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Interview Guide

Created for:

Candidate Name	CATHY CLARK
Remote/In-House	Remote Candidate
Company	XYZ, Limited
Position	Customer Service Representative
Hiring Manager	John Jones
Phone #	999-999-9999
Date	November 5, 2019
File #	19110021lp

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. Clark'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 above average. She should be able to deal with technical material. She is likely to be quite detail oriented in her approach. She is disciplined in her approach. This may reach the point of compulsivity at times. She focuses her efforts intensely on the problem before her. She is energetic and quick, but she may lack a keen sense of urgency at times. She has a low tolerance for ambiguity, tending to find it stressful and dissatisfying. She strives to think through issues but she may not always recognize underlying assumptions. She is typically logical in her thinking but her feelings and emotions may affect her decisions. She typically relies more on discipline than on creativity. She is perfectionistic, exacting and fault-finding.

EMOTIONAL FACTORS

She prefers order and predictability to high levels of stimulation, variety or ambiguity in her work environment. She appreciates private recognition for jobs well done. She is conforming in her behavior, but she may become more free-thinking in an accepting environment. She is highly dependable and has a strong sense of duty. Although she is somewhat private in her emotions and reactions, she is not usually difficult to read. While she is emotionally responsive, she is appropriately mature. She lacks a degree of confidence and may have difficulty dealing with stress. She has stronger needs for approval than may show initially. She's somewhat of a worrier and may brood on things at times. She is self-critical and introspective but rarely prone to change her behavior.

SOCIAL STYLE

Although she's likely to be quite direct in expressing herself, she can soften it when necessary. She is generally serious-minded, but can express a lighter side at times. She is sensitive to social censure. Consequently, she may not share her ideas and opinions openly. She is emotionally responsive and spontaneous, yet she is likely to mute her expressions and to try to conform to expectations. She is not likely to be talkative unless she is discussing areas of her own interest. She is more likely to be passive aggressive than confrontive when dealing with conflict. Compared to most business people she tends to be more reserved, low-key and introverted. She has a tendency to be intolerant and judgmental. However, she can temper it with sensitivity to others' feelings. She may lack a degree of poise and social self-confidence, and may show some social rough edges. She is not particularly assertive. In fact, she may be overly passive or compliant.

WORK FACTORS

Her willingness to take the initiative may be limited by her mistake-avoidant and laid-back approach. She resembles technical customer support people in her self-description. She is a disciplined and impatient person, and while somewhat serious under time pressure, she strives to be sensitive to others. She probably handles large-scale planning well, but may be less focused on administrative routine. 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. She generally tries to soften her expressions of impatience in her dealings with others. Her goal-setting skills are not likely to be strong. She may not be efficient in setting priorities.

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.

Conformity.   Her scores suggest that she sees herself as conventional, traditional and conforming. She is likely to be by-the-book, cautious and structured. Are there any behavioral indications that she is too dependent on external structure when she needs to operate in a more spontaneous and less rule-bound manner? Is she too cautious and conservative in her decisions and responses?

Tell me about a time when you had to take an unpopular or controversial stand. What was the outcome?

Have you ever had to deal with unreasonable policies or procedures? What did you do in response to them?

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.

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?

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?

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 had to react to a situation when you would rather have spent more time analyzing and reflecting on the data. What was the end result? What did you learn?

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?

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

How do you ensure that you're not being overly perfectionistic 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.

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?

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

Tell me about a time when you realized someone was taking advantage of you. What did you do about the situation? Other 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 a time when you had to take an unpopular stand and had to persuade people to do things they basically didn't want to do. How effective were you in that situation? How do you know? What did you learn about yourself?

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?

Emotional Expressiveness.

Her results suggest that she may be emotionally excitable and that she has a tendency to seek attention. People with similar profiles are sometimes seen as ego-driven, status seeking, impulsive, emotional and power oriented. Try to find out how well she attenuates her expressions of feeling and emotion on the job. Is she likely to be disruptive in the particular environment under consideration?

Are people more likely to see you as easy to read or emotionally controlled on the job? Why do you say that? Tell me about any particular problems this has caused in past situations. Be specific.

Tell me about times you've experienced difficulties on the job due to being too expressive. What did you do about it?
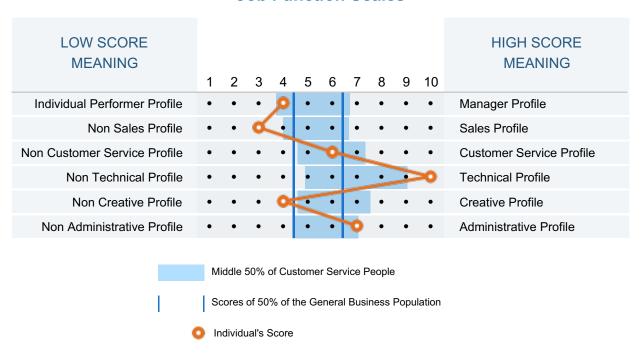
	LOW SCORE MEANING	Scale (1–10)	HIGH SCORE MEANING

