

CONFIDENTIAL INTERVIEW GUIDE

Candidate Name: **JANE DOE**

Company: ABC COMPANY

Position: Administrative Sample

Hiring Manager: Bob Jones

Phone #: -

Date: 12/12/07

File #: 356160

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 was generally consistent, but may not have understood the meanings of some of the adjectives. She may have a limited vocabulary or this may reflect carelessness. 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 well developed. Her score on a measure of verbal skills was above average for the general population. She should be able to deal with technical material. She is disciplined in her approach. This may reach the point of compulsivity at times. She needs structure and may be less effective in ambiguous settings. She may be more theoretical than practical in her approach and she is likely to enjoy exploring ideas. She has a casual manner but she is in fact quite detail oriented. She is deliberate and self-paced. She may lack a sense of urgency at times. She is exacting and perfectionistic in her approach. She is not likely to display a great deal of creativity. She focuses her efforts intensely on the problem before her. She does not routinely think in a highly flexible manner.

EMOTIONAL FACTORS

She prefers order and predictability to high levels of stimulation, variety or ambiguity in her work environment. She is highly dependable and has a strong sense of duty. She is highly sensitive to conformity pressures. This can inhibit her ability to take an independent stand. She appreciates private recognition for jobs well done. She is risk averse. She tempers her status needs with tolerance for others. She is achievement-oriented and disciplined in her approach. She can be a worrier at times, but she isn't particularly moody. Her emotions and reactions are controlled as a rule. She is typically private in expressing them. She isn't likely to show strong control needs until her goals are blocked.

NARRATIVE REPORT CONTINUED: JANE DOE

SOCIAL STYLE

She generally tempers her directness with others, but can occasionally be abrupt. She has an intolerant and judgmental streak. She is more likely to be passive aggressive than to confront conflict head on. She may not always be sensitive enough to her impact. She is not highly talkative and may undercommunicate. She expresses positive emotions readily but she's sensitive to the social acceptability of her reactions. She can temper her seriousness with some degree of humor. She is a private person. She is likely to be slow to express her ideas and opinions. She is not particularly assertive. In fact, she may be overly passive or compliant. Despite a generally calm nature, she may lack a degree of social poise. She is somewhat introverted when compared to a business population. However, she strives to be friendly and sociable.

WORK FACTORS

She is likely to need a relatively high level of structure and direction and to be hesitant to take the initiative. She is highly disciplined, organized and detail oriented, but may lack some flexibility. She resembles technical customer support people in her self-description. She may send mixed signals to others, in that she can be quite laid back at one time yet considerably more impatient and time pressured at others. She is likely to be more comfortable and effective as an individual contributor, but she may be able to develop supervisory skills. She generally tries to soften her expressions of impatience in her dealings with others. She can function as part of a team, but may be private, reserved and prone to undercommunicate. She may not routinely set clear goals for others and she may be prone to work hard rather than smart upon occasion.

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.

High Discipline. She described herself in terms which suggest that she is well disciplined and organized. Although these are typically positive characteristics they can lead to a certain amount of rigidity. Are there any signs that she is inflexible? Can she shift gears quickly in response to new or frequently changing demands? Is she prone to be overly rule-bound, procedural and deadline oriented? Can she respond in a more spontaneous manner when the environment changes?

When have you had to bend the rules to get the job done? What was the outcome?

Tell me about a time at work when you've had to cope with chaos and disorder. How did you do it? What effect did it have on you? What was the end result? What did you learn from it?

Easygoing Tendencies. She is likely to be seen as easygoing, patient and mild-mannered. She is probably a good follower and prone to accept people and situations. She may be seen as peaceable and humble. Are there signs that she is too nice for her own good? Does she have enough intensity and drive to push for results?

Are you likely to make mistakes from being overly easygoing or overly intense? Please give me some specific examples.

INTERVIEW GUIDE CONTINUED: JANE DOE

Tell me about a time when you realized someone was taking advantage of you. What did you do about the situation? Other examples?

Conformity. Her scores suggest that she sees herself as conventional, traditional and conforming. She is likely to be by-the-book, cautious and structured. Are there any behavioral indications that she is too dependent on external structure when she needs to operate in a more spontaneous and less rule-bound manner? Is she too cautious and conservative in her decisions and responses?

Have you ever had to deal with unreasonable policies or procedures? What did you do in response to them?

Tell me about a time when you had to take an unpopular or controversial stand. What was the outcome?

Individual Performer Profile. Her self-description is more similar to those of people in individual contributor roles than it is to those of people in managerial roles. Make sure she can step forward and take charge when necessary. Are there any signs that she is overly conflict avoidant, compliant or obedient? Does she have a tendency to let her needs for acceptance interfere with her ability to be tough-minded and task focused? Is she able to function as a coach or role model when this is required?

As a general rule, would you rather rely on yourself or on other people to perform a task? Give me some examples to illustrate that.

