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Interview Guide

Created for:

Candidate Name	TOM THOMAS
Remote/In-House	Remote Candidate
Company	XYZ, Limited
Position	IT Manager
Hiring Manager	John Jones
Phone #	999-999-9999
Date	November 5, 2019
File #	19110019lp
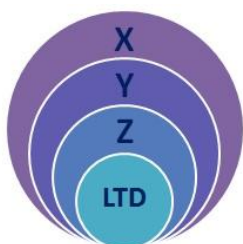
This information is confidential. It should not be distributed or communicated to anyone other than people directly involved in the interviewing, reference checking and hiring process.

This **Interview Guide** is based on Mr. Thomas' 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 responded in an extremely open and non-defensive manner and described himself in conventional, normal terms. This is a typical approach for a person taking the test for self-development purposes.

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 not likely to be impulsive. He may even be too slow to act at times. He strives to think through issues but he may not always recognize underlying assumptions. He focuses his efforts intensely on the problem before him. He is technically oriented in his approach. He is not emotionally reactive, but he may lack prudence at times. While he is analytical, he can incorporate some degree of intuitive or emotional data in his approach. He isn't prone to come off as stubborn but when he is pushed he may dig in his heels. He is a strong planner and typically thinks through issues in advance. He may be more theoretical than practical in his approach and he is likely to enjoy exploring ideas. He is deliberate and self-paced. He may lack a sense of urgency at times.

EMOTIONAL FACTORS

He appreciates private recognition for jobs well done. His high standards are generally balanced by patience and he rarely displays his frustrations strongly. He has little need to control others. His emotions and reactions are controlled as a rule. He is typically private in expressing them. He lacks a degree of confidence and may have difficulty dealing with stress. He is conforming in his behavior, but he may become more free-thinking in an accepting environment. He is a highly introspective and somewhat self-critical person. His outward behavior is typically mature but he can show an intolerant streak. He is an independent thinker, but may not show this in his daily behavior. He is highly dependable and has a strong sense of duty.

SOCIAL STYLE

He is a private person. He is likely to be slow to express his ideas and opinions. Compared to most business people he tends to be more reserved, low-key and introverted. He is generally controlled in his emotional expressions. He isn't likely to be spontaneous unless he is in very casual or relaxed settings. He is likely to be serious and possibly even humorless in his demeanor. Although he's likely to be quite direct in expressing himself, he can soften it when necessary. He is not highly vocal in his assertiveness, but he may not be cooperative when he disagrees. He dislikes and avoids conflict. To keep the peace, he may be acquiescent. He has high standards, but he can temper them with an awareness of others' feelings and with patience. He is not likely to be talkative unless he is discussing areas of his own interest. He may lack a degree of poise and social self-confidence, and may show some social rough edges.

WORK FACTORS

He resembles technical customer support people in his self-description. He is rarely demanding and may be reluctant to apply pressure to get results. His willingness to take the initiative may be limited by his mistake-avoidant and laid-back approach. His outward manner is easygoing, but he is aware of and responsive to time pressures. His goal-setting skills are not likely to be strong. He may not be efficient in setting priorities. He is relatively private and may be more the loner than the team-oriented person. He is more likely to be successful as an individual contributor than as a supervisor. He is highly disciplined, organized and detail oriented, but may lack some flexibility.

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 Administrative Orientation.

His results suggest that he sees himself similarly to the way people in administrative positions see themselves. Although this isn't an indication of his actual ability to handle administrative tasks, this is associated with attention to detail and following procedures and established routines. He may have trouble with ambiguity or lack of structure.

> Tell me about a time when you've had to deal with an ambiguous situation at work. How did you handle the lack of structure? What was the outcome?
>
> Are you likely to make more mistakes by being conservative and by-the-numbers or by being overly spontaneous? Give me some examples for illustration.

Social Reserve.   He shows evidence of being somewhat inhibited in his social interactions. He may be hard to read. Are there any indications that he is shy or self-conscious to the point that it affects his abilities to communicate? Does he seem to be overly quiet, subdued or introverted? If the job requires that he communicate regularly and interact closely with people this could cause some difficulties. Try to find out how he feels about working around other people and operating in a group or teamwork setting. Is he likely to find it disruptive or threatening to be around other people when he is trying to concentrate on the job?

Are you likely to make a mistake by being more quiet and reserved or more outgoing and uninhibited? Please give me some specific examples.

