

CONFIDENTIAL INTERVIEW GUIDE

Candidate Name: **JOHN DOE**

Company: ABC COMPANY

Position: Sales Sample

Hiring Manager: Bob Jones

Phone #: -

Date: 12/11/07

File #: 356119

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 appears to have read the items carefully and responded consistently. He presented himself in a generally positive light. While not highly defensive, he described himself in a socially desirable manner.

PROBLEM SOLVING

His deductive reasoning skills are appropriately developed. His score on a measure of verbal skills was about average for the general population. He is rarely bound by convention or rules. He is capable of focusing his efforts. However, he can also be distracted by social issues. He is decisive about most things but he may be more laid-back about people issues. He may be impetuous and a bit imprudent upon occasion. He typically relies more on discipline than on creativity. He enjoys opportunities to think outside the box but he doesn't always have enough of a strategic view. He tends to develop interests that are wide rather than deep. He is prone to be impulsive or overly expedient at times. He is generally analytical, but he can be more intuitive in social situations. He is prone to rely more on energy than on discipline.

EMOTIONAL FACTORS

He is emotionally open, expressive and relatively easy to read. He is conforming in his behavior, but he may become more free-thinking in an accepting environment. He is motivated primarily by external factors. He has moderate needs for approval. He needs regular recognition and signs of appreciation to be satisfied. He is a highly independent person who typically sets his own direction. He tempers his strong control needs with an easygoing approach. He enjoys fast-paced environments, but he also has needs for order and predictability. He is an impatient and temper-prone person. He tends not to soften his expressions of frustration. He can be a worrier at times, but he isn't particularly moody.

NARRATIVE REPORT CONTINUED: JOHN DOE

SOCIAL STYLE

He is open with his ideas and reactions, but he may temper them in less accepting environments. He is markedly extraverted, even when compared to a business population. He is likely to be personable and persuasive in his interactions with others. His social style is generally lighthearted, but he can be more serious when he is focused on a task. He is a very talkative person and may ramble or otherwise overcommunicate. He is generally spontaneous and expressive, but he is likely to feel a need to fit in and to conform. This may temper his expressions in more formal settings. He generally tempers his directness with others, but can occasionally be abrupt. He is a markedly assertive and outspoken person. He probably demonstrates social confidence and poise, but he may lack a degree of polish in unfamiliar environments. He is more likely to be passive aggressive than to confront conflict head on. He may not always be sensitive enough to his impact. He has an intolerant and judgmental streak.

WORK FACTORS

He strives to manage his impatient and demanding side in dealing with others as a rule, but it typically is apparent to others. His willingness to take the initiative may be limited by his mistake avoidant and laid back approach. His self-description was similar to those of people in a variety of sales and sales-related positions. He is likely to be more comfortable and effective as an individual contributor, but he may be able to develop supervisory skills. He may send mixed signals to others, in that he can be quite laid back at one time yet considerably more impatient and time pressured at others. He may be prone to apply social pressure to peers to force action from the group. He may demonstrate a strong sense of urgency and a high degree of detail orientation, but he may have some difficulty prioritizing. He readily sets goals for himself and others, but may not fully think them through. This can result in some inefficiency.

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.

Social Expressiveness. He sees himself as socially uninhibited and communicative. This is likely to be an asset if the job requires close interaction and communication with other people. However, it can also be a sign of difficulties working in isolation and it could also indicate a relative lack of political astuteness. Are there any indications that his tendencies to be uninhibited interfere with his ability to work in a more socially reserved and introspective manner when necessary? Does he have enough restraint to be effective in the position under consideration?

Tell me about a time when you've put your foot in your mouth. What did you do to recover?
Give me some other examples of social faux pas on the job.

When have you had to work alone and operate in a job which afforded little or no contact with other people? How well did you perform? Can you think of other examples?

High Creative Profile. His results suggest that he sees himself similarly to the way people in creative roles see themselves. This isn't a direct measure of creativity, but he describes himself in such terms as inventive, creative, wide interests, intuitive, etc. People with similar profiles are not likely to be seen as apathetic, conforming or subdued. They sometimes run the risk of trying to reinvent the wheel and of failing to pay enough attention to routine and

INTERVIEW GUIDE CONTINUED: JOHN DOE

detail.

Tell me about an especially creative solution you've come up with in response to a work-related problem. What was the outcome? Any other examples?

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

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

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

Are you likely to make more mistakes by being overly detail oriented or overly broad brush? Give me some examples to illustrate.

