



**SAMPLE**  
***Confidential Report***  
***for***  
**Tom Trouble**

This Sample Report provided by:

**LEADERSHIP  STRATEGIES**  
Maximizing People Results <sup>TM</sup>

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## **NOTICE REGARDING THIS REPORT**

The results from this assessment should not be used as the sole determination whether to hire or not hire this individual. One must review previous work experience, the skills required by the job as well as personal references. When the safety of others must be considered, a background check, a drug screening and a physical from a medical doctor should all be considered. This assessment does not measure violent tendencies, psychotic conditions, sexual deviance or political opinions and cannot be used in identifying these conditions or to predict any associated behaviors. Please consult the User's Guide for additional instruction on using these results.

## THE INTERVIEWING REPORT

The **Step One Survey II** Report contributes information for your consideration while making an employment decision regarding Mr. Trouble.

### PART ONE

**Quick Check** – This section answers five questions about Mr. Trouble:

1. What is his employment status?
2. When can Mr. Trouble start?
3. What days/hours is he available to work?
4. What is his most recent salary?
5. Has he supervised others at work?

**Section I – Inconsistent Responses**– Noted inconsistency between two or more responses

**Section II – Employment Profile** – Essential information regarding his employment history with possible follow-up interview questions

**Section III – Theft** – A summary of self-admissions regarding theft of money, property, data and/or time

**Section IV – Illegal Substance Abuse** – Personal admissions regarding the personal use and/or distribution of illegal and/or regulated substances

**Section V – Criminal Convictions** – Personal admissions regarding criminal convictions, if any

### PART TWO

**Section I – Applicant's attitudes** regarding Integrity, Substance Abuse, Reliability, and Work Ethic along with descriptions of the factors being measured

**Structured interview** questions that relate to specific issues raised by the applicant's responses are provided here for the interviewer

**Section II – Graph** – A visual summary of the applicant's results

## PART ONE

### Quick Check

1. Mr. Trouble is currently employed.
2. Mr. Trouble is available to begin employment today.
3. Mr. Trouble is available to work full-time.
4. His most recent monthly salary was \$3,501 - \$5,000.
5. He supervised others at work more than one time.

### Section I – Inconsistent Responses

The following pairs of statements suggest an inconsistency in his responses (shown in parentheses). Please review each pair for possible discussion in the interview.

- Are you currently employed? (Yes)
- When would you be available to start to work with us? (Today)
  
- Why did you leave your most recent job or plan to leave your current job? (Got fired)
- Have you ever been fired or quit a job to avoid being fired? (No)
  
- Why did you leave your most recent job or plan to leave your current job? (Got fired)
- When was the most recent time you were fired or quit to avoid being fired? (I have never been fired or quit to avoid being fired)
  
- Have you ever had a problem working for a supervisor? (More than one time)
- How would you describe the relationship you have with your supervisor in your current, or last, job? (Fair)
  
- When was the most recent time you used any illegal drugs while at work? (Between 1 and 3 years ago)
- How many times have you used any illegal drugs while at work? (I have never used any illegal drugs while at work)
  
- How many times at work have you sold or given any illegal drugs to any of your co-workers? (I have never sold or given any illegal drugs to any of my co-workers)

- The small amount of illegal drugs you sold or gave to your co-workers was not enough to hurt their performance. (I agree)
  
- How many times have you taken (stolen) money from your employers? (I have never taken (stolen) money from any of my employers)
  
- You have taken money from your employer without anyone knowing it, but you always put it back later. (Once)
  
  
- How many times have you taken (stolen) equipment, materials, parts, supplies, etc. from your employer? (I have never taken (stolen) equipment, materials, parts, supplies, etc. from any of my employers)
  
- The things you have taken (stolen) from any of your employers were not important enough to hurt their business. (I agree)
  
  
- The small amount of illegal drugs you sold or gave to your co-workers was not enough to hurt their performance. (I agree)
  
- When was the most recent time you sold or gave any illegal drugs to any of your co-workers at work? (I have never sold or given any illegal drugs to any of my co-workers)
  
