedure? Can she pull herself away from the details enough to keep the big picture in view? If the job requires supervision, make sure that she is able to delegate effectively. Is she likely to overmanage subordinates?

INTERVIEW GUIDE CONTINUED: JANE DOE

How do you ensure that you're not being overly perfectionist or rigid when you follow procedure? Please give me some specific examples.

Tell me about a time when you had to make decisions quickly in an ambiguous environment. What was the end result? What did you learn?

High Administrative Orientation. Her results suggest that she sees herself similarly to the way people in administrative positions see themselves. Although this isn't an indication of her actual ability to handle administrative tasks, this is associated with attention to detail and following procedures and established routines. She may have trouble with ambiguity or lack of structure.

Tell me about a time when you've had to deal with an ambiguous situation at work. How did you handle the lack of structure? What was the outcome?

Are you likely to make more mistakes by focusing on administrative routine and operating in a step-by-step manner or by moving off in new directions and responding to problems on the fly? Give me some examples.

Social Reserve. She shows evidence of being somewhat inhibited in her social interactions. She may be hard to read. Are there any indications that she is shy or self-conscious to the point that it affects her abilities to communicate? Does she seem to be overly quiet, subdued or introverted? If the job requires that she communicate regularly and interact closely with people this could cause some difficulties. Try to find out how she feels about working around other people and operating in a group or teamwork setting. Is she likely to find it disruptive or threatening to be around other people when she is trying to concentrate on the job?

Tell me about a time when you've had to assume a more vocal role in a group. How did you go about getting the attention of those around you? What was the end result?

Tell me about a time when you've had to open up to other people quickly. How well do you feel you performed in that situation? What was the end result? Can you think of other examples?