Tell me about a time when you've had to assume a more vocal role in a group. How did you go about getting the attention of those around you? What was the end result?

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?

When have you had to bend the rules to get the job done? What was the outcome?

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?

Low Social Assertiveness.   His profile suggests that he may be non-confrontive or overly timid and restrained when he needs to take a more aggressive or forceful stance. Does he seem to be able to handle conflict effectively and to confront other people with problems where necessary? Is he prone to acquiesce too quickly? How well is he likely to operate in a tough, competitive or hostile environment?

Tell me about a time when you've had to handle conflict on the job. How did you do it? What were the results? Can you provide other examples?

When you've made mistakes in the past, have they more often been due to a lack of aggressiveness or a tendency to be overly forceful and dominant? Give me some specific examples. What were the outcomes?

Low Leadership Profile.   His 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 your experience in supervision or management.

Low Emotional Expressiveness.

His profile suggests that he is not an attention-seeking, excitable, impulsive or status-seeking individual. There are indications that he is overly emotionally controlled. Does he draw enough attention to himself? Does he have a sufficient level of energy for the job?

When have you had to draw attention to yourself on the job? How did you do it? What was the outcome?

Tell me about a time when you've had to express your feelings and emotions forcefully and directly. What was the end result?

Easygoing Tendencies.

He is likely to be seen as easygoing, patient and mild-mannered. He is probably a good follower and prone to accept people and situations. He may be seen as peaceable and humble. Are there signs that he is too nice for his own good? Does he 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.

FOR TOM THOMAS

	LOW SCORE MEANING		HIGH SCORE MEANING

Extraversion (Overall Factor Score: 1)

Scale: 1 2 3 4 | 5 6 | 7 8 9 10

Low Score	Subscale Score	High Score
Matter-of-Fact	2	Persuasive
Reserved	1	Talkative
Low-Key	2	Actively Friendly
Socially Cautious	1	Bold

Emotional Reactivity (Overall Factor Score: 3)

Scale: 1 2 3 4 | 5 6 | 7 8 9 10

Low Score	Subscale Score	High Score
Secure	6	Insecure
Unexpressive	1	Expressive
Patient	3	Frustration Prone

Behavioral Control (Overall Factor Score: 9)

Scale: 1 2 3 4 | 5 6 | 7 8 9 10

Low Score	Subscale Score	High Score
Undisciplined	8	Disciplined
Nonconforming	9	Conforming
Not Detail-Oriented	7	Detail-Oriented

Agreeableness (Overall Factor Score: 6)

Scale: 1 2 3 4 | 5 6 | 7 8 9 10

Low Score	Subscale Score	High Score
Intolerant	4	Tolerant
Urgent/Intense	7	Easygoing
Dispassionate	7	Sympathetic

Complexity (Overall Factor Score: 5)

Scale: 1 2 3 4 | 5 6 | 7 8 9 10

Low Score	Subscale Score	High Score
Tactical	3	Strategic
Action-Oriented	6	Planful
Convergent Thinking	7	Divergent Thinking

