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Interview Guide
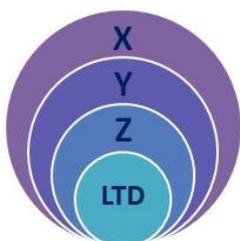
Candidate Name	BOB BROWN
Remote/In-House	Remote Candidate
Company	XYZ, Limited
Position	Accountant
Hiring Manager	John Jones
Phone #	999-999-9999
Date	November 5, 2019
File #	19110022lp

Created for:

X Y Z LTD

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 Mr. Brown'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

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 score on a measure of deductive reasoning was extremely strong. His score on a measure of verbal skills was extremely strong. He is likely to be quite detail oriented in his approach. He is disciplined in his approach. This may reach the point of compulsivity at times. His impatience can lead to an overly narrow view if he isn't careful. While he has a sense of urgency, he is deliberate and self-paced as a rule. He is a strong planner and typically thinks through issues in advance. His practicality sometimes takes a back seat to his interest in ideas. He is logical in his thinking. He is prone to rely more heavily on discipline than on high energy and activity. He is technically oriented in his approach. He tends to deal with many issues in a black or white fashion, but upon reflection can acknowledge shades of gray.

EMOTIONAL FACTORS

He dislikes excessive stimulation, and prefers order and predictability. He is highly dependable and has a strong sense of duty. He is motivated by both internal and external factors. While he has a sense of urgency, he isn't prone to take risks. He appreciates private recognition for jobs well done. He is emotionally controlled, reserved and difficult to read. He can be a worrier at times, but he isn't particularly moody. He channels his competitiveness productively. He is highly sensitive to conformity pressures. This can inhibit his ability to take an independent stand. He is quite impatient and, although he strives to control it, this is usually apparent to others.

SOCIAL STYLE

He is likely to be serious and possibly even humorless in his demeanor. He is not highly talkative and may undercommunicate. He tends to be more blunt and abrupt than tactful. He has an intolerant and judgmental streak. He is tightly controlled in his emotional expressions. He may lack a degree of spontaneity. He is more likely to be passive aggressive than to confront conflict head-on. He may not always be sensitive enough to his impact. Compared to most business people he tends to be more reserved, low-key and introverted. He is a private person. He is likely to be slow to express his ideas and opinions. While he may be moderately poised in his self-presentation, he may not actively sell himself and his ideas. He is not highly vocal in his assertiveness, but he may not be cooperative when he disagrees.

WORK FACTORS

He is highly disciplined, organized and detail oriented, but may lack some flexibility. His results suggest that he is likely to operate better in technical or administrative roles than in sales or customer service roles. He has an intense sense of urgency and can be demanding and impatient with others who do not match his pace. While he may be slow to communicate his goals for others, he is generally effective in setting goals for himself. He can function as part of a team, but may be private, reserved and prone to undercommunicate. While he has a low-key manner, he can be considerably more intense and impatient when things are not moving fast enough. He appears comfortable in supervisory roles, but may not be highly charismatic as a leader. He is mistake avoidant and, while he feels a sense of urgency, he may be reluctant to take the initiative.

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.

Reflectiveness.   He has a pattern of results which suggests a reflective, intellectually oriented and analytical style. He is likely to be seen as methodical, precise and scholarly. Is he prone to be overly reflective or intellectual when he 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?

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.

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

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?

High Dependability.

His pattern of results was similar to those of people who are rated high by their supervisors on measures of dependability, conscientiousness, meeting deadlines and living up to commitments. While this is a good sign, it also may be an indication of some rigidity or inflexibility in his behavioral pattern. Try to find out if there are problems in this area.

Are you likely to make more mistakes from being perfectionistic and focused on deadlines or visionary but loose in attending to details? Give me some examples for illustration.

What do you think past bosses would say about your dependability? Why do you feel that way?

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 perfectionistic 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 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.

High Discipline.   He described himself in terms which suggest that he is well disciplined and organized. Although these are typically positive characteristics they can lead to a certain amount of rigidity. Are there any signs that he is inflexible? Can he shift gears quickly in response to new or frequently changing demands? Is he prone to be overly rule-bound, procedural and deadline oriented? Can he respond in a more spontaneous manner when the environment changes?

Tell me about a time at work when you've had to cope with chaos and disorder. How did you do it? What effect did it have on you? What was the end result? What did you learn from it?

Tell me about a time when you missed a deadline because of too much attention to detail. What did you do? What was the end result?

