

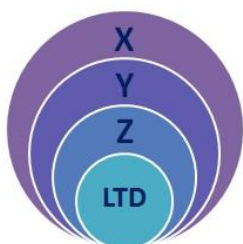


*Professionally Developed
and Validated Assessment Systems*

Interview Guide

Candidate Name	STAN SUTTON
Remote/In-House	Remote Candidate
Company	XYZ, Limited
Position	Sales Representative
Hiring Manager	John Jones
Phone #	999-999-9999
Date	November 5, 2019
File #	19110024lp

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 Mr. Sutton'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 about average. His score on a measure of verbal skills was extremely strong. He is technically oriented in his approach. He is strategic in his thinking and can be visionary. He has a pattern of wide interests. He can cope with limited structure. He is disciplined in his approach. This may reach the point of compulsivity at times. He typically considers a broad variety of options. He focuses his efforts intensely on the problem before him. He is exacting and perfectionistic in his approach. He typically relies more on discipline than on creativity. He tempers his impetuosity with a big-picture overview.

EMOTIONAL FACTORS

He is motivated by both internal and external factors. He is not highly competitive. His needs for security are not strong. He dislikes excessive stimulation, and prefers order and predictability. He has a high need for achievement and typically brings discipline and focus to tasks. He is ambitious, sensitive to status issues and somewhat ego driven. He can be a worrier at times, but he isn't particularly moody. He shows some evidence of being immature and egocentric. His high standards are generally balanced by patience and he rarely displays his frustrations strongly. He is a highly confident and resilient person who runs the risk of overconfidence.

SOCIAL STYLE

He is likely to be socially confident and poised. He generally tempers his directness with others, but can occasionally be abrupt. Although he is patient, he shows some evidence of having an intolerant streak and he may be insensitive at times. He is not likely to be talkative unless he is discussing areas of his own interest. His social style is generally lighthearted, but he can be more serious when he is focused on a task. He is not highly vocal in his assertiveness, but he may not be cooperative when he disagrees. He is an outgoing, friendly and sociable individual on his home ground, but he may be low-key and tentative in unfamiliar environments. He's likely to be spontaneous, expressive and somewhat flamboyant. He's open as a general rule but he's also likely to moderate his responses until he's comfortable with his audience. He does not actively create conflict, but he is not prone to shy away from it.

WORK FACTORS

His results suggest an unusual mixture of sales, customer service, technical and administrative leanings. He probably handles large-scale planning well, but may be less focused on administrative routine. He is likely to be disciplined and self-paced, but may be reluctant to put time pressures on others. 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 and reserved. He is rarely demanding and may be reluctant to apply pressure to get results. He is likely to be more comfortable and effective as an individual contributor, but he may be able to develop supervisory skills. While he is capable of taking the initiative, he may not always feel the urgency to do so.

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.

Strategic Orientation. Try to find out if he is prone to become so absorbed in thought or intellectual complexities that he doesn't focus enough on practical, hands-on solutions. Are there any signs of intellectual aloofness or detachment? Does he tend to overanalyze problems or to be overly complex in his thinking? Does he balance his conceptual abilities with enough emphasis on practical, tactical, here-and-now concerns?

Tell me about a time when you pushed for results before you had enough information. What was the end result? What did you do about it? What did you learn about yourself?

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.

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

Tell me about a time when you had to shift gears quickly and change your plans in the face of new demands. How did you do 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 Stress Tolerance. His profile is similar to those of people who get high ratings on measures of confidence and stress tolerance from their supervisors. While this is typically positive, it can also sometimes be associated with complacency or a tendency not to anticipate problems. Are there any signs that he may be too laid-back and easygoing? Is he overly prone to take risks in social settings because of self-confidence?

How do you know when you're being overly confident?

Tell me about a time when you've had to question yourself and your abilities to deal with a work-related issue. What was the end result? Any 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 detail.

When have you felt that your creativity was stifled in a work environment? What did you do and what was the end result? What did you learn most about yourself from that situation?

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?

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?

