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Interview Guide

Created for:

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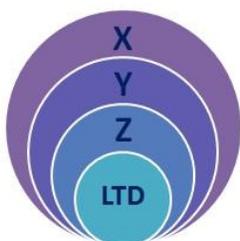
This information is confidential. It should not be distributed or communicated to anyone other than people directly involved in the interviewing, reference checking and hiring process.

This **Interview Guide** is based on Mr. Morris' 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 described himself in positive, socially desirable terms and tended to avoid the admission of normal human shortcomings. This suggests that he may gloss over and minimize problems, mistakes and developmental needs.

PROBLEM SOLVING

His score on a measure of deductive reasoning was about average. His score on a measure of verbal skills was about average. He is technically oriented in his approach. He is hesitant to experiment with different approaches. Consequently, he may not be comfortable with trial-and-error learning. He sees himself as more flexible than may be the case in reality, especially when he is under pressure. He is disciplined in his approach. This may reach the point of compulsivity at times. He typically relies more on discipline than on creativity. He is likely to be quite detail oriented in his approach. He is capable of focusing his efforts. However, he can also be distracted by social issues. He enjoys opportunities to think outside the box but he doesn't always have enough of a strategic view. He strives to think through issues but he may not always recognize underlying assumptions. He is perfectionistic, exacting and fault-finding.

EMOTIONAL FACTORS

He is conforming in his behavior, but he may become more free-thinking in an accepting environment. He is motivated primarily by external factors. He is somewhat of a worrier and may brood on things at times. He dislikes excessive stimulation, and prefers order and predictability. Recognition is important to him, especially concerning performance which exceeds expectations. He is generally conscientious. He may project more confidence than he feels. He is more of a worrier and more stress-prone beneath the surface than may be evident. He is a highly independent person who typically sets his own direction. He is competitive when he feels challenged. He probably has strong security needs.

SOCIAL STYLE

He is generally patient and conflict-avoidant. However, he is likely to show a more abrupt side when conflict can't be avoided. He is open with his ideas and reactions, but he may temper them in less accepting environments. He is emotionally responsive and spontaneous, yet he is likely to mute his expressions and to try to conform to expectations. He is talkative and articulate, but he generally thinks before he speaks. He is generally serious-minded, but can express a lighter side at times. He is a markedly assertive and outspoken person. He strives to play an active and persuasive role, but may lack a degree of poise and social confidence. He is an extraverted person who is likely to be assertive and socially skilled but somewhat serious in his demeanor. Although he is patient, he shows some evidence of having an intolerant streak and he may be insensitive at times. He tends to be more blunt and abrupt than tactful.

WORK FACTORS

He probably handles large-scale planning well, but may be less focused on administrative routine. He works to conform to expectations and, even when he may feel a need to move ahead, he tends to wait for direction from above. He may resemble sales engineers in his career interests. He readily sets goals for himself and others, but may not fully think them through. This can result in some inefficiency. He may be a persuasive and demanding team member whose need for structure and organization works against team process. He is more likely to be successful as an individual contributor than as a supervisor. Although generally patient, he is outspoken when frustrated and will apply pressure to get the results he wants. While he is generally patient with others, he has a keen sense of urgency.

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.

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?

Tell me about a time when you had to make decisions quickly in an ambiguous environment. What was the end result? What did you learn?

How do you ensure that you're not being overly perfectionistic or rigid when you follow procedure? Please give me some specific examples.

Conformity.

His scores suggest that he sees himself as conventional, traditional and conforming. He is likely to be by-the-book, cautious and structured. Are there any behavioral indications that he is too dependent on external structure when he needs to operate in a more spontaneous and less rule-bound manner? Is he too cautious and conservative in his decisions and responses?

Tell me about a time when you had to take an unpopular or controversial stand. What was the outcome?

Have you ever had to deal with unreasonable policies or procedures? What did you do in response to them?

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.

Tell me about a time when you had to be less methodical and analytical. What was the end result? What did you learn about yourself?

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?

Expansive/Divergent Thinking.   He sees himself as imaginative, creative and inventive. He is likely to be relatively free-thinking, visionary and resourceful. Are there any indications that he is overly intuitive and big-picture oriented when he needs to be more practical, focused and convergent? Is he likely to be so curious and inventive that he loses sight of practical realities?

Tell me about a time when you had to think in a structured, orderly and step-by-step fashion. What was the end result? What did you learn about yourself in that situation? Other examples?

Would you say that you are more imaginative and visionary or more practical and focused? Why do you say that? Give me some specific examples.

Social Dominance.   His profile suggests that he is likely to be highly assertive, socially bold and dominant. Is he likely to be aggressive or overly assertive? Does he make his points with enough sensitivity and tact? Are there any indications that he is overly competitive or too prone to take social risks? How well does he back off and bite his tongue when dealing with sensitive negotiations or political situations?