High Administrative Skill.

He 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?

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?

Tell me about a time you had trouble letting go of some of your responsibilities. How do you ensure that you're not becoming too heavily immersed in administrative detail?

Manager Profile.

His self-description is more similar to those of people in managerial roles than to individual contributors. Is he able to function in a subordinate role when required? Does he show evidence of being overly bossy or of trying to take charge too quickly? How demanding or impatient is he likely to be in dealing with other people? Can he be more sociable, acquiescent and obliging where necessary? Try to find out how well he functions as part of a team.

Tell me about a time when you've realized that you took charge too readily and overstepped your boundaries. What did you do to change the situation? What was the end result?

Tell me about your experience with shared leadership or teamwork. When have you had to subjugate your own needs or opinions to those of the group? How did you handle that situation?

	LOW SCORE MEANING	1 2 3 **4** 5 6 7 8 9 10	HIGH SCORE MEANING
Extraversion		1 2 3 **4** 5 6 7 8 9 10	
	Matter-of-Fact		Persuasive
	Reserved		Talkative
	Low-Key		Actively Friendly
	Socially Cautious		Bold
Emotional Reactivity		1 2 3 4 **5** 6 7 8 9 10	
	Secure		Insecure
	Unexpressive		Expressive
	Patient		Frustration Prone
Behavioral Control		1 2 3 4 5 6 7 **8** 9 10	
	Undisciplined		Disciplined
	Nonconforming		Conforming
	Not Detail-Oriented		Detail-Oriented
Agreeableness		1 2 **3** 4 5 6 7 8 9 10	
	Intolerant		Tolerant
	Urgent/Intense		Easygoing
	Dispassionate		Sympathetic
Complexity		1 2 3 4 5 6 7 **8** 9 10	
	Tactical		Strategic
	Action-Oriented		Planful
	Convergent Thinking		Divergent Thinking

Middle 50% of Business Sample

Individual's Overall Factor Score

Scores of 50% of the General Business Population

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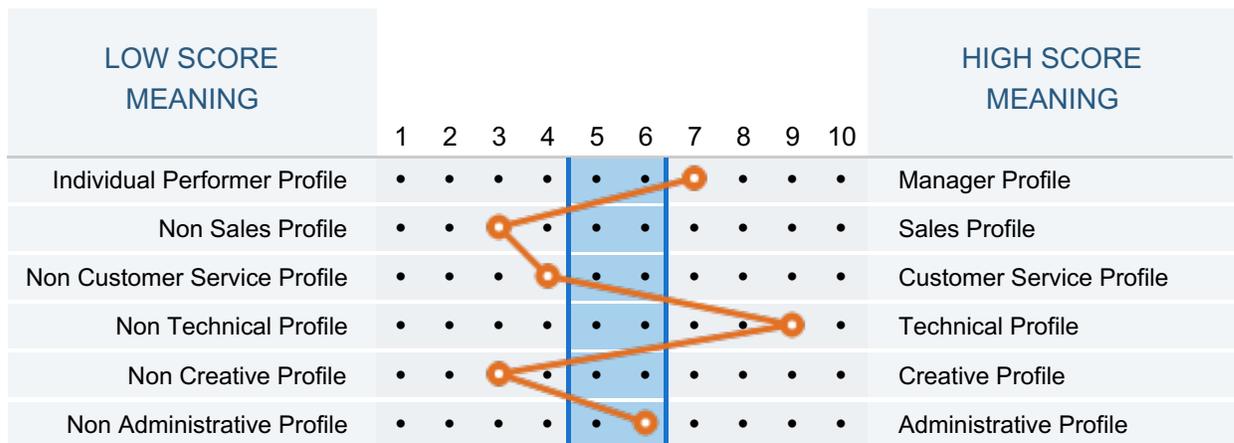
LOW SCORE MEANING	1	2	3	4	5	6	7	8	9	10	HIGH SCORE MEANING
Individual Performer Profile	•	•	•	•	•	•	○	•	•	•	Manager Profile
Non Sales Profile	•	•	○	•	•	•	•	•	•	•	Sales Profile
Non Customer Service Profile	•	•	•	○	•	•	•	•	•	•	Customer Service Profile
Non Technical Profile	•	•	•	•	•	•	•	•	○	•	Technical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

▨ Middle 50% of Business Sample

▏ ▏ 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 Business Sample

 Scores of 50% of the General Business Population

 Individual's Score