

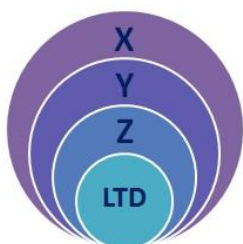


*Professionally Developed
and Validated Assessment Systems*

Interview Guide

Candidate Name	AMY ALLEN
Remote/In-House	Remote Candidate
Company	XYZ, Limited
Position	Administrative Assistant
Hiring Manager	John Jones
Phone #	999-999-9999
Date	November 5, 2019
File #	19110020lp

Created for:



This information is confidential. It should not be distributed or communicated to anyone other than people directly involved in the interviewing, reference checking and hiring process.

This **Interview Guide** is based on Ms. Allen's responses to the items on the eTest® personality inventory, an assessment instrument intended specifically for use in business organizations. It was developed and validated by licensed psychologists. It is used to help organizations select the right people for a wide range of jobs, and to help people realize their full potential by providing useful feedback for growth and positive behavior change.

This report was computer-generated and should be used in conjunction with other relevant information. It is based on natural personality traits which are relatively stable over time, and which influence behavior consistently in a wide range of situations. It can be useful for further tailoring your interviews and reference checks with this candidate. However, it should not be the sole basis for making the hiring decision. This profile was developed from a reliable, valid and research-based instrument, but there are limitations to the use of such data. That is, don't make hiring results based on test results alone.

Narrative Report. These paragraphs are constructed from the personality factors and predictive scales. The algorithm basically asks itself “what would a psychologist say about a person with this profile?” To answer the question, it accesses a database of information from several thousand psychological assessment reports on people in a wide range of organizations and functional areas. The individual paragraphs are created sentence by sentence, in order of probability of occurrence. There is no check for contradiction or inconsistency, so some of these paragraphs may offer conflicting descriptive data. The idea here is to cast a wide net, rather than to present a definitive psychological assessment.

Targeted Interview Guide. This section offers suggestions for interview questions based on test results.

Personality Profile. These scales present scores on the five primary personality factors and the sub-scales associated with each factor.

Empirical Scales. These scales were derived by correlating real world job function and performance data with the personality profile results.

- **Job Function Scales** indicate the person’s similarity (in terms of personality, not aptitude) to people in six job functions.
- **Job Performance Scales** provide a prediction of the person’s performance in six areas.

Success Factors. The Success Factors section presents the profile of scores on the scales that are related to success in the type of job under consideration.

Note: The Success Factors page is not presented in the results for the General Business Population profile (when "Other" is selected as the job type).

Job Fit Comparison. The Job Fit Comparison page only appears in cases where there has been a validation study and the specific scales related to success have been identified. It indicates the goodness of fit between the person's profile and that of people who are most successful in the position.

TEST TAKING APPROACH

She appears to have read the items carefully and responded consistently. 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 score on a measure of deductive reasoning was quite strong. Her score on a measure of verbal skills was quite strong. She should be able to deal with technical material. She is tender-minded in her approach. She can be logical but she may let social factors bias her judgment at times. She needs a minimum amount of structure. She is subjective in her view and may allow her emotions to distort her perceptions. She sees many shades of gray, but she may display her impatience by becoming more categorical. She has a low tolerance for ambiguity, tending to find it stressful and dissatisfying. Her decisiveness is variable. While she can think critically, she is prone to accept conventional assumptions and conclusions. She may express her opinions impatiently but she is more open in relaxed situations.

EMOTIONAL FACTORS

She has moderate status needs, but she is not overly egocentric. Although her behavior may suggest some immaturity, she is generally accepting of differences in people. She isn't likely to show strong control needs until her goals are blocked. She is risk averse. She is motivated by both internal and external factors. She is highly sensitive to conformity pressures. This can inhibit her ability to take an independent stand. She is prone to be dependent on others for direction and may be risk-avoidant. Her impatience can occasionally overshadow her service orientation. She channels her competitiveness productively. While she has some security needs, she typically gets them met independently.

