

CONFIDENTIAL INTERVIEW GUIDE

Candidate Name: **JOHN DOE**

Company: ABC COMPANY

Position: Manager/Supervisor Sample

Hiring Manager: Bob Jones

Phone #: -

Date: 10/26/07

File #: 354306

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

JOHN DOE

TEST TAKING APPROACH

He was generally consistent, but may not have understood the meanings of some of the adjectives. He may have a limited vocabulary or this may reflect carelessness. He described himself in positive, socially desirable terms and tended to avoid the admission of normal human shortcomings. This suggests that he may gloss over and minimize problems, mistakes and developmental needs.

PROBLEM SOLVING

His deductive reasoning skills are poorly developed. His score on a measure of verbal skills was below average when compared to the general population. He should be able to deal with technical material. He has a pattern of wide interests. He is strategic in his view, but he may not be seen as highly visionary. He tempers his emotional reactions with prudence. He focuses his efforts intensely on the problem before him. He is not likely to display a great deal of creativity. A fear of mistakes and a sensitivity to conformity pressures may hinder his creativity. He is perfectionistic, exacting and faultfinding. He needs structure to help him channel his efforts most productively. He is quite conservative and at times rule bound in his approach.

EMOTIONAL FACTORS

He is motivated by both internal and external factors. While he has some security needs, he typically gets them met independently. He is not highly competitive. He is somewhat of a worrier and may brood on things at times. He has strong needs for approval and acceptance. He is highly sensitive to conformity pressures. This can inhibit his ability to take an independent stand. He may project more confidence than he feels. He is more of a worrier and more stress-prone beneath the surface than may be evident. His high standards and sense of urgency can lead him to be impatient. He enjoys fast-paced environments, but he also has needs for order and predictability. He is highly service oriented and sensitive to the needs of others.

NARRATIVE REPORT CONTINUED: JOHN DOE

SOCIAL STYLE

He strives to project poise and social confidence, but it may not come naturally to him. While he can appear quite open, he's likely to hold back more than his initial impression would suggest. He is likely to come across as extraverted, but he has a private and serious side. He tempers his assertiveness with a sensitivity to his audience. He is generally serious-minded, but can express a lighter side at times. He is an emotionally responsive person, but he usually works to control his expressions of feeling. He is not highly talkative, but when caught up in the action of the moment he is likely to express himself fully. He is generally patient and conflict avoidant. However, he is likely to show a more abrupt side when conflict can't be avoided. Although he's likely to be quite direct in expressing himself, he can soften it when necessary. Although he is patient, he shows some evidence of having an intolerant streak and he may be insensitive at times.

WORK FACTORS

His results suggest an unusual mixture of sales, customer service, technical and administrative leanings. He is likely to be a strong and effective goal setter. As a team member he may show an independent, demanding and action oriented streak, and may have little patience for process. He is likely to need a relatively high level of structure and direction and to be hesitant to take the initiative. While he can be assertive, he strives to control his more demanding side in his dealings with others. His outward manner is easygoing, but he is aware of and responsive to time pressures. He may demonstrate a strong sense of urgency and a high degree of detail orientation, but he may have some difficulty prioritizing. He is more likely to be successful as an individual contributor than as a supervisor although he may be relatively vocal or demanding.

TARGETED INTERVIEW GUIDE

JOHN 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.

Vocabulary. His score on an untimed measure of vocabulary was relatively low in comparison with general business norms. Make sure that he has the language skills and general verbal ability to perform effectively on the job under consideration. Does he seem to have a wide enough base of knowledge to be effective? Are there any indications of communication problems? If the job involves writing, get a sample of his ability to express himself on paper. Information about this particular competency can usually be gathered indirectly by observation and by analysis of test scores and academic performance better than through targeted interview probes.

How well do you communicate on paper? Can you give me a sample of your writing style?

How well did you do in English and other language related subjects? To what do you attribute your (good/average/poor) performance?

Deductive Problem Solving. He had a relatively low score on a measure of deductive reasoning. Try to find out how well he deals with complex problems and analytically demanding material if the position requires strong reasoning and problem solving aptitudes. Does he seem to be able to deal effectively with problems which lie outside the range of his experience? Does he handle technical complexities appropriately? Probe into his educational

INTERVIEW GUIDE CONTINUED: JOHN DOE

background and preparation.

I'd like to know about your educational experiences. What were your most and least difficult school subjects? Tell me about your grades. To what do you attribute your (good/average/poor) performance?

Tell me about past jobs which have required that you deal with unusual problems, unexpected complexities and tough challenges. How did you handle them? What was the end result?

High Interpersonal Skill. His profile is similar to that of people who are likely to be seen as having good interpersonal skills by their superiors. They typically build rapport easily and come across as cooperative, deferent, secure, warm and affectionate. They typically don't see themselves as suspicious, moody, moralistic or shy. Although this is obviously a positive characteristic, it can also sometimes be associated with overly developed needs for approval. Are there any indications that he defers to others too readily and/or that he works hard to get the needs of other people met when he could be paying more attention to himself? Does he have a difficult time giving negative feedback to others?