Legend:
- Middle 50% of Technical People
- Scores of 50% of the General Business Population
- Individual's Overall Factor Score
- Individual's Subscale Score
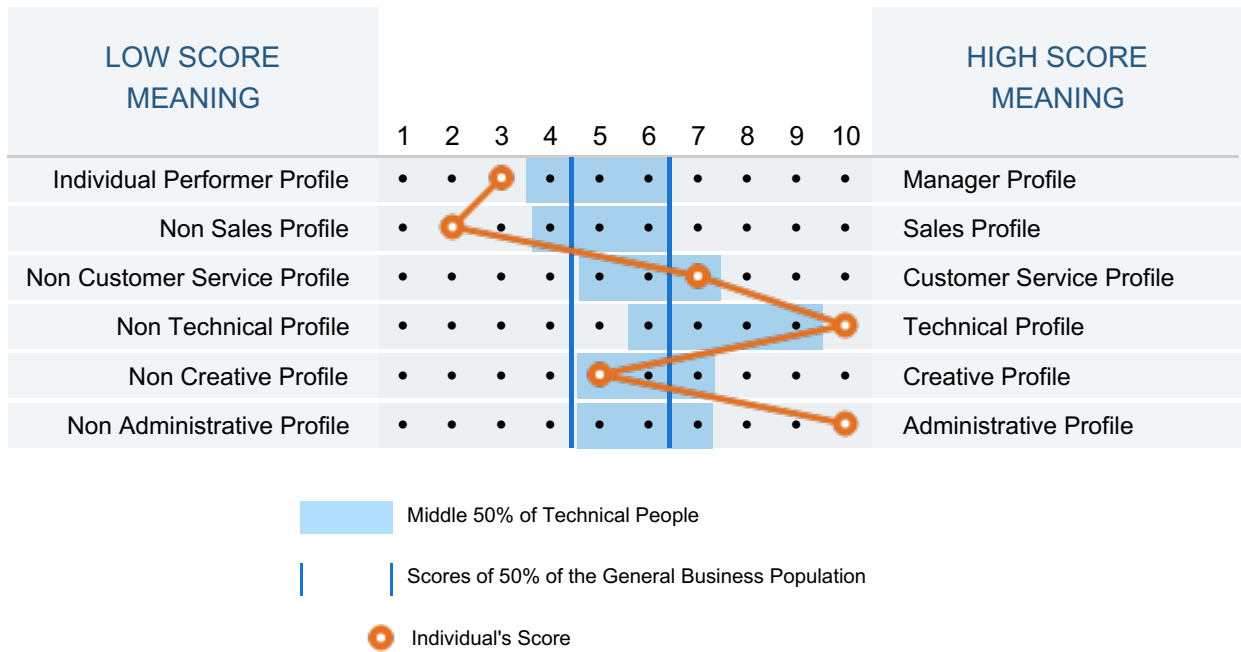
These scores reflect general personality factors which are likely to have an influence on behavior consistently over time in a variety of settings. The particular job this individual is being considered for has been studied and the central tendencies for people in the job are indicated on the profile above.
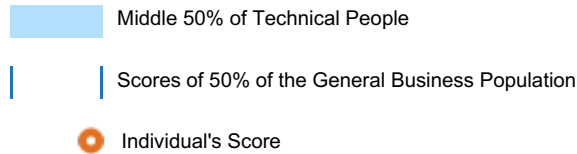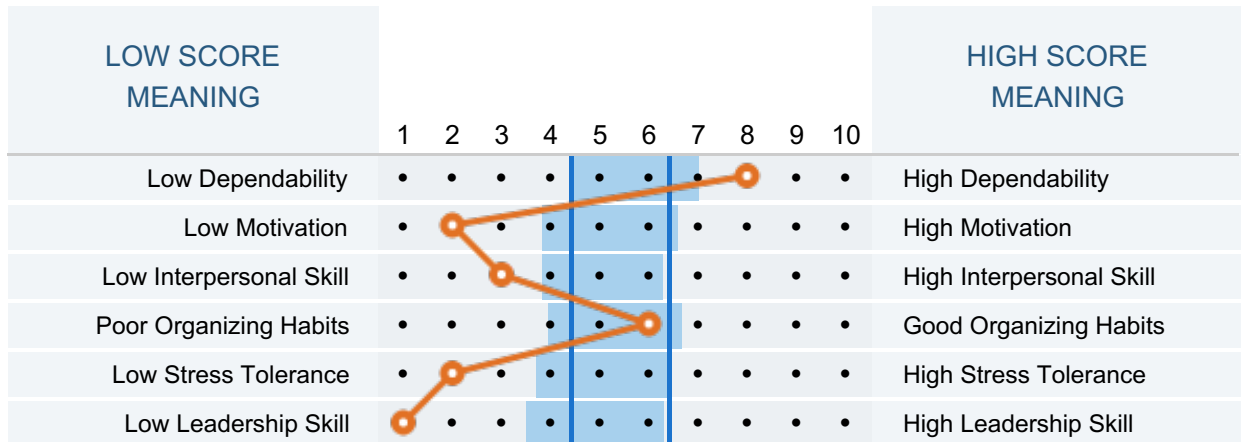
The **Job Function Scales** were developed by correlating response patterns with demographic information. These scores indicate the amount of similarity (high scores) or dissimilarity (low scores) of a person's self-perceptions with those of people in different types of jobs. These scores DO NOT reflect 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 Technical 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 Technical 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
Nonconforming		Conforming
Tactical		Strategic
Sales Similarity		Mild-Mannered
Decisive (Action Orientation)		Technical Similarity
Convention Challenging		High Dependability
Loosely Organized		High Organizing Skill

Middle 50% of Technical People

Scores of 50% of the General Business Population

Individual's Score