

## CONFIDENTIAL INTERVIEW GUIDE

Candidate Name: **JOHN DOE**

Company: ABC COMPANY

Position: Technical Sample

Hiring Manager: Bob Jones

Phone #: -

Date: 05/08/08

File #: 360840

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 very 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 well developed. His score on a measure of verbal skills was about average for the general population. He is deliberate and self-paced. He may lack a sense of urgency at times. He needs structure and may be less effective in ambiguous settings. He strives to consider a variety of options but he can have an overly narrow view at times. He may be more theoretical than practical in his approach and he is likely to enjoy exploring ideas. He has a casual manner but he is in fact quite detail oriented. He is more disciplined in his problem solving than he may be in other areas. He is more black or white about people than he is in other areas. He is uncritical and he may be overly optimistic in accepting things at face value. It may not occur to him to experiment and explore alternative approaches. He is technically oriented in his approach.

## EMOTIONAL FACTORS

He is highly dependable and has a strong sense of duty. He is more open and expressive with positive than negative emotions. He is risk averse. Recognition is important to him, especially concerning performance which exceeds expectations. Although he may not show strong needs for approval, he is sensitive to rejection. He is competitive when he feels challenged. He can be a worrier at times, but he isn't particularly moody. He is rarely introspective. He does not enjoy a great deal of stimulation and variety. He is motivated primarily by external factors.

## NARRATIVE REPORT CONTINUED: JOHN DOE

### SOCIAL STYLE

He can temper his seriousness with some degree of humor. Despite a generally calm nature, he may lack a degree of social poise. He will speak up when he sees the need, but he typically thinks before he does so. He is diplomatic and tactful as a rule and he may be too indirect at times. He is sensitive to social censure and may not express his emotions and opinions openly. He is a friendly, talkative and moderately outgoing person compared to other business people, but he is not likely to be highly directive or persuasive. He expresses positive emotions readily but he's sensitive to the social acceptability of his reactions. He is generally patient and conflict avoidant. However, he is likely to show a more abrupt side when conflict can't be avoided. He is direct and at times outspoken when he asserts himself. He is generally tolerant of others, but he may not always be sensitive to their feelings.

### WORK FACTORS

He is likely to be more effective as an individual contributor currently, but he may be able to take an informal leadership role in his peer group. He may be somewhat outspoken in his push for planning as a team member. He is likely to need a relatively high level of structure and direction and to be hesitant to take the initiative. He is likely to demonstrate strong planning and organizing skills in areas he feels are important. He is probably overly casual and laid back. He may lack a sense of urgency and be overly prone to procrastinate. He is rarely demanding and may be reluctant to apply pressure to get results, although he will voice his concerns. He resembles technical customer support people in his self-perceptions. He may not routinely set clear goals for others and he may be prone to work hard rather than smart upon occasion.

# 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.

**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?

Tell me about a time when you had to be hard-nosed and tough-minded when dealing with other people. What effect did that have on you? What were the end results? Can you provide other examples?

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

**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

## INTERVIEW GUIDE CONTINUED: JOHN DOE

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 effectively do you feel you communicate? Why do you say that? Give me some examples for illustration.

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

Flat Profile. His pattern of responding to the self-descriptive items was generally middle-of-the-road. As such, he showed no particular peaks or valleys on any of the personality dimensions or empirical scales. Try to find out if this is an indication of a conscious effort to manage the image he is trying to project in the interview. This pattern is sometimes the result of an overly controlled and cautious manner of responding to the testing and interview situation. Try to find out how well he knows himself. Is he aware of his primary assets and liabilities? Can he admit mistakes, shortcomings or problems? How well does he seem to know and accept himself?

What have been your greatest work-related achievements?

**Tell me about your recent performance reviews.** What suggestions did previous bosses have for improvement?

What are your greatest assets as they relate to your ability to perform your work effectively?