Give me some examples of times when you've had to move to the forefront and actively take charge of the situation. What were the end results?

Low Leadership Profile. Her profile is not particularly similar to those of people who get high marks by their superiors on measures of formal and informal leadership. This is sometimes associated with a laissez-faire, passive, reserved or anxious behavior pattern in a leadership role. If the job requires supervision and leadership, this is an area which should be further investigated.

Tell me about a time when you had to take an unpopular stand and had to persuade people to do things they basically didn't want to do. How effective were you in that situation? How do

INTERVIEW GUIDE CONTINUED: JANE DOE

you know? What did you learn about yourself?

Tell me about your experience in supervision or management.

Low Creative Profile. Her results suggest that she doesn't see herself similarly to the way people in roles requiring high levels of creativity perceive themselves. She doesn't describe herself in such terms as inventive, creative, wide interests and intuitive. While this is not a measure of creativity as such, there is a relationship between this factor and outside ratings of creativity. Try to find out how well she thinks outside the box. Is she overly conforming or overly distractible?

When have you had to be innovative and creative when handling a problem? What was your solution and what was the end result? What did you learn about yourself? Any other examples?

Are you likely to make more mistakes by being overly creative or overly conventional? Please give me some examples to illustrate.

Low Sympathy. She is not likely to be seen as feeling oriented, soft-hearted or sentimental. Try to find out if she is sensitive enough to other people. Does she have enough emotional warmth? Can she be supportive of people where necessary? Is she prone to be overly detached and to make tough people decisions without enough consideration?

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?

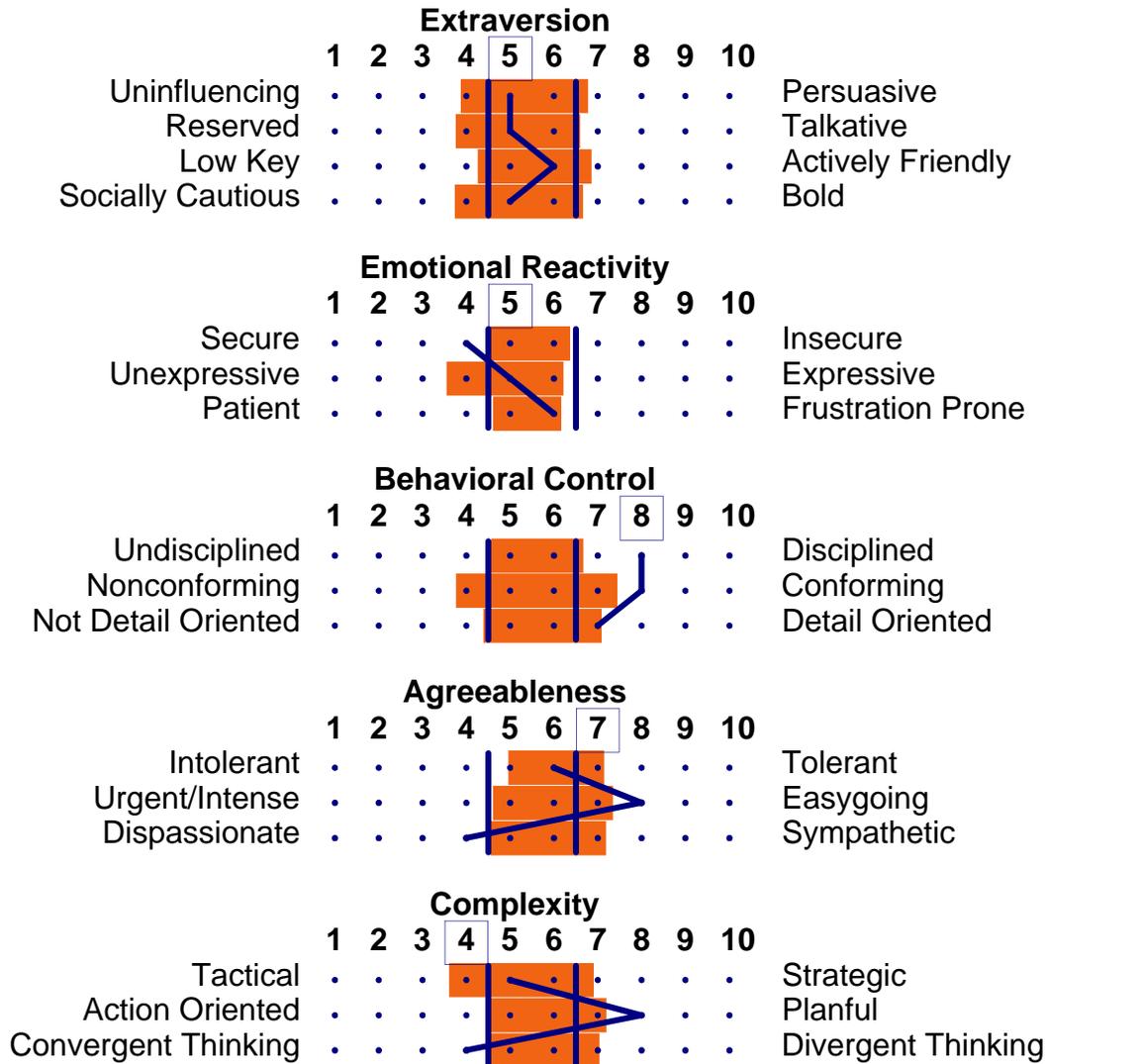
Tell me about a time when you had to make tough or difficult decisions regarding other people. What did you do? What was the end result? What did you learn about yourself from that situation?

