

CONFIDENTIAL INTERVIEW GUIDE

Candidate Name: **JANE DOE**

Company: ABC COMPANY

Position: General Business Sample

Hiring Manager: Bob Jones

Phone #: -

Date: 05/08/08

File #: 360841

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 presented herself in a generally positive light. While not highly defensive, she described herself in a socially desirable manner.

PROBLEM SOLVING

Her deductive reasoning skills are well developed. Her score on a measure of verbal skills was quite strong. She can be logical but she may let social factors bias her judgment at times. She should be able to deal with technical material. She has a casual manner but she is in fact quite detail oriented. She may not always apply her critical thinking skills fully enough to counterbalance an overly positive viewpoint. She is decisive about most things but she may be more laid-back about people issues. She is more planful than her manner suggests. She tends to be more tender-minded than tough-minded in her thinking but she is not markedly sentimental. She is more disciplined in her problem solving than she may be in other areas. She is strategic in her thinking and can be visionary. She has a pattern of wide interests.

EMOTIONAL FACTORS

She does not enjoy a great deal of stimulation and variety in a work environment. She is conscientious and dependable in carrying out tasks she feels are important. She is high-spirited but appropriately mature. Her needs for security are not strong. She is motivated by both internal and external factors. She is rarely introspective. She needs some recognition, but she is primarily motivated by other factors. She is likely to be sensitive to status issues only in the face of inequity. She is risk averse. She is more open and expressive with positive than negative emotions.

NARRATIVE REPORT CONTINUED: JANE DOE

SOCIAL STYLE

She is diplomatic and tactful as a rule and she may be too indirect at times. She can temper her seriousness with some degree of humor. She is likely to be socially confident and poised. She is talkative and articulate, but she generally thinks before she speaks. She is actively friendly and outgoing and strives to build harmonious relationships with others. She is spontaneous in most social environments, but she's likely to be more open with positive than negative emotions. She is direct in expressing her opinions, but is generally sensitive to her audience. She is generally open in expressing her ideas. She is more private with her feelings. She is generally tolerant of others, but she may not always be sensitive to their feelings. She does not actively create conflict, but she is not prone to shy away from it.

WORK FACTORS

She is probably overly casual and laid back. She may lack a sense of urgency and be overly prone to procrastinate. While she is capable of taking the initiative, she may not always feel the urgency to do so. She resembles technical customer support or sales people in her self-description. She is capable of integrating a high degree of detail in her plans, but may be less disciplined with administrative routine. She may be somewhat talkative and outspoken in her push for planning as a team member. She is rarely demanding and may be reluctant to apply pressure to get results, although she will voice her concerns. She is likely to be more comfortable and effective as an individual contributor, but she may be able to develop supervisory skills. While she may be slow to communicate her goals for others, she is generally effective in setting goals for herself.

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 Sociability. She is likely to be talkative, sociable and gregarious on the job. People with these characteristics are often seen as lively, chatty, witty and humorous but they also may spend too much time trying to get their social needs met on the job. Are there any indications of an inability to work effectively in a more solitary environment? Do her social needs interfere with her ability to stay focused on the task over time?

Tell me about times when you've had to work in isolation. How well do you feel you performed on those tasks?

How much social interaction do you enjoy on the job? Tell me about a time when this has caused a problem for you or for your coworkers. How did you rectify the situation?

Strategic Orientation. Try to find out if she is prone to become so absorbed in thought or intellectual complexities that she doesn't focus enough on practical, hands-on solutions. Are there any signs of intellectual aloofness or detachment? Does she tend to overanalyze problems or to be overly complex in her thinking? Does she balance her conceptual abilities with enough emphasis on practical, tactical, here-and-now concerns?

Would you describe yourself as more oriented towards practical, tangible results or more

INTERVIEW GUIDE CONTINUED: JANE DOE

prone to be focused on strategic issues? Why do you say that? Give me some examples.

Tell me about your experience with long-term strategic planning. Give me an example of when you've had to analyze complex situations and delay making decisions until you had all the necessary data at your command.

Reflectiveness. She has a pattern of results which suggests a reflective, intellectually oriented and analytical style. She is likely to be seen as methodical, precise and scholarly. Is she prone to be overly reflective or intellectual when she needs to be more practical and down-to-earth?

Tell me about a time when you realized you were spending too much time in reflection and analytical thought. What did you do about it?

Are you likely to make more mistakes from being methodical and precise or from being loose or distractible in your approach? Why do you say that? Give me some 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?

High Dependability. Her pattern of results was similar to those of people who are rated high by their supervisors on measures of dependability, conscientiousness, meeting deadlines and living up to commitments. While this is a good sign, it also may be an indication of some rigidity or inflexibility in her behavioral pattern. Try to find out if there are problems in this area.

When have you had to respond with flexibility and spontaneity when you would rather have taken a more procedural or focused approach? What was the end result? What did you learn about yourself?

Are you likely to make more mistakes from being perfectionist and focused on deadlines or visionary but loose in attending to details? Give me some examples for illustration.

INTERVIEW GUIDE CONTINUED: JANE DOE

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.

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?

When have you had to push other people for results? How easy or difficult was that to do? What was the end result? Can you think of other examples?

