



Report designed for

Bill Crane

ProfileXT[®]

Interview Guide - Total Person

Performance Model: ABC Company - VP Talent Management

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.

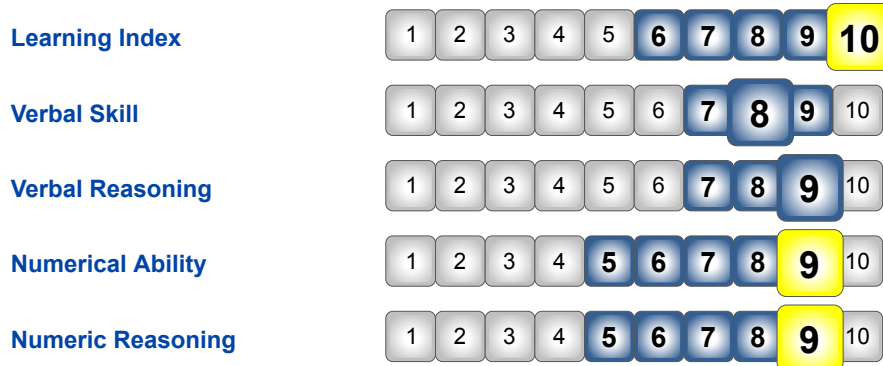
This report reflects the responses provided by Bill Crane when he completed the ProfileXT assessment. A Summary Graph is included that shows his scores and how he fits to the Performance Model for this position. It gives a quick overview of where he is in or out of the model and also shows his overall 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 Bill scored. If the enlarged segment is dark, Bill is in the Job Match model. If it is lighter, he is not.

The interview questions provided are based on how well Mr. Crane 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. Crane is being considered.

Please consult the User's Guide for additional information on using these results when working with Bill. 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 - 74%



Thinking Style
81% Match



Behavioral Traits
61% Match


Distortion for this assessment is within the acceptable range.

Top Interests for Bill Crane

-  Enterprising
-  Mechanical
-  People Service

Top Interests for this Performance Model

-  Enterprising
-  People Service
-  Creative

 = Match

Interests
87% Match

Interview Questions

Interview questions are provided for Bill to facilitate an effective interview process. Behavioral Considerations for each scale relate to his actual scores. Where the scores for Mr. Crane 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.



Behavioral Considerations

On the Learning Index scale Mr. Crane is above the designated Performance Model for this position. This suggests that his assimilation of new information is greater than the position typically requires and that he may experience boredom from the requirements of the job. Discussions with him should explore the possibility the position may not be sufficiently challenging to maintain his interest and/or level of performance.

Interview Questions

- What experiences do you have in teaching new skills to others? What methods do you employ?
[Interviewer's Notes](#)
- What methods do you prefer to use to gather information during a training session?
[Interviewer's Notes](#)
- Change is inevitable at work; an example includes the computerization of the workplace. Describe a past event in which you adapted quickly to a new set of skills for the job.
[Interviewer's Notes](#)

- Relate the difference between effective and poor training.
[Interviewer's Notes](#)

Verbal Skill

A measure of verbal skill through vocabulary.



Interview Question

- Have you found yourself feeling impatient with how slow others are in understanding simple ideas?
[Interviewer's Notes](#)

Verbal Reasoning

Using words as a basis in reasoning and problem solving.



Interview Question

- Do you ever notice you need to "talk down" to people in order for them to understand you?
[Interviewer's Notes](#)

Numerical Ability

A measure of numeric calculation ability.



Behavioral Considerations

On the Numerical Ability scale Mr. Crane is above the designated Performance Model for this position. This suggests that his computation of data is more proficient than the position typically requires and that he may not be sufficiently challenged to maintain his interest and/or level of motivation.

Interview Questions

- Does it take the other people you work with longer to figure results or understand the numerical information than it does for you? How do you handle this?
[Interviewer's Notes](#)
- What kind of high stress situations have you experienced in which important calculations were necessary?
[Interviewer's Notes](#)
- When expressing numerical data to others, what method has been most successful for you, even when some of them are not numerically inclined?
[Interviewer's Notes](#)
- Tell me about an experience you had in which an estimate was asked of you on the spot. Were you on target?
[Interviewer's Notes](#)

Numeric Reasoning

Using numbers as a basis in reasoning and problem solving.



Behavioral Considerations

On the Numeric Reasoning scale Mr. Crane is above the Performance Model for this position. This suggests that his ability to analyze data as part of the decision making process is greater than the position typically requires and that he may not be sufficiently challenged to maintain his interest and/or level of performance.