Tell me about a time when you've realized you were being overly forceful or aggressive. How did you fix the situation? What was the end result?

Tell me about a time when you've experienced conflict on the job. What did you do about it? In retrospect, what could you have done differently? Any other specific 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?

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.

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?

Tactical Orientation.

Try to find out how well he analyzes complex problems. Does he develop enough depth in his analyses before pushing for practical solutions? Can he maintain the strategic perspective where necessary? Does he seem to have the appropriate conceptual ability to be successful in the position under consideration? Is he likely to be overly concrete, hands-on or tactical in his approach?

Tell me about your experience with long-term strategic planning. Give me an example of when you've had to analyze complex situations and delay making decisions until you had all the necessary data at your command.

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.

	LOW SCORE MEANING		HIGH SCORE MEANING

Extraversion

1 2 3 4 5 [6] 7 8 9 10

Low Score		High Score
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

Low Score		High Score
Secure		Insecure
Unexpressive		Expressive
Patient		Frustration Prone

Behavioral Control

1 2 3 4 5 6 7 8 [9] 10

Low Score		High Score
Undisciplined		Disciplined
Nonconforming		Conforming
Not Detail-Oriented		Detail-Oriented

Agreeableness

1 2 3 [4] 5 6 7 8 9 10

Low Score		High Score
Intolerant		Tolerant
Urgent/Intense		Easygoing
Dispassionate		Sympathetic

Complexity

1 2 3 4 [5] 6 7 8 9 10

Low Score		High Score
Tactical		Strategic
Action-Oriented		Planful
Convergent Thinking		Divergent Thinking

Legend:
- Middle 50% Range for Supervisory People
- 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% Range for Supervisory 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
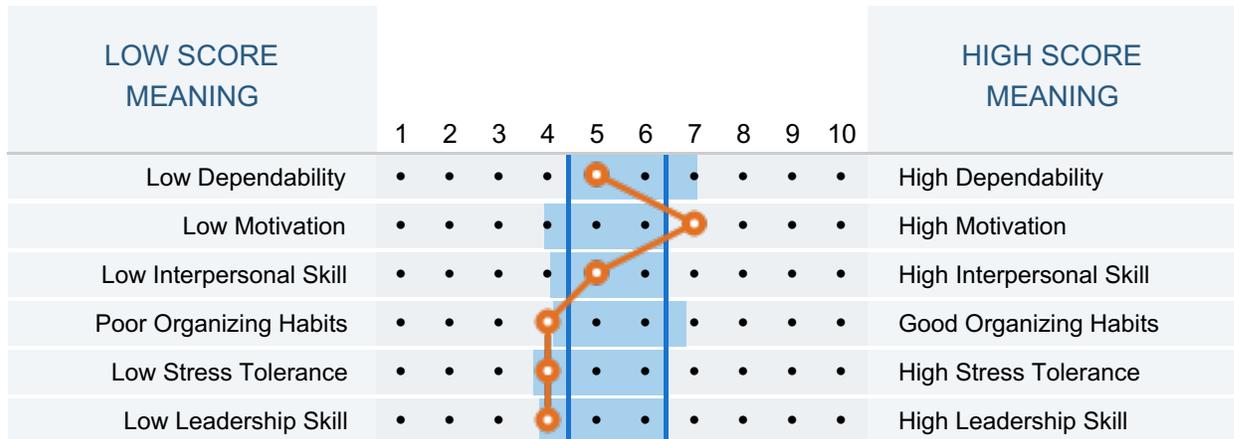
LOW SCORE MEANING	1	2	3	4	5	6	7	8	9	10	HIGH SCORE MEANING
Low Dependability	•	•	•	•	○	•	•	•	•	•	High Dependability
Low Motivation	•	•	•	•	•	•	○	•	•	•	High Motivation
Low Interpersonal Skill	•	•	•	•	○	•	•	•	•	•	High Interpersonal Skill
Poor Organizing Habits	•	•	•	○	•	•	•	•	•	•	Good Organizing Habits
Low Stress Tolerance	•	•	•	○	•	•	•	•	•	•	High Stress Tolerance
Low Leadership Skill	•	•	•	○	•	•	•	•	•	•	High Leadership Skill

☐ Middle 50% Range for Supervisory 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
Reserved	•	•	•	•	•	O	•	•	•	•	Talkative
Emotionally Reserved	•	•	•	•	•	O	•	•	•	•	Emotionally Expressive
Individual Performer Profile	•	•	•	O	•	•	•	•	•	•	Manager Profile
Low Expressed Enthusiasm	•	•	•	•	•	•	O	•	•	•	High Motivation
Hands-On Doer	•	•	•	O	•	•	•	•	•	•	High Leader Traits

▬ Middle 50% Range for Supervisory People

| Scores of 50% of the General Business Population

O Individual's Score