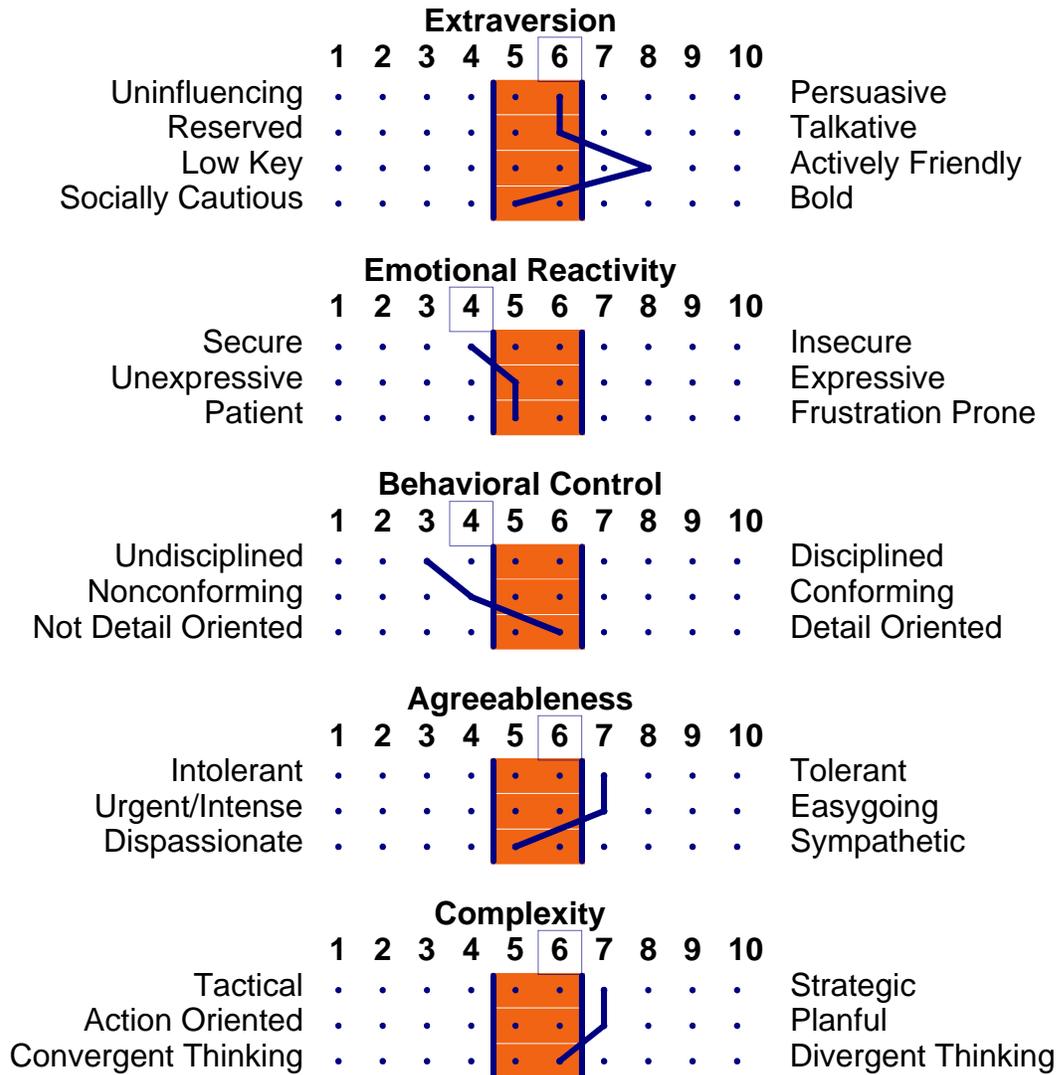
Tell me about a time when you realized someone was taking advantage of you. What did you do about the situation? Other examples?

Personality Profile*

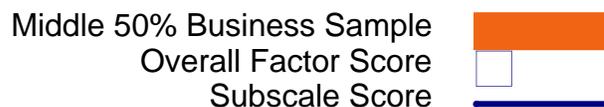
JANE DOE

LOW SCORE MEANING

HIGH SCORE MEANING



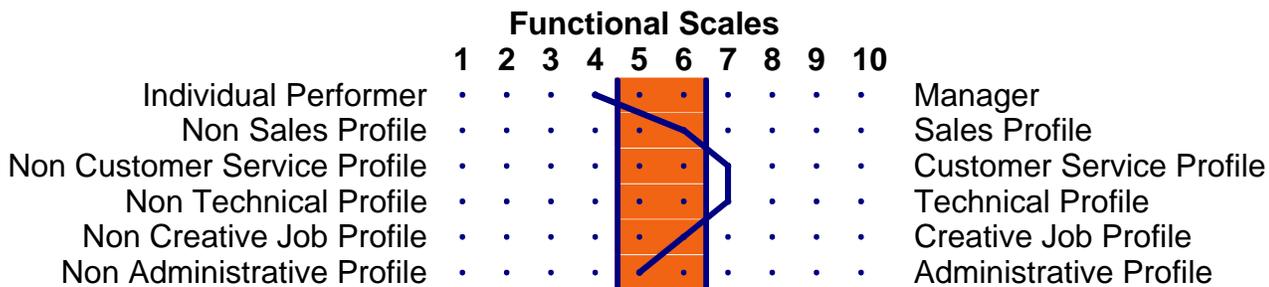
* These scores reflect general personality factors which are likely to have an influence on behavior consistently over time in a variety of settings. The particular job this individual is being considered for has been studied and the central tendencies for people in the job are indicated on the profile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