Expansive/Divergent Thinking. He sees himself as imaginative, creative and inventive. He is likely to be relatively free-thinking, visionary and resourceful. Are there any indications that he is overly intuitive and big picture oriented when he needs to be more practical, focused and convergent? Is he likely to be so curious and inventive that he loses sight of practical realities?

Are you likely to make more mistakes by being overly resourceful and innovative or overly practical, traditional and pragmatic? Why do you say that? Give me some specific examples.

Would you say that you are more imaginative and visionary or more practical and focused? Why do you say that? Give me some specific examples.

Easygoing Tendencies. He is likely to be seen as easygoing, patient and mild-mannered. He is probably a good follower and prone to accept people and situations. He may be seen as peaceable and humble. Are there signs that he is too nice for his own good? Does he 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: JOHN DOE

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?

Individual Performer Profile. His 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 he can step forward and take charge when necessary. Are there any signs that he is overly conflict avoidant, compliant or obedient? Does he have a tendency to let his needs for acceptance interfere with his ability to be tough-minded and task focused? Is he 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 Administrative Orientation. He does not see himself as similar to people who function primarily in administrative jobs. Although this isn't an indication of his actual ability to handle administrative tasks, this is sometimes associated with a lack of focus on details and routine. Try to find out how well he operates with structure and how well he takes care of details.

Are you likely to make more mistakes by being conservative and by-the-numbers or by being overly spontaneous? Give me some examples for illustration.

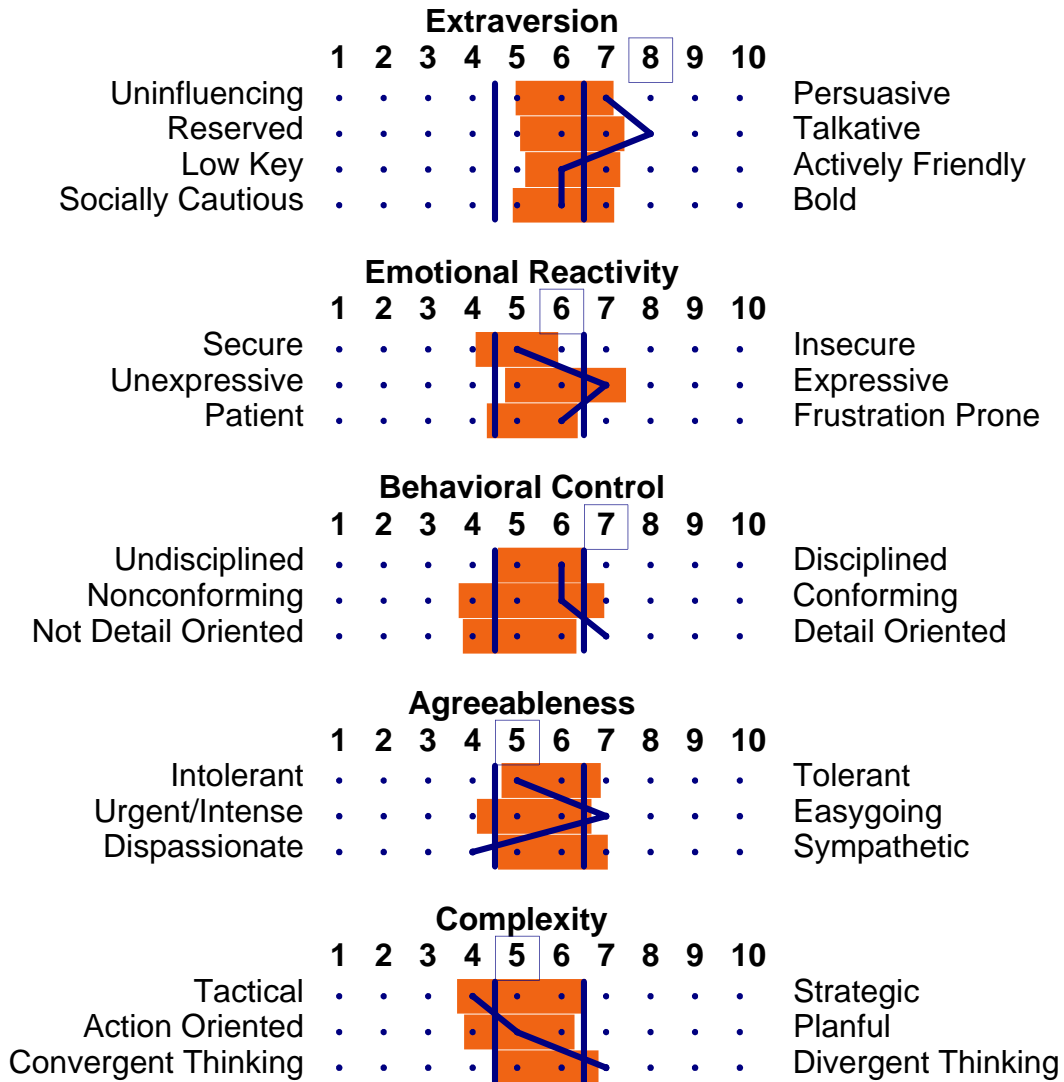
Are you likely to make more mistakes by focusing on administrative routine and operating in a step-by-step manner or by moving off in new directions and responding to problems on the fly? Give me some examples.