Extraversion — Individual's Overall Factor Score: 3

LOW SCORE MEANING	Subscale Score	HIGH SCORE MEANING
Matter-of-Fact	3	Persuasive
Reserved	3	Talkative
Low-Key	2	Actively Friendly
Socially Cautious	5	Bold

Emotional Reactivity — Individual's Overall Factor Score: 6

LOW SCORE MEANING	Subscale Score	HIGH SCORE MEANING
Secure	6	Insecure
Unexpressive	7	Expressive
Patient	6	Frustration Prone

Behavioral Control — Individual's Overall Factor Score: 9

LOW SCORE MEANING	Subscale Score	HIGH SCORE MEANING
Undisciplined	8	Disciplined
Nonconforming	9	Conforming
Not Detail-Oriented	8	Detail-Oriented

Agreeableness — Individual's Overall Factor Score: 7

LOW SCORE MEANING	Subscale Score	HIGH SCORE MEANING
Intolerant	7	Tolerant
Urgent/Intense	8	Easygoing
Dispassionate	6	Sympathetic

Complexity — Individual's Overall Factor Score: 4

LOW SCORE MEANING	Subscale Score	HIGH SCORE MEANING
Tactical	4	Strategic
Action-Oriented	8	Planful
Convergent Thinking	6	Divergent Thinking

Legend:
- Middle 50% of Customer Service People
- Scores of 50% of the General Business Population
- Individual's Overall Factor Score
- Individual's Subscale Score

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

LOW SCORE MEANING	1	2	3	4	5	6	7	8	9	10	HIGH SCORE MEANING
Individual Performer Profile	•	•	•	○	•	•	•	•	•	•	Manager Profile
Non Sales Profile	•	•	○	•	•	•	•	•	•	•	Sales Profile
Non Customer Service Profile	•	•	•	•	•	○	•	•	•	•	Customer Service Profile
Non Technical Profile	•	•	•	•	•	•	•	•	○	•	Technical Profile
Non Creative Profile	•	•	•	○	•	•	•	•	•	•	Creative Profile
Non Administrative Profile	•	•	•	•	•	•	○	•	•	•	Administrative Profile

Middle 50% of Customer Service People

Scores of 50% of the General Business Population

Individual's Score
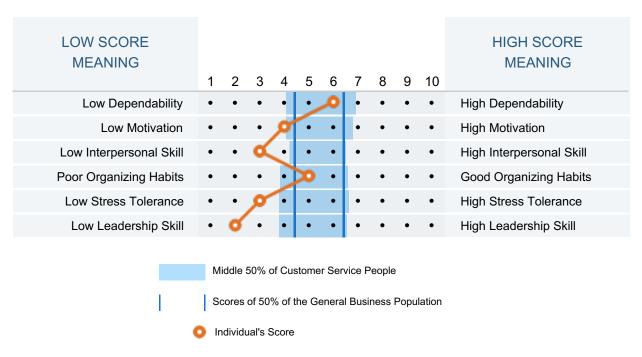
The **Job Performance Scales** were obtained by correlating the response patterns of candidates with later on-the-job ratings of their performance in several categories. The score indicates the likelihood that this person will get a high rating on that particular measure of performance. Scores of 4 and above predict average to above average ratings. Scores of 3 or less should be investigated in further interviews and reference checks.

Job Performance Scales

LOW SCORE MEANING	1	2	3	4	5	6	7	8	9	10	HIGH SCORE MEANING
Low Dependability	•	•	•	•	•	•	•	•	•	•	High Dependability
Low Motivation	•	•	•	•	•	•	•	•	•	•	High Motivation
Low Interpersonal Skill	•	•	•	•	•	•	•	•	•	•	High Interpersonal Skill
Poor Organizing Habits	•	•	•	•	•	•	•	•	•	•	Good Organizing Habits
Low Stress Tolerance	•	•	•	•	•	•	•	•	•	•	High Stress Tolerance
Low Leadership Skill	•	•	•	•	•	•	•	•	•	•	High Leadership Skill

Middle 50% of Customer Service People

Scores of 50% of the General Business Population

Individual's Score

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

LOW SCORE MEANING	1	2	3	4	5	6	7	8	9	10	HIGH SCORE MEANING
Actively Friendly	•	•	•	•	•	•	•	•	○	•	Low-Key
Casual	•	•	•	•	•	•	•	○	•	•	Disciplined
Aggressive (Task Orientation)	•	•	•	•	•	○	•	•	•	•	Customer Service Similarity
Convention Challenging	•	•	•	•	•	○	•	•	•	•	High Dependability

Middle 50% of Customer Service People

Scores of 50% of the General Business Population

○ Individual's Score