Are there any particular types of people you just can't seem to get along with? Has that ever affected you at work? Any other examples for illustration?

Tell me about a time when you had to handle rejection at work. What was the end result? What did you learn?

High Technical Orientation. He had a relatively high score on a factor which is associated with strong interests in scientific and technical pursuits. He is likely to be seen as analytical, precise and methodical. While this may be an asset, it could also indicate that he 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?

Do you typically prefer to deal with technical/scientific problems or with problems involving people and emotions? Please give me some examples.

Strategic Orientation. Try to find out if he is prone to become so absorbed in thought or intellectual complexities that he doesn't focus enough on practical, hands-on solutions. Are there any signs of intellectual aloofness or detachment? Does he tend to overanalyze

INTERVIEW GUIDE CONTINUED: JOHN DOE

problems or to be overly complex in his thinking? Does he balance his conceptual abilities with enough emphasis on practical, tactical, here-and-now concerns?

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.

Tell me about a time when you pushed for results before you had enough information. What was the end result? What did you do about it? What did you learn about yourself?

Persuasiveness. He sees himself as highly persuasive. While this is often a positive in a sales role, it could work against him if he doesn't know when to back off. Are there any signs that he oversells? Does he try too hard to win his points? Does he seem to monitor his impact on his audience effectively?

What signs do you look for to tell you when to back away when you're trying to convince or persuade someone? When have you overstepped your boundaries? What was the end result?

When have you oversold yourself or your ideas? How did you fix the situation? Can you give me some other examples?

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

Are you likely to make a mistake by being more quiet and reserved or more outgoing and uninhibited? Please give me some specific examples.

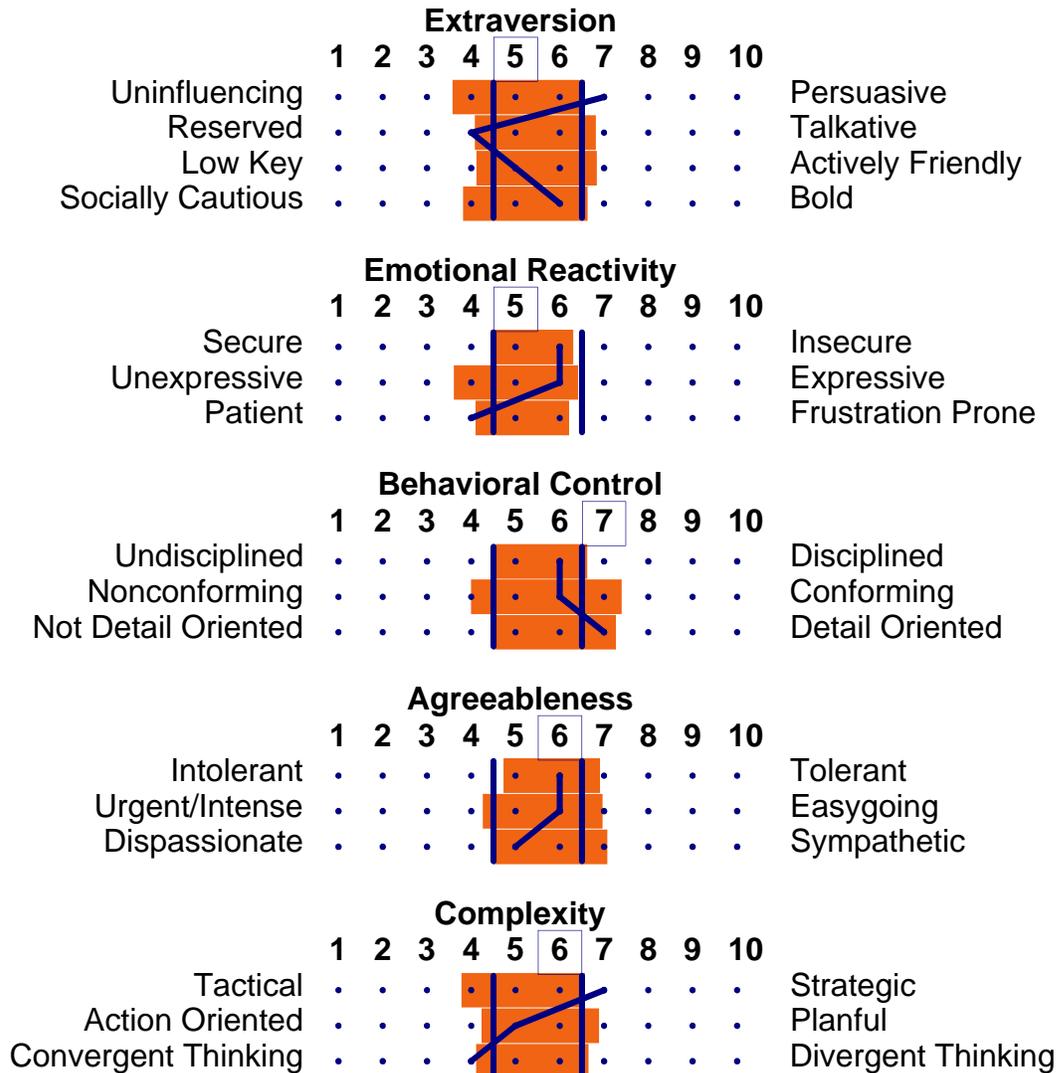
Tell me about a time when you've had to open up to other people quickly. How well do you feel you performed in that situation? What was the end result? Can you think of other examples?