SOCIAL STYLE

She is not particularly assertive. In fact, she may be overly passive or compliant. She generally tempers her directness with others, but can occasionally be abrupt. She is more likely to be passive aggressive than confrontive when dealing with conflict. Her social style is generally lighthearted, but she can be more serious when she is focused on a task. She is by nature an expressive person, but in formal settings she's inclined to exercise emotional control. She has a tendency to be intolerant and judgmental. However, she can temper it with sensitivity to others' feelings. She is somewhat introverted when compared to a business population. However, she strives to be friendly and sociable. She may try too hard to project social confidence and may lack a degree of poise as a result. She is sensitive to social censure. Consequently, she may not share her ideas and opinions openly. She is not highly talkative and may undercommunicate.

WORK FACTORS

She resembles technical customer support people in her self-description. She understands big-picture issues, but may not translate them into specific goals. She is likely to need a relatively high level of structure and direction and to be hesitant to take the initiative. 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 highly disciplined, organized and detail oriented, but may lack some flexibility. She generally tries to soften her expressions of impatience in her dealings with others. She is more likely to be successful as an individual contributor than as a supervisor. She is relatively private and may be more the loner than the team-oriented person.

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 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?

Tell me about work situations where you had to set limits on other people and take a hard-line stance. What was the end result? Other 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?

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

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?

How do you know when you're talking too much? How well do you feel you're able to monitor your impact on coworkers? Can you think of any examples when you've realized you're being overly outgoing, gregarious or sociable on the job? What did you do about it?

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?

High Administrative Skill. She had a high score on a dimension which indicates similarity with people who typically get high ratings from their supervisors on administrative, organizational and planning skill. This is typically positive although people with this pattern are sometimes insecure, perfectionistic and stress-prone due to their tendency to take things too seriously. Are there any indications of problems in this area?

Are you likely to make more mistakes by being too highly organized and planful or by being too loose and broad-brush as you handle administrative duties? Give me some examples of when that has worked against you. What did you do about it?

Have you ever found yourself becoming overly serious or stress-prone in your efforts to keep organized and to stay on top of administrative detail? How did you handle the situation? What was the end result? What did you learn about yourself?

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?

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

Tell me about your experience in jobs typically associated with creativity (e.g., marketing, PR, advertising, etc.). How much did you enjoy them? How effective do you think you were? Why do you say that? Other examples?

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?

If you make a mistake is it more likely to be due to overanalyzing or underanalyzing a complex situation? Give me some examples to illustrate why you say that.

Would you describe yourself as more oriented towards practical, tangible results or more prone to be focused on strategic issues? Why do you say that? Give me some examples.

