



Report designed for

Gavin Sample

ProfileXT[®]

Interview Guide - Total Person

Performance Model: Sample Client Services Manager

Performance Model Date: 23/11/2016

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CONFIDENTIAL



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Introduction

The interview is an important part of the selection process; however, studies show that most interviews are poorly done. Using a stock list of interview questions to ask every candidate will not lead the interviewer to the important areas necessary for the effective placement of each individual. This Interview Guide, coupled with the ProfileXT Performance Model Comparison, will help make each interview a valuable tool.

The scientifically developed Performance Model for this position reflects a solid understanding of what the job requires. The Total Person information related to this model allows us to create interview questions that will allow you to get the information you need to make the best possible decision about each candidate.

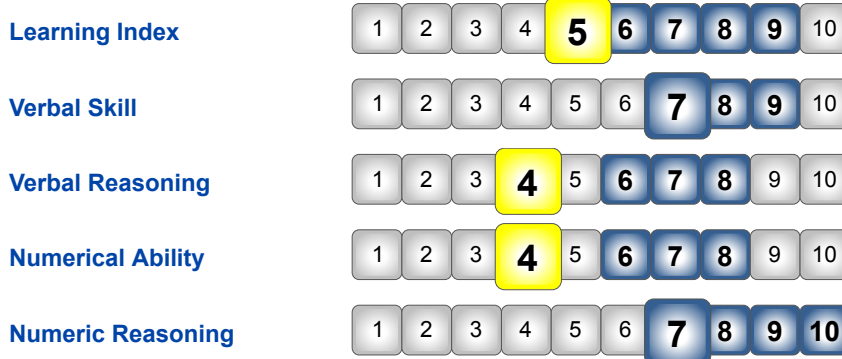
This report reflects the responses provided by Gavin Sample when he completed the ProfileXT assessment. A Summary Graph is included that shows his scores and how he fits to the Performance Model for this position. It gives a quick overview of where he is in or out of the model and also shows his overall percentage match. The result for each characteristic is illustrated on a scale from 1 to 10. The darker area on each scale represents the best Job Match for the position. The enlarged segment of the scale shows where Gavin scored. If the enlarged segment is dark, Gavin is in the Job Match model. If it is lighter, he is not.

The interview questions provided are based on how well Mr. Sample fits the Performance Model. Where he is outside the model the questions will take the interviewer into areas where potentially important information will be addressed. The questions provided where he is in the model provide you with confirmation that he is right for the job. Each question should be considered for use in his placement interview. A space is provided to record the interviewer's thoughts when the response to a question provides important information regarding placement in the position for which Mr. Sample is being considered.

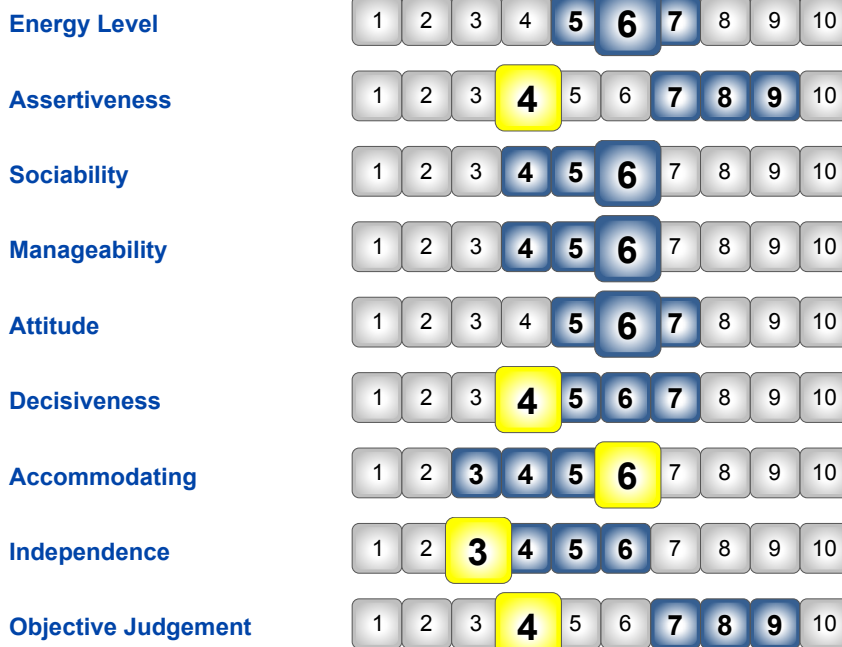
Please consult the User's Guide for additional information on using these results when working with Gavin. As discussed in the User's Guide for this product, the results from this or any assessment should never make up more than a third of the final decision in placements.