Personality Profile*

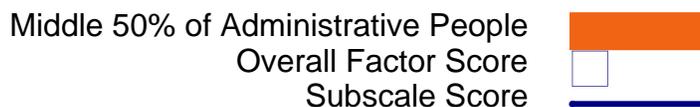
JANE DOE

LOW SCORE MEANING

HIGH SCORE MEANING



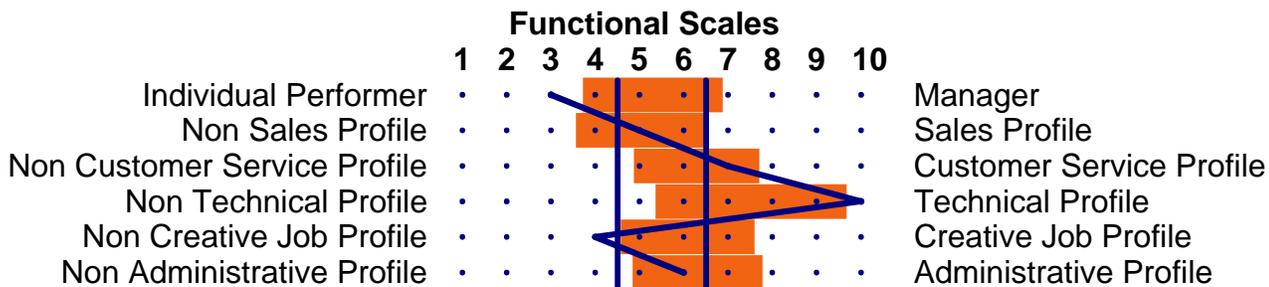
* These scores reflect general personality factors which are likely to have an influence on behavior consistently over time in a variety of settings. The particular job this individual is being considered for has been studied and the central tendencies for people in the job are indicated on the profile above.



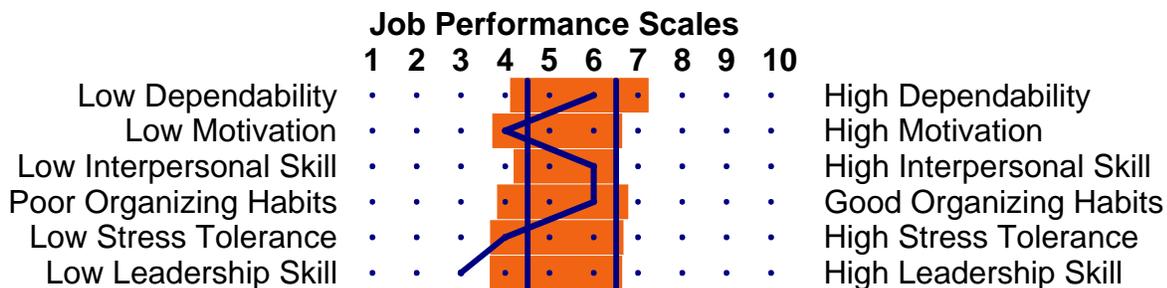
Empirical Scales

JANE DOE

The Functional Scales were developed by correlating response patterns with demographic information. These scores indicate the amount of similarity (high scores) or dissimilarity (low scores) of a person's self perceptions with those of people in different types of jobs. These scores DO NOT reflect a person's aptitude or ability to perform in such jobs. For example, people with a high score on the Sales Profile dimension see themselves the same way many salespeople see themselves. This doesn't mean that the person has the ability to sell. Also, low scores don't necessarily mean that a person won't be able to perform in that particular role. Extremely low scores do suggest, however, that the person may not have much in common with people in those roles and that he or she may not enjoy that kind of work.



The Job Performance Scales were obtained by correlating the response patterns of candidates with later on-the-job ratings of their performance in several categories. The score indicates the likelihood that this person will get a high rating on that particular measure of performance. Scores of 4 and above predict average to above average ratings. Scores of 3 or less should be investigated in further interviews and reference checks.



Shaded Area Represents Middle 50% of Administrative People

Success Factors

JANE DOE

Below are scales which are related to success in this type of job.

If a study has been done on this job at your company, the data are likely to be particularly useful.

In general, scores further to the right indicate stronger probability of success.

Always investigate extreme scores in your hiring process, even if they are in the desired direction.

