

Profile: Match2™

Interview Guide

by Psychological Consultancy Ltd.

COMPANY NAME: Job Title

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Introduction

PURPOSE

This guide contains a number of interview questions that will help you confirm the individual's competency profile as assessed by PROFILE: MATCH™ and to further establish their fit with the requirements of the job.

WHAT TRIGGERS AN INTERVIEW QUESTION?

Each competency is measured using a blend of various personality scales that make a particular contribution to the specific skills required. If a candidate gets a score on a relevant personality scale that is either too high or too low for that competency then interview questions will appear on this report.

Each 'Area to Explore' highlights a potential concern, so that it is clear what you have to make a judgement about. The accompanying questions are designed to look at the issue in two ways i.e. one question asks for an example of a time the candidate was able to work around the problem and the second asks for an example of a time when the problem surfaced and to consider what the consequences were.

Occasionally, a candidate may not trigger any of the individual personality scales underlying the measurement of a competency. In this case, there will be five questions that address the competency as a whole. This will enable the candidate to provide further proof of their suitability for the role. These questions will ask the individual if they can describe a time when they displayed a proficient use of this competency or if they have encountered problems in this area.

It is also important to note that for some competencies it is possible to get an above average score yet still trigger some 'areas to explore'. This happens when an individual has scored at the optimum level on some contributing personality scales and just missed the optimum on others, resulting in an overall above average score but with some 'areas to explore' for those aspects of personality where the individual scored slightly higher or lower than ideal for that competency.

For every competency included in this report, space is provided for you to make notes about the responses to each Interview Question.

SUMMARY

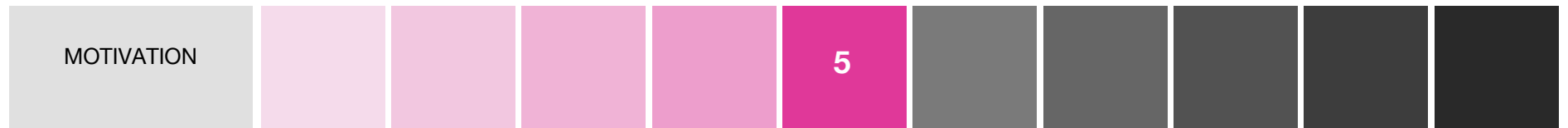
The summary page may be used to summarise information collected at interview and to condense the candidate's response to the Interview Questions into critical evidence for and against their suitability for the role with space for your final recommendation.

APPENDIX

The Appendix at the back of this Interview Guide contains some useful hints and tips about how to incorporate these questions in to the rest of your interview process.

Motivation

COMPETENCY RATING



AREAS TO EXPLORE & INTERVIEW QUESTIONS

Ambitious: Lacks motivation to achieve goals?

Provide an example of a time when you were highly motivated to achieve a goal or succeed on a task.

<ul style="list-style-type: none"> ·What was the goal? ·How did you attempt to achieve it? ·What was the outcome? 	
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Tell me about a time when you found it difficult to motivate yourself to get to work on a project.

<ul style="list-style-type: none"> ·What was the situation? ·Why did you struggle ·How did you motivate yourself in the end? ·What was the outcome? 	
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Cooperative: Uncomfortable adapting style to meet changing requirements?

Can you describe a time when you felt that altering a rule or regulation was the best way to achieve an objective?

<ul style="list-style-type: none"> ·What was the regulation? ·What did you do? ·What was the outcome? 	
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Tell me about a time when you struggled to motivate yourself to make a change at work.

<ul style="list-style-type: none"> ·What was the situation? ·Why did you struggle? ·How does change make you feel? ·What was the outcome? 	
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Motivation

Independent: Puts concern for others before achieving objectives?

Describe a situation that required you to put your concern for others aside in order to achieve a goal.

- What was the situation?
- Why was it important to do this?
- How did it make you feel?
- What did you learn?

Tell me about a situation where you were reluctant to do something because you were concerned about hurting other people's feelings.

- What was the situation?
- Why did you decide/decide not to take the opportunity?
- Would you do anything differently now?

Persuasive Communication

COMPETENCY RATING



AREAS TO EXPLORE & INTERVIEW QUESTIONS

Original: Unable to think quickly?

Describe a time when you had to think on your feet after encountering a challenge whilst dealing with a customer or colleague at work.

- What was the situation?
- How did you overcome the challenge?
- What was the outcome?

Provide an example of a time when a customer or colleague caught you off guard and you struggled to come up with a satisfactory response.

- What was the situation?
- What impact did it have?
- What was the outcome?
- What did you learn?

Engaging: Prioritises people over tasks?

Describe a time when, in order to get a job done, you had to focus on the task and not worry about the feelings of others.

- What were you trying to achieve?
- How did this make you feel?
- How did it impact others?

Outline a situation where your concern for how others would respond impacted your ability to persuade them effectively.

- What was the situation?
- Why were you concerned?
- What impact did this have?
- What was the outcome?
- Would you do anything differently?