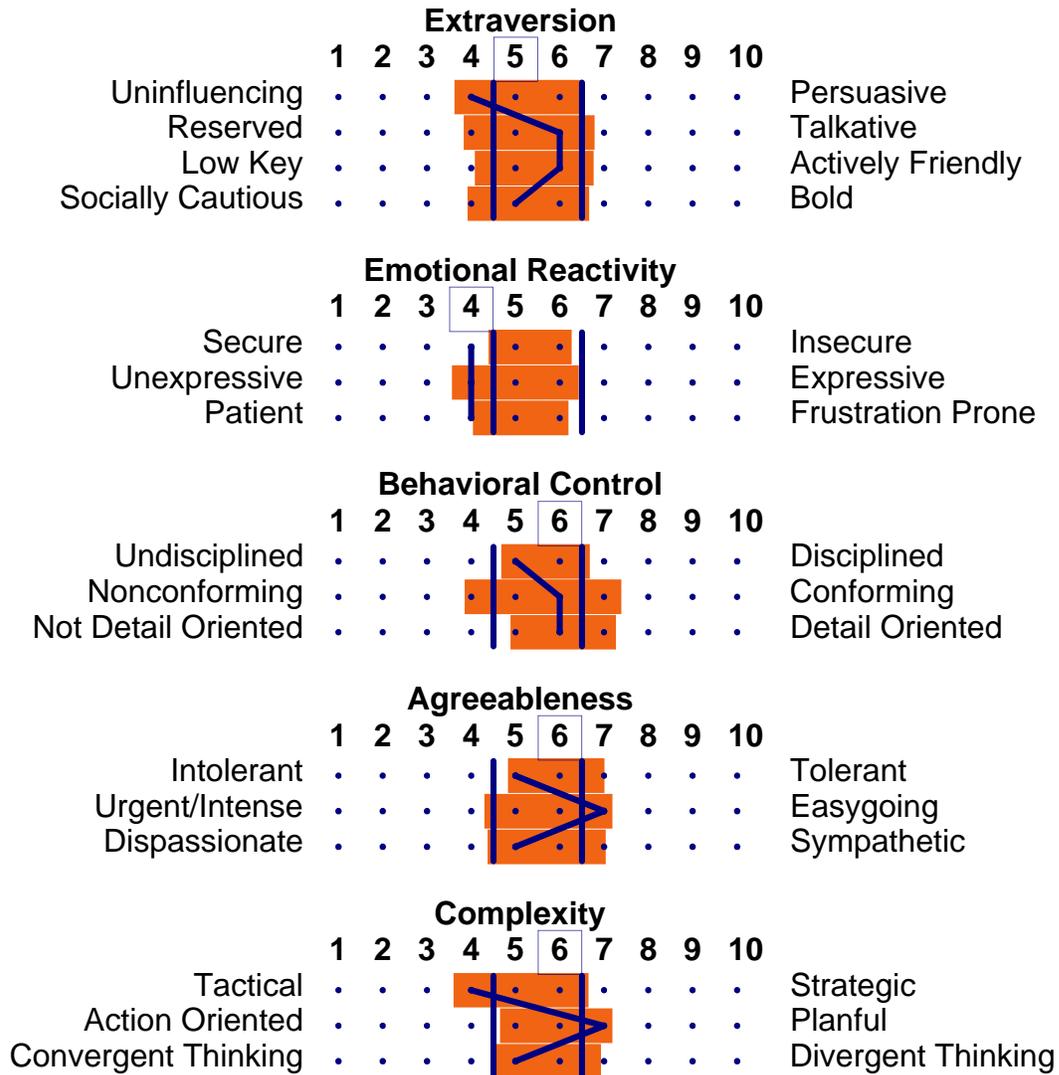
What are your biggest shortcomings and liabilities as far as they relate to your ability to perform your work effectively?