Are you likely to make more mistakes from being methodical and precise or from being loose or distractible in your approach? Why do you say that? Give me some examples.

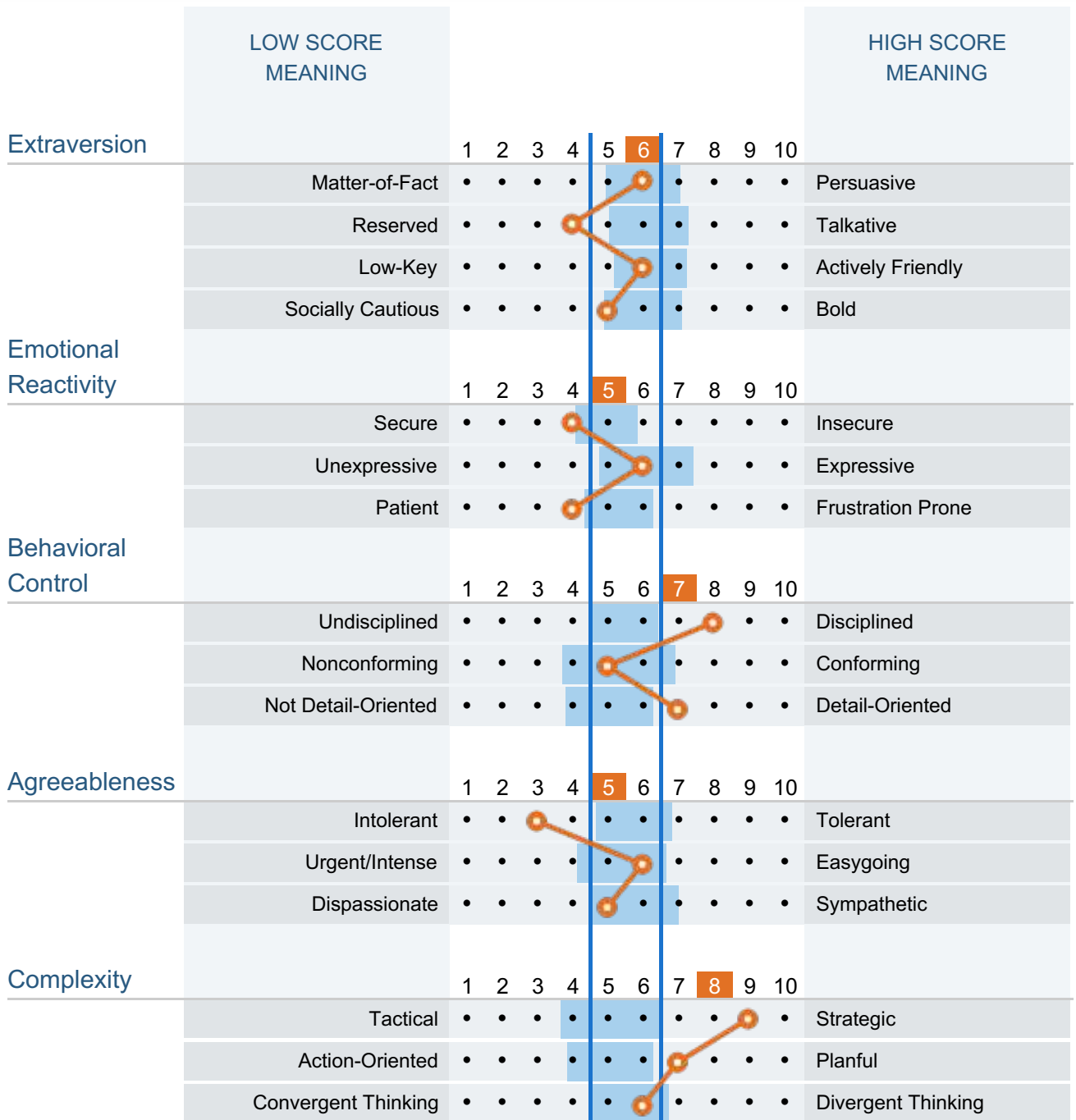
Detail Orientation. There is evidence that he is precise, detail oriented and exacting. He is likely to be oriented towards procedure and prone to monitor things carefully. Are there any signs that he is overly perfectionistic or overly dependent upon procedure? Can he pull himself away from the details 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.

