

Sample Candidate
 Personality Interview Profiler

Test Date:06/10/2011 GMT

Feedback Report for Sample Candidate

INTRODUCTION

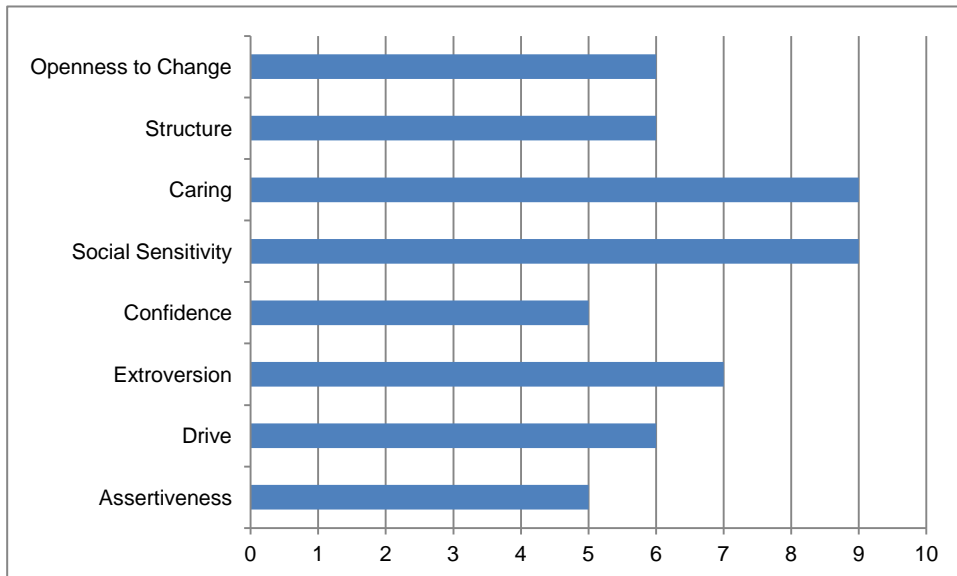
Test Details:

No.	Test	Code	Description	Start	End
1	Personality Interview Profiler - PIP	0	COMPLETED SUCCESSFULLY	06/10/2011 20:15:23	06/10/2011 20:20:55

Results:

Personality Interview Profiler - PIP

Scale	Raw	Sten
Assertiveness	-2.13	5
Drive	.60	6
Extroversion	3.58	7
Confidence	-.19	5
Social Sensitivity	7.42	9
Caring	8.57	9
Structure	1.21	6
Openness to Change	1.71	6



This work style questionnaire has been created to assist with the selection of personnel. The questionnaire looks at eight different areas, and Sample 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 Sample 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

He is as assertive as most people.

Compared to other people, Sample Candidate's responses suggest that he is neither very domineering and assertive nor very passive or compliant. He will ensure that his contribution to most activities is heard and acknowledged without forcing his views upon others. His approach is likely to make him effective in most work environments. His only problems with this aspect of his work are likely to occur where either significant assertiveness or acquiescence is required.

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 questions:

- *How have you dealt with work situations which required a particularly assertive approach? How did it make you feel?*
- *How have dealt with work situations which required a more compliant or laid-back approach? How did it make you feel?*
- *How easily can you switch between being assertive or accommodating? Can you give an example of when you have had to do this?*
- *How do you deal with particularly assertive people?*

Interview Notes:

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DRIVE

He is as driven and ambitious as most people.

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

He 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 he 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:

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EXTROVERSION

His responses to the questionnaire suggest that he sees himself as sociable and outgoing.

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

The following questions are guidance to help you interview him 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:

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CONFIDENCE

He is as confident and self-assured as most people.

Sample Candidate's responses indicate that he is generally confident in his ability to be effective at work and can cope with a reasonable amount of pressure and stress. He is normally comfortable with a fair degree of responsibility although, unlike people with very high levels of confidence, he does not feel the need to actively seek high-pressure situations.

He is more likely to be content in an environment where he knows what is involved in his role and feels that he can call upon colleagues when support is required. His approach to work is often favoured in team environments where he can act as a balance to his more optimistic and enthusiastic colleagues.

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 questions.

- *What areas or aspects of your working life are you more or less confident about? Give examples of when you have been more confident or more cautious in the past?*

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SOCIAL SENSITIVITY

His responses suggest that he sees himself as rather socially skilled, someone who is effective at using tact in his dealings with others.

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

The following questions are guidance to help you interview him 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:

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CARING

His responses to the questionnaire suggest he is generally tolerant of, and helpful towards, others. He is also likely to be an individual who cares about others' welfare.

Sample Candidate's responses strongly indicate that he has a real concern about the effects of his actions on others. His decisions are governed by empathy, care and consideration for others, rather than by the desire to achieve immediate results. He is neither hard-nosed nor demanding, and in all probability is regarded as generous and warm; for him, people come first.

He is likely to be popular at work, generally considered easygoing. He does not associate with people he dislikes even though they may be able to help further his career, nor is he likely to surrender his popularity to achieve personal advancement and business objectives. As a result, he may experience difficulties when working in political environments or in situations where he is responsible for taking decisions which will adversely impact his colleagues' careers.

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

- *Does your caring nature sometimes stand in the way of maintaining an objective outlook at work? Can you give examples of when you put your empathetic nature to one side in order to dispassionately achieve an important goal?*
- *Can you give examples of when your respectful and tolerant nature has been taken advantage of? How did this make you feel, and what did you learn from the experience?*
- *Can you give an example of when you provided a lot of emotional support to a colleague (who was perhaps experiencing problems)? What effect did this have on you and your work, and in retrospect do you think it may have been more appropriate to get less involved?*

Interview Notes:

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STRUCTURE

His responses suggest that he is as structured and organised as most.

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

He may well believe that too much self-imposed order, organisation and structure reduce his effectiveness. Inevitably, however, experience and the nature of his role are likely to influence the extent to which he 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?*

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OPENNESS TO CHANGE

His responses suggest that he is as open to change as most people.

Sample Candidate's answers indicate that he tends to strike a balance between conventionality and individualism. He is most content in environments that offer variety, where he 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 him, or when feeling less confident, he may prefer to work with tried and tested methods. However, he likes to approach projects that he enjoys with a degree of creative licence and could feel stifled if not given such opportunities.

His respect for traditional methods means that he would probably not be comfortable in a completely unconventional work place. Generally, he 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?*

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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 Sample Candidate's responses indicate would suit him. 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 him, although the majority should.

Sample Candidate is likely to prefer work environments:

- Where he is not required to be particularly assertive or overly passive
- Where there is a balance of busy and less busy times
- Where goals are stretching but not overly onerous
- Where he can be sociable and enthusiastic
- Where he has the opportunity to work with lots of others
- Where there is contact with the public
- Where he feels happy with the role
- Which require some self-confidence but colleagues can be called on in times of need
- 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 other people are put first
- Where he does not need to take or implement decisions which adversely affect others
- Which are not highly political or contentious
- Where consensus is important
- Where a degree of planning and organising are required
- Where accuracy and attention to detail are important but not essential
- Where he 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