



## Example Candidate

Personality Interview Profiler

Test Date: 21/12/2008 GMT

### Feedback Report for Example Candidate

#### INTRODUCTION

This work style questionnaire has been created to assist with the selection of personnel. The questionnaire looks at eight different areas, and Example Candidate's results are grouped into these areas. This report describes the behaviours most commonly associated with individuals who respond in a particular way to the questions in each of these areas. Clearly this is affected by experience and environment and this must be borne in mind when reading the report. The conclusions reached in this report are based on a systematic comparison of Example Candidate's answers to the questionnaire with those of a general sample of the working population.

As an aid for interviewing and in order to help you probe some of the issues raised in the report, some possible questions are presented. Also, at the end of the report, there is a summary of the types of work environments which this candidate is likely to feel happiest in and most suited for.

As with all information from questionnaires, this report should be used in conjunction with other sources of information on the individual - such as an interview, an application form or a CV - and should not be interpreted in isolation.

#### ASSERTIVENESS

**Her preferences suggest that she is an accommodating individual who is happy to be convinced by the arguments of others.**

Example Candidate's responses suggest that she is not a particularly assertive individual. She does not feel the need to ensure that her views always prevail and is normally content to accommodate the needs of others. As such, she is likely to be a popular team member, generally helpful and willing to work towards the team goal.

There may be occasions when others take advantage of her more passive nature and she may have difficulty dealing with particularly assertive customers and colleagues. This is something to be considered when evaluating her suitability for a particular role. However it should be noted that her less pushy approach may be ideal for certain positions.

The following questions are guidance to help you interview her given this preferred style.

- *Can you think of situations when you would like to have been more assertive? What stopped you, and how did you end up at a disadvantage?*
- *Can you feel resentment to more assertive colleagues, or are you happy to take on a more subservient role? How does this affect your relationships at work?*
- *How do you react when someone tries to sell you something you do not want, or an opinion you do not agree with?*



Interview Notes:

**DRIVE**

**She is as driven and ambitious as most people.**

Example Candidate's responses in this area suggest that she is as driven and self-motivated as most people. She enjoys being active and achieving her objectives. This having been stated she will also like the quieter moments when there is less pressure to pursue goals.

She may not be totally content in hectic work environments or those calling for high levels of self-motivation. This may also apply to roles that are substantially commission based. Equally she will find very quiet environments with little activity somewhat frustrating and limiting.

Detailed probing in this area is not necessary unless the role calls for extremes of behaviour relevant to this scale. Nevertheless you may like to consider the following:

- *Have you worked in very energetic and dynamic workplaces in the past? How did you deal with these and what effect did they have on you?*
- *Have you had to work on your own or with little or no supervision in the past? How did you go about motivating yourself?*
- *In what kind of work situations do you feel more or less motivated to achieve challenging targets?*

Interview Notes:



## **EXTROVERSION**

**Her responses to the questionnaire suggest that she sees herself as sociable and outgoing.**

Example Candidate sees herself as sociable and outgoing. She is open and expressive and, on occasion, may be impulsive in her dealings with others. Generally enthusiastic, she enjoys working with other people however she is unlikely to be content working on her own for long periods of time. Compared to many people she may get bored relatively easily, typically preferring a role with variety and where she can meet new people.

Although an outgoing and communicative person, she is not a particularly dominant person. She is unlikely to feel the need to impose her views and suggestions upon others.

Her responses to the questionnaire indicate that she enjoys social contact but they also suggest that she values the contact for what it does for her rather than for the other person. She does not describe herself as a tremendously warm individual and as such associates with others for her own enjoyment and to fulfil her own objectives.

The following questions are guidance to help you interview her given this preferred style.

- *To what degree do you consider your outgoing nature to be an advantage or a disadvantage?*
- *How do you typically behave in groups? Are you often very vocal, perhaps monopolising the situation? What effect does this have on the others involved? How do you think your more extrovert style impacts on less confident people who may be trying to contribute?*
- *Do you find yourself getting bored easily and how do you cope with this? What do you feel were the more tedious aspects of previous jobs and how have you coped with them. Can you be impulsive on occasions and has this ever created problems?*

Interview Notes:

## **CONFIDENCE**

**She has described herself in the questionnaire as being assured and self-confident, with a firm belief in her own capabilities. Her responses also suggest she is unlikely to be disheartened by setbacks.**

Example Candidate's responses indicate that she is generally relaxed, optimistic and self-assured at work. She is confident in her ability to be effective and she can cope quite well with stress and pressure. She is likely to maintain her balance even in quite trying circumstances. She enjoys responsibility at work and tends to be relatively unconcerned by new and unexpected situations.



It should be noted that people with high levels of confidence believe in the quality of their own work and thus are not always as self-critical as people with lower confidence. If Example Candidate's abilities and experience do not match her temperament this can lead to mistakes being made.

Some highly confident people tend to impose their views and decisions on others. Based on the overall pattern of her responses this seems unlikely to apply to her. Generally very self-assured, she is likely to focus on making decisions that affect her without feeling the need to control others who work with her.

The following questions are guidance to help you interview her given this preferred style.