PERSONALITY PROFILE

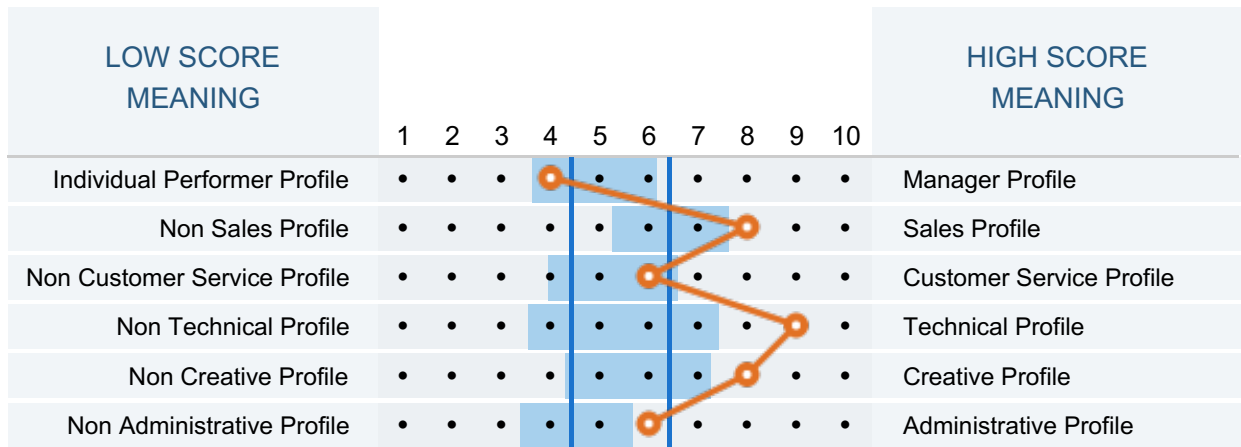
FOR **STAN SUTTON**



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.

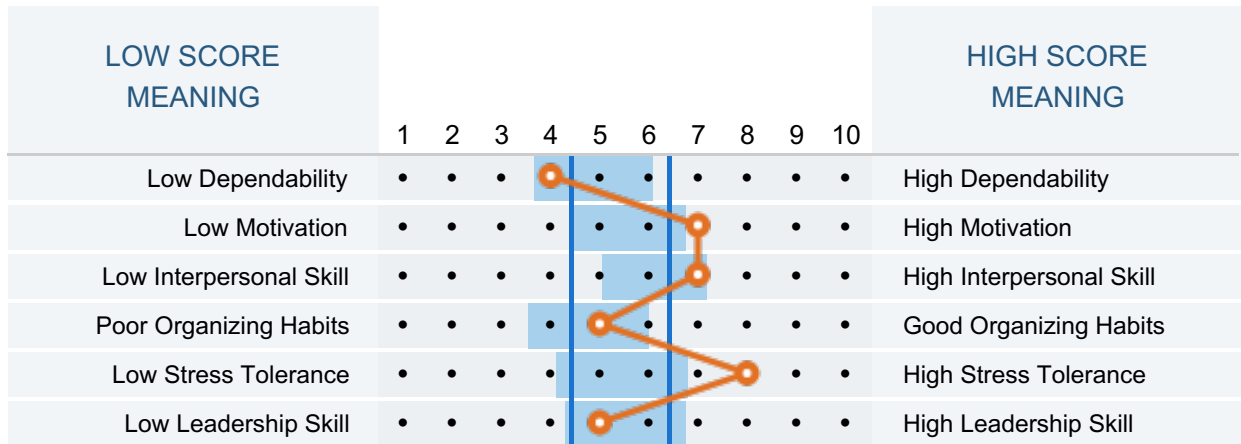
Job Function Scales



- Middle 50% of Sales 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



- Middle 50% of Sales 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