Personality Profile*




JOHN DOE

LOW SCORE MEANING

HIGH SCORE MEANING



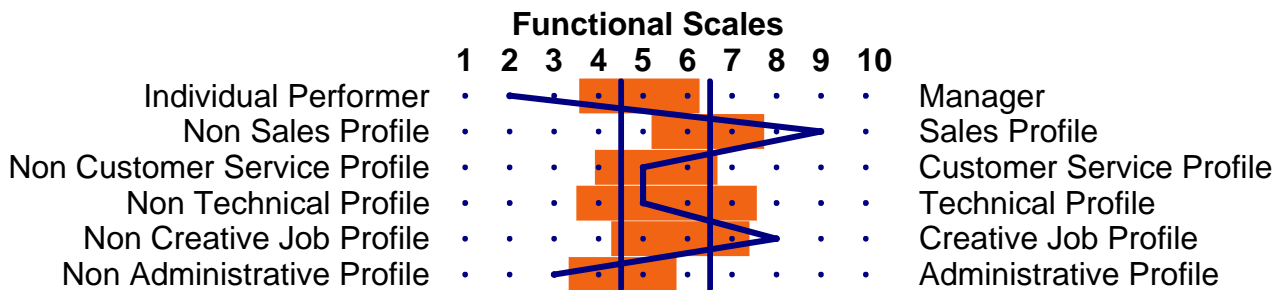
* These scores reflect general personality factors which are likely to have an influence on behavior consistently over time in a variety of settings. The particular job this individual is being considered for has been studied and the central tendencies for people in the job are indicated on the profile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

Middle 50% of Sales People 
 Overall Factor Score 
 Subscale Score 

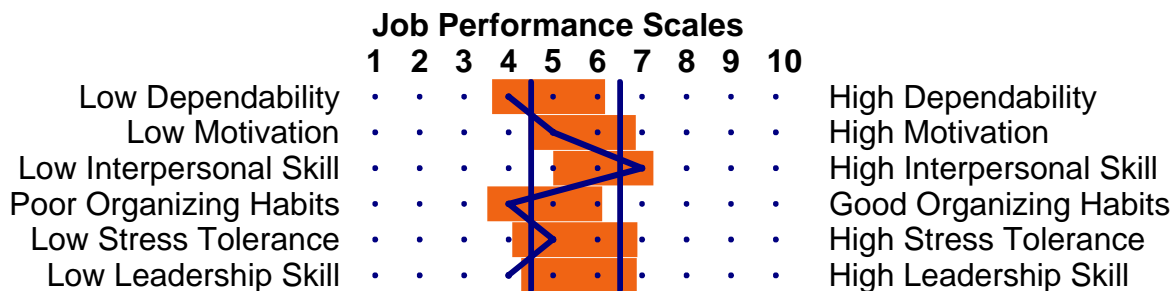
Empirical Scales

JOHN 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 Sales People

Success Factors

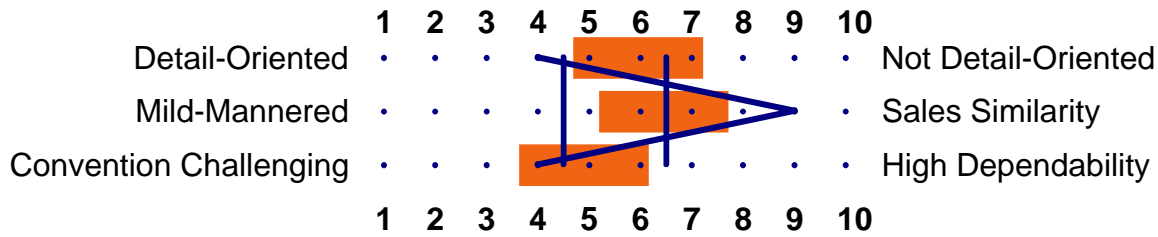
JOHN DOE

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.



Shaded Area Represents Middle 50% of Sales People