- *What do you consider to be your main weaknesses at work? How aware are you of those areas that need development? Describe in more detail these areas and any actions you have taken to address these?*
- *Has your high level of confidence ever been perceived as arrogance by colleagues? How has this affected your relationships at work?*
- *Has your level of confidence and optimism led you to attempt more than you are capable of? Can you think of situations when you would have benefited from taking a more cautious approach in your decision-making?*
- *Would you be happy controlling the actions of others? Have you had to supervise or manage anyone else at work? How would you describe your style of managing others?*

Interview Notes:

#### **SOCIAL SENSITIVITY**

**Her responses suggest that she sees herself as rather socially skilled, someone who is effective at using tact in her dealings with others.**

Example Candidate's responses strongly suggest that she achieves her goals and objectives through tact and empathy. She is likely to be sensitive to the needs of others and to base her actions on an understanding of the other person's perspective. She is rarely impatient with others and is likely to be regarded as a considerate and tolerant individual.

Her tactful and diplomatic nature will help her reach her goals but it should be noted, however, that this



might be more a management style rather than a reflection of a genuinely warm and caring attitude.

The following questions are guidance to help you interview her given this preferred style.

- *Can you think of occasions when your diplomatic approach has been interpreted as insincerity? How did you handle these situations?*
- *Can you think of times when it may have been preferable to take a frank and honest approach in your interactions rather than the tactful and restrained style which is your preference?*
- *Can you provide examples of where you have adapted your tactful style when working with people who prefer a more open and direct style of communication, possibly a situation involving an element of conflict?*

Interview Notes:

### **CARING**

**Her responses suggest that she may be more task-focused than person-focused, someone who prefers to take a more detached view of people's problems in the workplace. She may even see herself as less caring or sympathetic towards others on occasion.**

Example Candidate's responses suggest that she sees herself as more hard-headed and unsentimental than many people. She may well consider some of her more gentle colleagues as showing signs of weakness and she may feel that their more caring style could be taken advantage of. Her approach enables her to more readily take decisions that adversely affect others.

The following questions are guidance to help you interview her given this preferred style.

- *Does your focus on the task at hand sometimes result in you being insensitive to the needs of others? Give me examples of when this has occurred, and what do you think you have learnt from the experience.*
- *Can you think of a time when your relative toughmindedness created conflict with colleagues? Was this something that you caused unwittingly, or was it due to a lack of concern for others?*
- *Do colleagues tend to approach you with their problems? Can you think of an occasion when a colleague came to you for help or emotional support? How did you respond to the request, and could you have shown more interest?*



Interview Notes:

### **STRUCTURE**

**Her responses suggest that she is as structured and organised as most.**

Example Candidate's responses suggest that she likes organisation, order and discipline to the extent that she values the efficiency this brings her. She is therefore likely to plan her tasks and introduce structure to the way she works. In the company of very highly fastidious individuals, however, she may become annoyed and impatient. Conversely, she probably finds it difficult to work close to highly disorganised colleagues.

She may well believe that too much self-imposed order, organisation and structure reduce her effectiveness. Inevitably, however, experience and the nature of her role are likely to influence the extent to which she adheres to a structured approach to work.

Detailed probing may not be necessary unless the role calls for extremes of behaviour relevant to this scale. Nevertheless you may like to consider the following questions.

- *In what circumstances do you tend to be more or less organised in your approach? What is different about these situations and can you give specific examples?*

Interview Notes:



### **OPENNESS TO CHANGE**

**Her responses suggest that she is as open to change as most people.**

Example Candidate's answers indicate that she tends to strike a balance between conventionality and individualism. She is most content in environments that offer variety, where she is often free to demonstrate a creative streak, yet is not required to do so all the time. When dealing with tasks that hold little interest for her, or when feeling less confident, she may prefer to work with tried and tested methods. However, she likes to approach projects that she enjoys with a degree of creative licence and could feel stifled if not given such opportunities.

Her respect for traditional methods means that she would probably not be comfortable in a completely unconventional work place. Generally, she is probably comfortable in most job settings except those involving extremes, where the environment demands either dedication to structure and rules or the continuous development of novel ideas.

Detailed probing may not be necessary unless the role calls for extremes of behaviour relevant to this scale. Nevertheless you may like to consider the following:

- *In what circumstances do you feel the greatest need for change and variety? What was different about these situations compared to when you were more prepared to work within an unchanging environment?*

Interview Notes:



## WORK STYLE QUESTIONNAIRE SUMMARY POINTERS

Most people work at their best when their work environment suits their personality. The following pointers are work environments that Example Candidate's responses indicate would suit her. This section is intended as a guide and has been written as bullet points to help focus a discussion. Not every point will apply to her, although the majority should.

### Example Candidate is likely to prefer work environments:

- Where she is not required to be particularly assertive
- Where she can feel part of a team and accommodate the needs of others
- Where she need not strongly express her opinions
- Where there is a balance of busy and less busy times
- Where goals are stretching but not overly onerous
- Where she can be sociable and enthusiastic
- Where she has the opportunity to work with lots of others
- Where there is contact with the public
- Which require high levels of self-confidence
- Which may require dealing with significant levels of pressure or stress
- Where she can feel challenged
- Where she can actively seeking responsibility
- Where goals and objectives are achieved through tact and diplomacy
- Where tolerance and consideration of others is required
- Where issues need to be dealt with sensitively
- Where difficult decisions need to be made
- Which are highly political or contentious
- Where her needs and the needs of the organisation are considered paramount
- Where a degree of planning and organising are required
- Where accuracy and attention to detail are important but not essential
- Where she will not feel dominated by overly messy or overly fastidious colleagues
- Where it is possible to strike a balance between conventionality and individualism
- Where tried and trusted methods are considered as valuable as the new and innovative
- Where creativity is encouraged but not always required