# Personality Profile\*

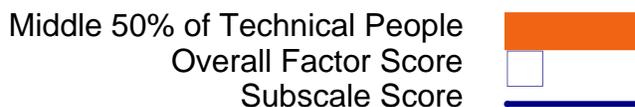
JOHN DOE

LOW SCORE MEANING

HIGH SCORE MEANING



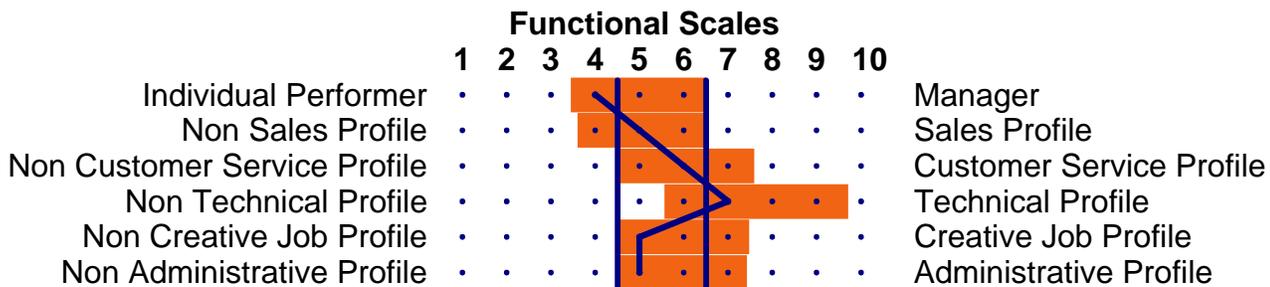
\* These scores reflect general personality factors which are likely to have an influence on behavior consistently over time in a variety of settings. The particular job this individual is being considered for has been studied and the central tendencies for people in the job are indicated on the profile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



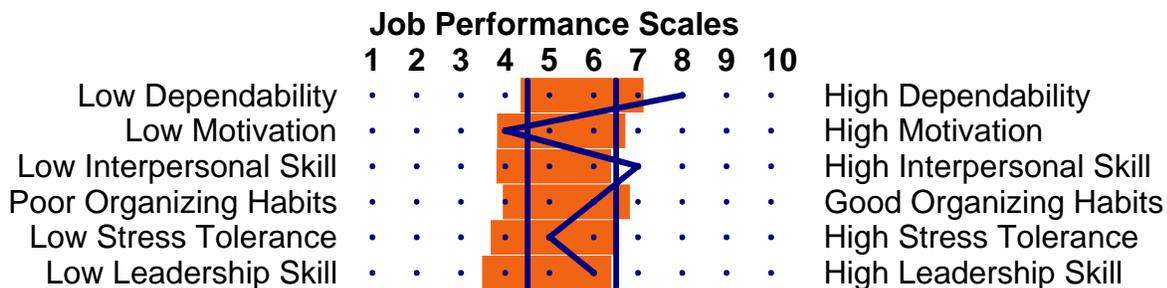
# Empirical Scales

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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 Technical People

## Success Factors

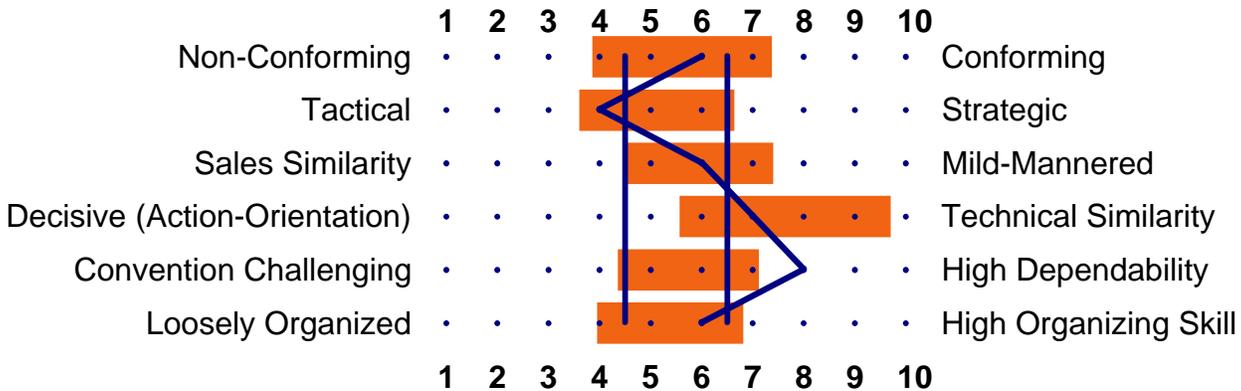
JOHN DOE

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.



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