Summary Graph

Overall Job Match - 75%



Thinking Style
70% Match



Behavioural
Traits 71% Match


Distortion for this
assessment is within
the acceptable range.

Top Interests for Gavin Sample

-  Enterprising
-  People Service
-  Financial/Administrative

Top Interests for this Performance Model

-  Financial/Administrative
-  Enterprising
-  People Service

 = Match

Interests
92% Match

Interview Questions

Interview questions are provided for Gavin to facilitate an effective interview process. Behavioural Considerations for each scale relate to his actual scores. Where the scores for Mr. Sample fall within the Performance Model, one interview question is provided. Should he fall outside of the model, additional questions are provided.

Thinking Style

Learning Index

An index of expected learning, reasoning, and problem solving potential.



Behavioural Considerations

Mr. Sample achieved a Learning Index score outside the designated profile for this Performance Model. This suggests his approach to learning new information is different than the position typically requires. Discussions with him should determine his motivation for participating in training and what forms of training are most effective for him.

Interview Questions

- What training has worked for you in the past? What did they do that was so helpful for you?
[Interviewer's Notes](#)

- Describe a situation when you had to really apply yourself to learn a new skill; how did you do?
[Interviewer's Notes](#)

- Does the saying, 'Practice makes perfect' apply to you? How so, or not?
[Interviewer's Notes](#)

- What do you find most frustrating about the way some people train others to do things?
[Interviewer's Notes](#)

Verbal Skill

A measure of verbal skill through vocabulary.



Interview Question

- Describe a situation in which you were asked to explain a document of yours to a co-worker. Did you get the idea across successfully and how?
[Interviewer's Notes](#)

Verbal Reasoning

Using words as a basis in reasoning and problem solving.



Behavioural Considerations

Mr. Sample achieved a Verbal Reasoning score outside the designated profile for this Performance Model. This suggests his ability to use words as a basis in reasoning is different than the position typically requires but he may have no problem with the ability to perform in this area. Discussions with him should explore whether the requirements of the position may be at an inappropriate level for Mr. Sample.

Interview Questions

- Did you ever work with someone who liked to use unnecessarily complex language, when 'plain English' would have worked even better? What did you do about it?
[Interviewer's Notes](#)

- Describe a time when you dealt with a miscommunication and tell me how you discovered that an error in understanding had been made.
[Interviewer's Notes](#)
- If someone tells you how to do a job, but you have never done the work before, how do you show you've heard what was said?
[Interviewer's Notes](#)
- When you are reading directions or a memo, how do you come to a conclusion as to what was expressed?
[Interviewer's Notes](#)

Numerical Ability

A measure of numeric calculation ability.



Behavioural Considerations

Mr. Sample achieved a Numerical Ability score outside the job profile for this position. This suggests he is at a different level in calculating numerical data than the position typically requires. Discussions with him should determine his potential to perform at an appropriate level on the job.

Interview Questions

- Describe the results you have had when instructed in a new mathematical process at work. How long did it take to get comfortable with the calculations?
[Interviewer's Notes](#)
- When asked to determine total times, distances or prices, how do you solve the problems? Some people use a calculator, some pencil and paper, some do it in their heads, etc. How do you manage?
[Interviewer's Notes](#)

- What opportunity have you had recently to calculate numerical problems? Did you use a calculator to help?

[Interviewer's Notes](#)

- Some people learn more quickly when shown the job, others like to read instructions and manuals. Which do you like? Give me some examples.

[Interviewer's Notes](#)

Numeric Reasoning

Using numbers as a basis in reasoning and problem solving.



Interview Question

- Describe a situation in which you had to prove to a superior that there was a mistake in their calculations.

[Interviewer's Notes](#)

Behavioural Traits

Energy Level

Tendency to display endurance and capacity for a fast pace.



Interview Question

- What experiences have you had in managing multiple projects; how did you cope with the stress of such a situation?

[Interviewer's Notes](#)

Assertiveness

Tendency to take charge of people and situations. Leads more than follows.



Behavioural Considerations

Mr. Sample achieved an Assertiveness score that is outside the designated Performance Model for this position. This suggests that his willingness to take charge may not be what the position typically requires. Discussions with him should explore his potential for Assertiveness training.