  
  
- What is the estimated value of equipment, materials, parts, supplies, etc. you have taken (stolen) from all the companies you have worked? (I have never taken (stolen) equipment, materials, parts, supplies, etc. from any of my employers)
  
- The things you have taken (stolen) from any of your employers were not important enough to hurt their business. (I agree)
  
  
  
- When was the most recent time you took (stole) money from any of your employers? (I have never taken (stolen) any money from any of my employers)
  
- You have taken money from your employer without anyone knowing it, but you always put it back later. (Once)
  
  
  
- How many times have you used any illegal drugs while at work? (I have never used any illegal drugs while at work)
  
- The illegal drugs you have used at work were not enough to hurt your performance. (I agree)

- When was the most recent time you took (stole) any equipment, material, parts, supplies, etc. from any of your employers? (I have never taken (stolen) equipment, materials, parts, supplies, etc. from any of my employers)
- The things you have taken (stolen) from any of your employers were not important enough to hurt their business. (I agree)

## **Section II – Employment Profile**

Some representative statements made by Mr. Trouble are shown with the questions for the interview.

- Mr. Trouble indicates quitting a job without giving notice one time.

**Interview Question:** *What motivated you to quit your job in the past?*

- Mr. Trouble states that he has had a problem working for a supervisor more than one time.

**Interview Question:** *Your past problems with supervisors could be easier for me to understand if you describe the common issues of the problems, if any. What tends to cause these problems, from your perspective?*

- Mr. Trouble states that he has had a problem with a co-worker one time.

**Interview Question:** *Describe the situation you had in the past concerning a problem with a co-worker.*

- Mr. Trouble reports that his primary motivation for changing jobs in the past has been opportunity for promotion.

**Interview Question:** *What does “an acceptable opportunity for promotion” mean to you? How has this been lacking where you worked in the past?*

- Mr. Trouble reports that the relationship with his current or last supervisor was fair.

**Interview Question:** *If the relationship with your current or last supervisor was only fair, what prevented it from being better?*

- Tom indicates filing a medical claim even though he wasn't sick or injured one time.

**Interview Question:** *What reasons did you have at the time for once claiming medical issues even though you were not actually sick or injured? What justifies that action, from your perspective?*

## Termination

This information was supplied by Mr. Trouble concerning previous terminations.

- Mr. Trouble reports that he left or is planning to leave his last job because he got fired.

*Interview Question: Describe for me the details involved with your being fired from your most recent job.*

- Mr. Trouble reports that he has never been fired or quit to avoid being fired.

*Interview Question: Can you attribute any specific personal qualities to the fact that you have never been fired (or had to quit to avoid being fired)?*

## Section III – Theft

### Theft of Money

- Mr. Trouble states that he is not sure if he has taken (stolen) any money from any of his employers.

*Interview Question: You mentioned that you are unsure whether you have ever taken (stolen) money from any of your employers. Could you explain what you mean by “unsure” or otherwise specify any past experiences about this issue?*

- Even though he put it back later, Mr. Trouble reports that he has taken money from an employer without anyone knowing it once.

*Interview Question: What sort of responsibility do we have when an employer’s money is readily available for stealing and no one is likely to know about it?*

### Theft of Property

- Mr. Trouble reports that he has never taken (stolen) equipment, etc. from his employers.

*Interview Question: Would you say theft in the workplace happens often and why?*

- Tom states that the things he has taken (stolen) from any employer was not important enough to hurt their business.

*Interview Question: How would you define “important” materials and property as it pertains to your statement that things you have taken from employers were not particularly significant? What sorts of things were these?*

### Theft of Data or Time

When reviewing this section of the survey with the applicant, this is an opportunity to share your company's policy concerning the use of confidential computerized information, Internet usage and other computer-related issues.

- Mr. Trouble reports that on more than one occasion, he had access to confidential computerized business information at work.

*No interview question provided.*

- Tom reports that he did something with confidential information that was clearly in violation of a company policy one time.