Interview Questions

- Have you ever drawn conclusions based on numbers, graphs or figures that were quite obvious to you, but others had a hard time following? Describe an example.
[Interviewer's Notes](#)
- Describe your methods for expressing complex numerical concepts to those with less training. How frustrating can this be for you?
[Interviewer's Notes](#)
- When making budgetary decisions, can you rapidly see where resources can be reallocated or redistributed?
[Interviewer's Notes](#)
- When discussing trends, production values or finances do you seem to understand the conclusions more quickly than the other people involved? Describe a situation when this happened.
[Interviewer's Notes](#)

Behavioral Traits

Energy Level

Tendency to display endurance and capacity for a fast pace.



Interview Question

- Tell me about a missed detail that caused a problem for you.
[Interviewer's Notes](#)

Assertiveness

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



Behavioral Considerations

Mr. Crane 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

- How do you handle a situation in which you may feel someone is trying to "walk all over you?"
[Interviewer's Notes](#)
- Explain your preference for getting your point across to others.
[Interviewer's Notes](#)

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

Sociability

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



Behavioral Considerations

On the Sociability scale Mr. Crane is below the designated Performance Model for this position. This suggests that his willingness to work within a team environment is low. Discussions with him should explore the possibility that for Mr. Crane, the challenge of a cooperative climate may lead to frustration.

Interview Questions

- What is your preference for how to make productive use of your time when things are quiet in the office?
[Interviewer's Notes](#)
- If one person had to remain in the office while the rest went to a meeting, would you volunteer to stay? How would you make the best use of that time?
[Interviewer's Notes](#)

- Have you ever been in a situation where you had to initiate a conversation in a group of people you did not know? How did you handle it?
[Interviewer's Notes](#)
- Tell me about an experience you have had in which you were required to make "small talk" to promote relations with a client or co-worker.
[Interviewer's Notes](#)

Manageability

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



Behavioral Considerations

On the Manageability scale Mr. Crane is below the designated Performance Model for this position. This suggests that his willingness to follow standard procedures is less than the position typically requires and that he could have a problem with the capability to perform in this area. Discussions with him should determine his potential for frustration within the constraints of this position.

Interview Questions

- In your own words, what is the role of management?
[Interviewer's Notes](#)
- Tell me about a situation when you had to follow a rule or policy even though it kept you from getting the job done.
[Interviewer's Notes](#)

- How do you react when a supervisor requires you to do something that is not in line with your personal goals and objectives?
[Interviewer's Notes](#)
- Describe the results of a past conflict with a supervisor. How did it happen, whose fault was it, and how was it resolved?
[Interviewer's Notes](#)

Attitude

Tendency to have a positive attitude regarding people and outcomes.



Interview Question

- Give me a specific example of something you did that helped build a positive attitude in others.
[Interviewer's Notes](#)

Decisiveness

Uses available information to make decisions quickly.



Interview Question

- What role should coworkers play in your decision making process?
[Interviewer's Notes](#)

Accommodating

Tendency to be friendly, cooperative, agreeable. To be a team person.



Behavioral Considerations

On the Accommodating scale Mr. Crane is below the designated Performance Model for this position. This suggests that his patience with the opinions of others in the group is less than the position typically requires and that he could have a problem with the capability to resolve differences of opinion in an accommodating way. Discussions with him should explore the possibility that for Mr. Crane, the position may be overly challenging and could lead to frustration and a reduction in his level of performance.

Interview Questions

- Give me an example of a time when another person really tried your patience. Specifically, talk about a time when you were angry or frustrated.
[Interviewer's Notes](#)
- What is your viewpoint about co-workers that never speak their mind?
[Interviewer's Notes](#)
- When, if ever, is it appropriate to hold back and keep our thoughts to ourselves?
[Interviewer's Notes](#)
- When a co-worker is wrong about a work issue, what is the best way to discuss the issue with him or her?
[Interviewer's Notes](#)

Independence

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



Interview Question

- Describe your preferences concerning supervision of your work and explain the ideal situation that produces the best work you can do.

[Interviewer's Notes](#)

Objective Judgment

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



Behavioral Considerations

On the Judgment scale Mr. Crane is below the designated Performance Model for this position. This suggests that his decision-making process is less objective than the position typically requires and that he could have a problem with the pragmatic nature of the job. Discussions with him should explore the possibility that for Mr. Crane, the position could lead to frustration and a reduction in his level of performance.

Interview Questions

- Describe the process involved when you have to make a decision under pressure.

[Interviewer's Notes](#)

- What sources of information do you typically use in reaching a decision at work?

[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](#)

- Have you ever had to take decisive action based on your gut feelings alone? How did that make you feel?

[Interviewer's Notes](#)