Personality Profile*

JOHN 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.

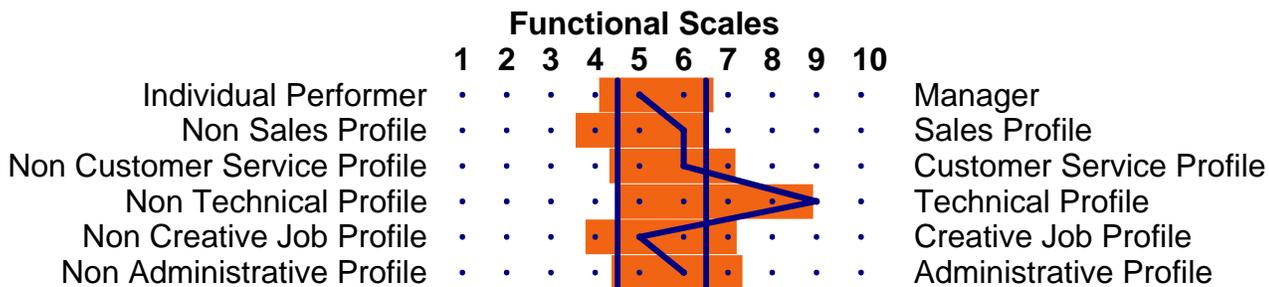
Middle 50% of Front Line Supervisors
 Overall Factor Score
 Subscale Score



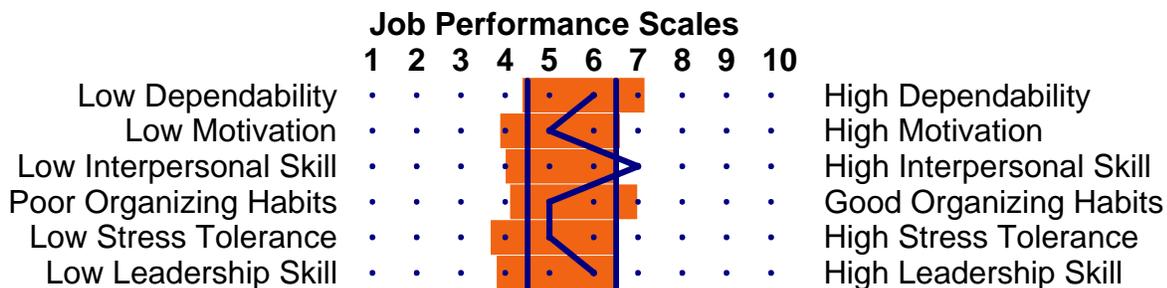
Empirical Scales

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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 Front Line Supervisors

Success Factors

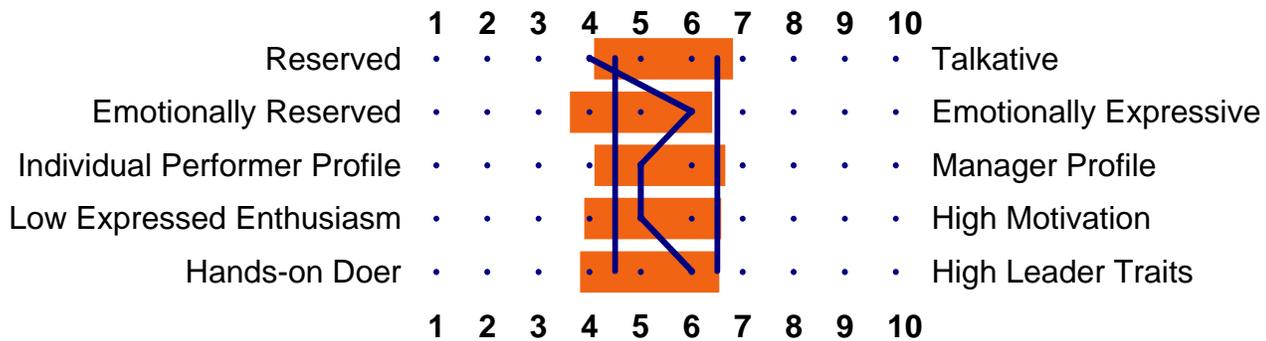
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Below are scales which are related to success in this type of job.

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.



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