**Interview Question:** *Describe your violation of company policy concerning the use of confidential computerized business information.*

- Mr. Trouble reports that he violated company policy concerning the use of confidential computerized business information but is unsure how long ago.

**Interview Question:** *What consequences occurred because of your violation of company policy concerning the use of confidential computerized business information?*

- Tom states that he made personal use of a company's computer to access the Internet for reasons other than business more than one time.

**Interview Question:** *Has your usage of company time and computer access to browse the Internet for personal reasons ever created a conflict for you at work? If so, please tell me about it.*

- Tom indicates that he's not really sure when the last time was that he made personal use of a company's computer to access the Internet.

**Interview Question:** *What was the policy of your former employer concerning personal use of the Internet while at work?*

## Section IV – Illegal Substance Abuse

### Personal Use

- Mr. Trouble indicates that the most recent time he used illegal drugs while at work was between 1 and 3 years ago.

**Interview Question:** *As a consequence, if any, of using illegal drugs at work, did you seek employer-sponsored therapeutic aid and if so, what has that done for you?*

- Tom indicates that he currently uses illegal drugs on the weekends.

**Interview Question:** *Your admittance that you currently use illegal drugs on weekends deserves further clarification. Please explain.*

- Mr. Trouble reports that within the last three years, he has not failed a drug test.

*No interview question provided.*

- Mr. Trouble reports that he would agree to submit to a drug test if it were company policy.

**Interview Question:** *How many drug tests have you taken at an employer's request and what results were derived?*

- Mr. Trouble reports that he has never used illegal drugs at work.

*No interview question provided.*

- Mr. Trouble reports that his use of illegal drugs at work did not hurt his performance.

**Interview Question:** *You have stated that your drug use at work did not hurt your performance. How do you know this?*

### **Distribution**

- Mr. Trouble reports that he has never sold or given illegal drugs to co-workers.

*No interview question provided.*

- Mr. Trouble agrees that the small amount of illegal drugs he sold or gave co-workers was not enough to hurt their performance.

**Interview Question:** *You state that drugs you gave to co-workers did not hurt their performance, but how did you come to that conclusion? What about safety, efficiency or even just following company policies?*

### **Section V – Criminal Convictions**

- Mr. Trouble reports that in the last 5 years, he has not been convicted of any crime that has not been completely stricken by the court.

*No interview question provided.*

## PART TWO

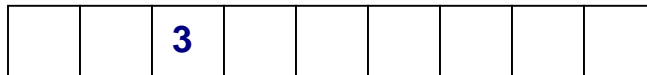
### APPLICANT'S ATTITUDES

#### INTRODUCTION

This report provides information on the four Attitude Scales (Integrity, Substance Abuse, Reliability and Work Ethic). Each attitude is represented by a graph. The paragraph below each graph describes the applicant's attitude.

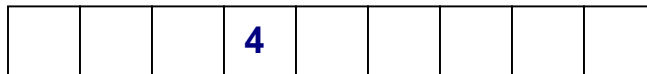
#### SECTION I – Attitude Scores

**Integrity** – Adherence to moral and ethical principles acceptable in the workplace.



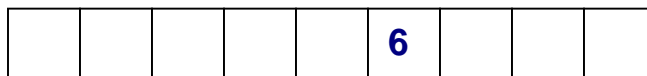
Tom appears quite lenient concerning fraudulence on the job, especially as it concerns the ownership of property and assets of a company.

**Substance Abuse** – Attitudes toward substance abuse in the workplace.



Generally prudent concerning the abuse of illegal substances in the workplace, Tom is nonetheless tolerant depending on the situation.

**Reliability** – Attitudes concerning following procedures, dealing with authority figures and working positively with others in the workplace.



Generally, Tom expresses trust and a willingness to get along with others. However, it is evident that higher levels of confidence in the motives of others may be more difficult for him to develop.

**Work Ethic** – Belief in the value of work and appropriate supervisory relationships in the workplace.

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A casual attitude is expressed by Tom concerning what others should expect of him at work.