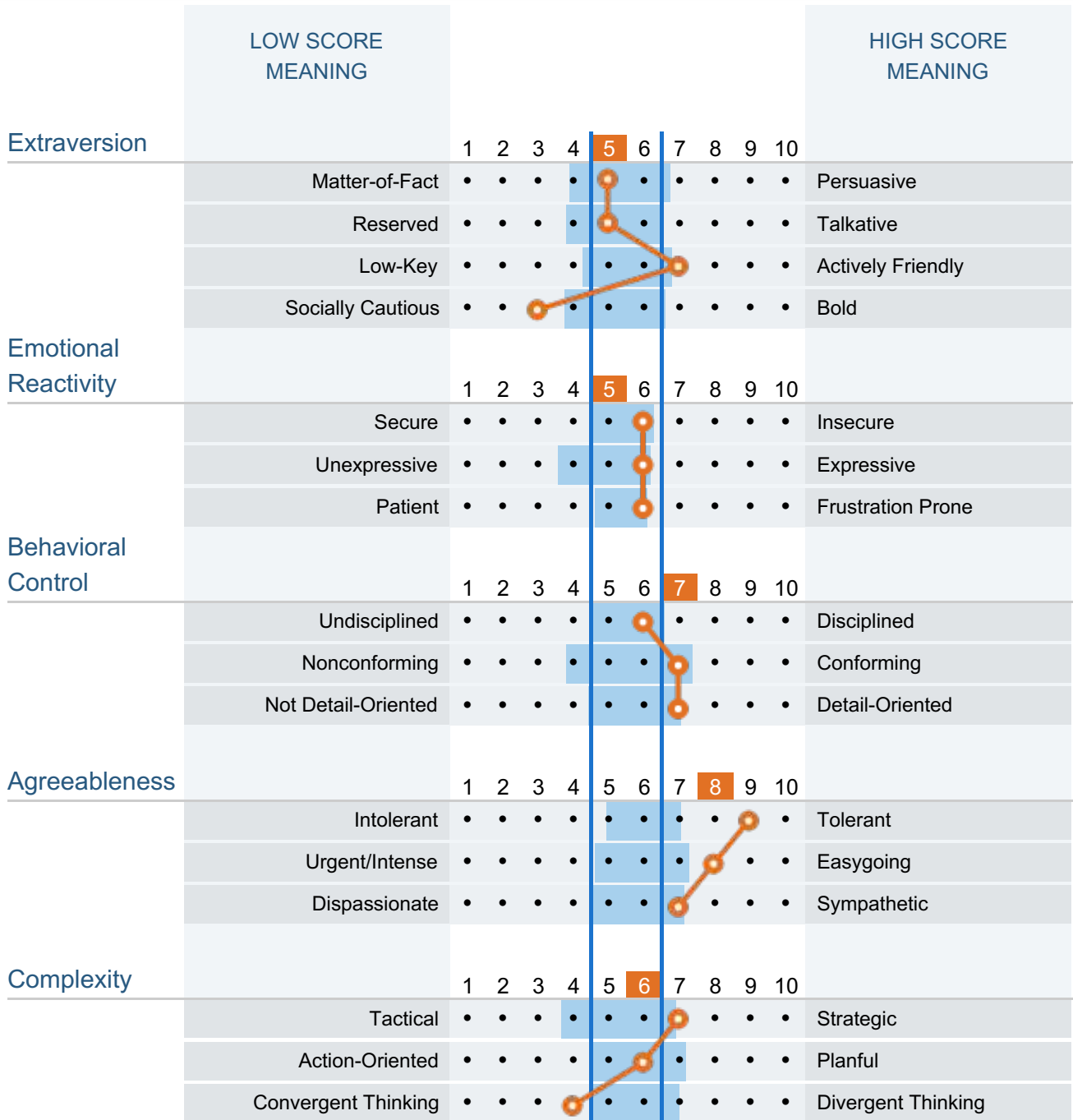
Low Leadership Profile. Her profile is not particularly similar to those of people who get high marks by their superiors on measures of formal and informal leadership. This is sometimes associated with a laissez-faire, passive, reserved or anxious behavior pattern in a leadership role. If the job requires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

Tell me about your experience in supervision or management.

Tell me about a time when you had to assume a leadership role. What did you do? What was the end result? How effective were you? How do you know?