Interview Questions

- Give me an example of some situation when you used your authority to influence another individual. Be specific.

[Interviewer's Notes](#)

- How do you handle a situation where you may feel someone is trying to 'walk all over you'?

[Interviewer's Notes](#)

- Describe a recent experience when you had to choose between being assertive and being diplomatic with a co-worker; what were the results?

[Interviewer's Notes](#)

- Explain your preference for getting your point across to others.

[Interviewer's Notes](#)

Sociability

Tendency to be outgoing, people-oriented, and participate with others.



Interview Question

- Describe a situation in which you had the opportunity to bring the team together to accomplish a common goal; how did you do it?

[Interviewer's Notes](#)

Manageability

Tendency to follow policies, accept external controls and supervision, and work within the rules.



Interview Question

- What can keep you motivated when some co-workers get defensive about the directives from management?

[Interviewer's Notes](#)

Attitude

Tendency to have a positive attitude regarding people and outcomes.



Interview Question

- How do you resolve the problem of poor attitudes among your co-workers?
[Interviewer's Notes](#)

Decisiveness

Uses available information to make decisions quickly.



Behavioural Considerations

Mr. Sample achieved a Decisiveness score outside the Performance Model for this particular position. This suggests his ability to make quick decisions confidently is different than the position typically requires and he may encounter some frustration under high stress situations. Discussions with him should explore his potential for making decisions in a more appropriate manner after adequate training is applied.

Interview Questions

- How have you handled surprises or sudden crisis on the job?
[Interviewer's Notes](#)

- Describe daily decision making situations for which you have been responsible.
[Interviewer's Notes](#)

- Describe a situation in which you had to draw a conclusion quickly and take speedy action.
[Interviewer's Notes](#)
- Tell me about a situation in which you found it important to "take a stand" and be decisive on an issue of health/safety/human welfare.
[Interviewer's Notes](#)

Accommodating

Tendency to be friendly, co-operative, agreeable. To be a team person.



Behavioural Considerations

On the Accommodating scale Mr. Sample scored outside the designated Performance Model for this position. This suggests that his willingness to challenge conventional or group thinking is different than the position typically requires. Discussions with him should explore his potential to support his own ideas for the good of overall team success.

Interview Questions

- How do you handle frustration when dealing with an argumentative co-worker?
[Interviewer's Notes](#)
- Give an example of a time when you acted as a mediator between two sides in your team of co-workers.
[Interviewer's Notes](#)
- When, if ever, is it unproductive to be accommodating with a co-worker?
[Interviewer's Notes](#)

- What role, if any, do conflict and co-operation play in teamwork?
[Interviewer's Notes](#)

Independence

Tendency to be self-reliant, self-directed, to take independent action, and make own decisions.



Behavioural Considerations

On the Independence scale Mr. Sample is below the designated Performance Model for this position. This suggests that his tendency to seek guidance from supervisors is greater than that of successful individuals in this position. He could have a problem with the capability to work independently and resourcefully. Discussions with him should explore the possibility that for Mr. Sample, the position may be overly challenging and could lead to frustration and a reduction in his level of performance.

Interview Questions

- Describe a time when you were under pressure to make an immediate decision (perhaps without the aid of a supervisor or a manager). Did you take action immediately or were you more deliberate and slow?
[Interviewer's Notes](#)
- Describe a situation in your experience when you required more breathing room (less supervision than was offered) to accomplish your work.
[Interviewer's Notes](#)
- Have you ever found yourself in a situation with little structure? How did you resolve your work and achieve goals?
[Interviewer's Notes](#)

- How do you prefer your supervisor to explain his or her directions or instructions?
[Interviewer's Notes](#)

Objective Judgement

The ability to think clearly and be objective in decision-making.



Behavioural Considerations

Mr. Sample achieved a Judgement score that is outside the designated profile for this Performance Model. This suggests that his objectivity in making decisions is different than the position typically requires. Discussions with him should explore the possibility that for Mr. Sample, the position may require greater practicality and could lead to a reduction in his level of performance.

Interview Questions

- How does intuition play a role in your decision-making? How about more objective data?
[Interviewer's Notes](#)
- Describe a high-pressure situation you had to handle at work. Tell me what happened, who was involved and what you did in terms of problem solving.
[Interviewer's Notes](#)
- Identify potential sources of bias that occur in day-to-day decision-making.
[Interviewer's Notes](#)
- When given a variety of information with which to come to a decision, how do you tell useful information from useless information?
[Interviewer's Notes](#)