### Interview Questions

The following interview questions are presented for your consideration as you interview Mr. Trouble. *Note that the “Critical Issue” statements are written to the interviewer and should not be asked of the applicant.*

**Critical Issue:** Does the applicant possess an overly careless attitude about rules or procedures concerning company property?

**Applicant's Response to:** Taking something from your company with the good intention of paying for it later is not the same as stealing. (Mr. Trouble agrees)

#### Interview Questions:

- What's the difference between stealing and taking company property that you pay for later?
- Would you say that your opinion about this is somewhat speculative, or have you done something like this yourself, even though you had an excuse?
- Would you say that some rules concerning taking company property (even if you DO pay for it later) are too strict? Why?

**Critical Issue:** Does the applicant tend to equivocate about stealing in order to hide an unacceptable behavior?

**Applicant's Response to:** There are some circumstances that justify taking money or merchandise without permission from your employer. (Mr. Trouble agrees)

#### Interview Questions:

- What circumstances would you say justify the taking of money or merchandise?
- What makes these circumstances different? What makes them appropriate?
- Is your perspective on this issue purely hypothetical, or has there been a time in which you acted upon these circumstances yourself?

**Critical Issue:** Is working while under the influence of illegal drugs a behavior that the applicant is likely to do?

**Applicant's Response to:** There is nothing wrong with using illegal drugs on the job if it helps you to relax and do a better job. (Mr. Trouble agrees)

**Interview Questions:**

- You seem to feel that some people may have their own reasons to use illegal drugs while on the job. Have you ever done so yourself?
- You have stated that some illegal drugs can improve job performance. Can you explain more about this and have you tried this tactic to improve your own performance?
- Your statement about using drugs to relax on the job is interesting. Would this be a purely hypothetical point of view, or have you tried this yourself in the past?

**Critical Issue:** Is the applicant referring to himself?

**Applicant's Response to:** Most people try to do the right thing when given a chance. (Mr. Trouble disagrees)

**Interview Questions:**

- Why do you believe that most people will not do the right thing when given a chance?
- Can you give a specific example that supports this belief?

**Critical Issue:** Is the applicant overly critical, negative and fault finding?

**Applicant's Response to:** I believe I should overlook other people's faults and make an effort to get along with everyone. (Mr. Trouble disagrees)

**Interview Questions:**

- Why do you believe you should not overlook other people's faults and make efforts to get along with everyone?
- Any particular faults?
- Any specific individual or group of people?

**Critical Issue:** Is the applicant justified for feeling this way?

**Applicant's Response to:** So little of what I do is really appreciated by others. (Mr. Trouble agrees)

**Interview Questions:**

- Why do you feel that you're not appreciated by others? Can you give a specific example? Is this one time or is this repetitive?
- What do you mean by "appreciated?"

**Critical Issue:** Is the applicant's reason for not always telling the truth reasonable and justified?

**Applicant's Response to:** Everyone should be expected to always tell the truth. (Mr. Trouble disagrees)

**Interview Questions:**

- When is it okay to not always tell the truth? Give a specific example.
- Under what circumstances, if any, should you always tell the truth?
- Under what circumstances, if any, should you never tell the truth?

**Critical Issue:** Is the applicant going to follow rules?

**Applicant's Response to:** It is okay to get around rules, as long as you don't actually break them. (Mr. Trouble agrees)

**Interview Questions:**

- When is it okay to get around rules?
- Work related example, what was the rule? How did you get around it? What was the outcome?
- When is it not okay to get around the rules?
- What is the difference between getting around vs. breaking rules?

**Critical Issue:** Is this tendency going to cause work related problems?

**Applicant's Response to:** It takes a lot to make me angry. (Mr. Trouble disagrees)

**Interview Questions:**

- What stands out as the most common reason you sometimes get angry with others?
- How much is "a lot?" How short is the fuse?
- Can you share a recent example or experience, and the consequences?
- How is anger expressed, how strong is the reaction?