PERSONALITY PROFILE

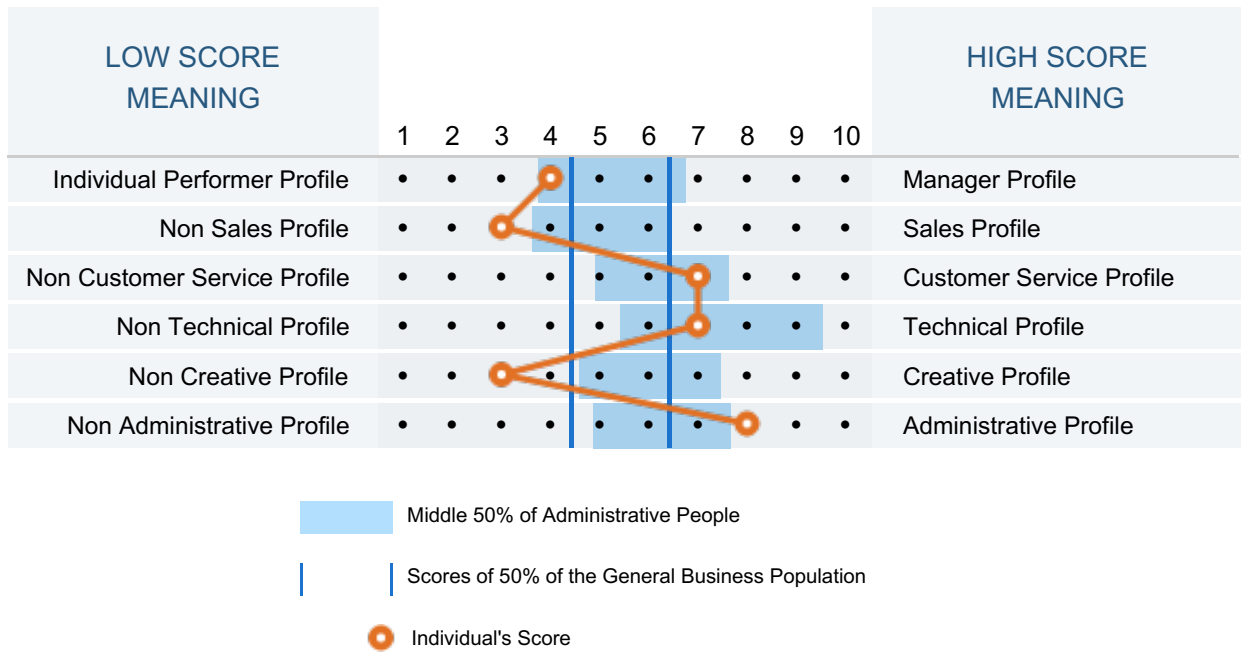
FOR AMY ALLEN



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.

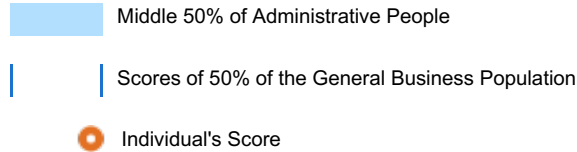
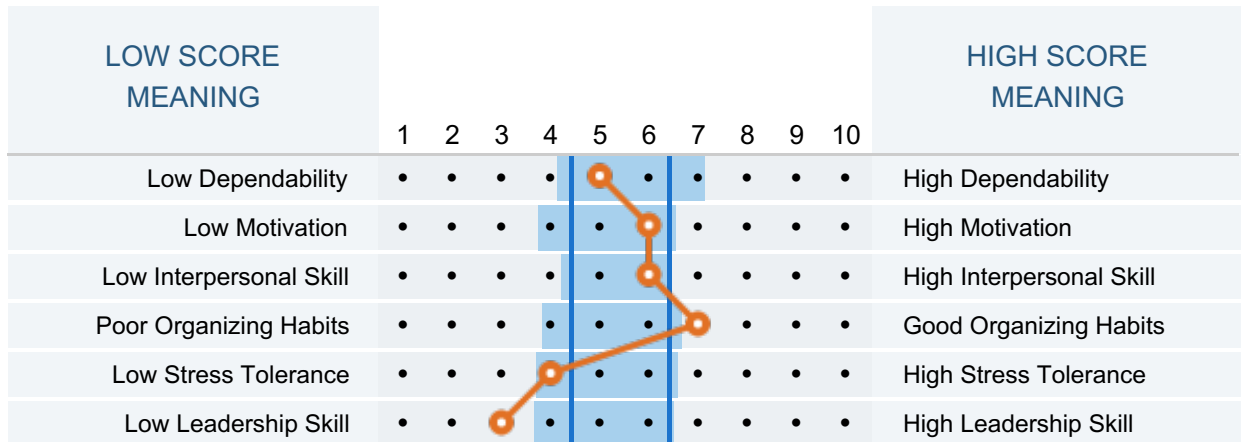
The **Job Function Scales** were developed by correlating response patterns with demographic information. These scores indicate the amount of similarity (high scores) or dissimilarity (low scores) of a person's self-perceptions with those of people in different types of jobs. These scores DO NOT reflect 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.

Job Function Scales



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.

Job Performance Scales



SUCCESS FACTORS

FOR AMY ALLEN

Success Factors are those 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.

Success Factors