**Critical Issue:** Could this cause serious problems with the other employees?

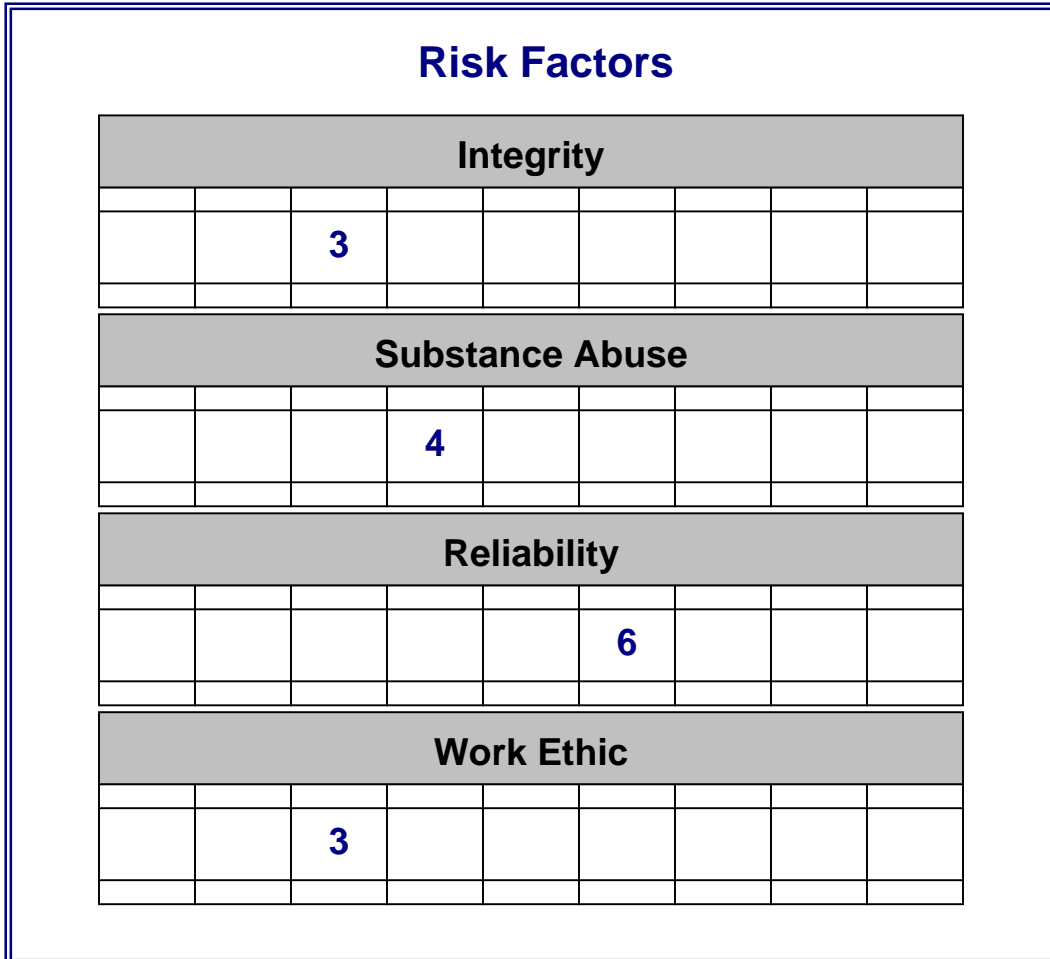
**Applicant's Response to:** I prefer to stay out of heated arguments. (Mr. Trouble disagrees)

**Interview Questions:**

- Why do you like heated arguments?
- Any recent examples?
- Who was it with?
- What was the topic? What was the outcome?

## SECTION II – SUMMARY GRAPH

The following scores for Mr. Trouble are summarized in this graph. Higher numbers suggest a lower risk factor.



## DISTORTION FACTOR

The Distortion Factor indicates the respondent’s frankness while taking this assessment. The range for this scale is 1 to 9, with higher scores suggesting greater candor.

**The Distortion Factor for this assessment is 8**