Creative

COMPETENCY RATING



AREAS TO EXPLORE & INTERVIEW QUESTIONS

Imaginative: Struggles to think of innovative ideas?

Tell me about a time when you were put on the spot and had to quickly think of an innovative solution to a problem.

<ul style="list-style-type: none"> ·What was the situation? ·How did it make you feel? ·What was your solution? ·What was the outcome? 	
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Provide an example of a time when you struggled while working on an innovative project.

<ul style="list-style-type: none"> ·What was the project? ·Why did you struggle? ·What was the outcome? ·What did you learn? 	
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Driven & enthusiastic: Lacks the drive necessary to implement ideas?

Provide an example of a creative idea you implemented and followed through until you had successfully reached an end result.

<ul style="list-style-type: none"> ·What was the idea? ·What challenges did you face along the way? ·How did you feel about it? ·What did you learn? 	
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Give an example of a situation when competition from others made it difficult for you to implement your own idea.

<ul style="list-style-type: none"> ·What was the idea? ·Why did the competition make it difficult? ·How did it make you feel? ·What was the end result? 	
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Creative

Individualistic: Preference for convention prevents new ideas being implemented?

Describe a time when you identified a new idea or concept that significantly changed a product or service.

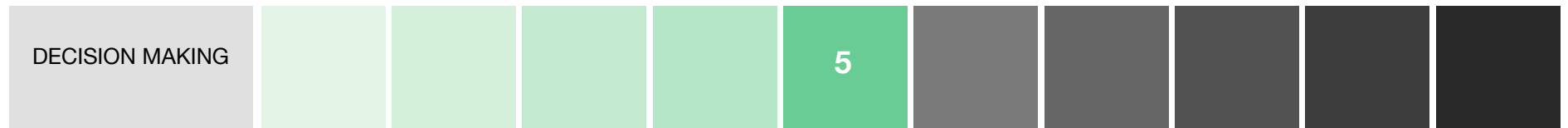
- What was the situation?
- How did the product change?
- How did the change make you feel?
- What did you learn?

Tell me about a time when you found it difficult to accept that changing a product or way of working would be beneficial.

- What was the situation?
- Why did you find it difficult?
- How did you feel about the change?
- What was the outcome?

Decision Making

COMPETENCY RATING



AREAS TO EXPLORE & INTERVIEW QUESTIONS

Questioning: Lacks the imagination necessary to consider the bigger picture?

Provide an example of a time when you considered the bigger picture before making a decision.

- What was the situation?
- Why was it important to consider the bigger picture?
- What was the outcome?

Tell me about a time when you found it difficult to think beyond the immediate benefits of a decision.

- What was the situation?
- What were the benefits?
- How would considering the long-term impact have improved the outcome?
- What did you learn?

Compliant: Unwilling to make decisions that stray from standard procedures or policies?

Tell me about a time when you made a decision that was not in line with your organisation's usual procedures.

- What was the decision?
- How did you think it would benefit your organisation?
- What was the outcome?

Provide an example of a situation where you struggled to make a decision that involved taking a risk, and as a result your organisation missed out on an opportunity.

- What was the situation?
- Why did you struggle?
- What was the outcome?
- What did you learn?

Decision Making

Rational: Struggles to make decisions in the absence of hard evidence?

Provide an example of a time when you made a decision based on what you felt was right rather than relying on hard evidence.

- What was the situation?
- Why did you think it was important to go on your gut feeling?
- What was the outcome?

Tell me about a time when you found it difficult to make a decision without having all the evidence at hand.

- What was the situation?
- Why did you find it difficult?
- How did you reach a decision?
- How did it make you feel?
- What did you learn?

Strategic Awareness

COMPETENCY RATING



AREAS TO EXPLORE & INTERVIEW QUESTIONS

Critical & challenging: Fails to come up with ideas that are innovative and focused on the wider perspective?

Tell me about an innovative solution you have come up with that has helped you achieve a long-term goal.

·What was the solution?
·How did it help your organisation?
·What was the outcome?

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Tell me about a time when you found it difficult to come up with an idea for a project that was innovative and really stood out from the crowd.

·What was the situation?
·Why did you find it difficult?
·How did you reach a solution?
·What was the outcome?

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Compliant: Analysis constrained by preference for established policies and procedures?

Describe a time when you suggested modernising or improving an established product at work.

·What was the situation?
·Why was it important that the issue was addressed?
·How did doing so make you feel?
·What was the outcome?
·What did you learn?

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Describe a time when you struggled to change your approach to a work task, despite realising that the established procedure was not best suited for what you were trying to do.

·What was the situation?
·Why did you struggle?
·What options did you consider?
·What was the outcome?
·What did you learn?

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Interpersonal Skills

COMPETENCY RATING



AREAS TO EXPLORE & INTERVIEW QUESTIONS

Sociable: Social reticence makes it difficult to initiate relationships?

Tell me about a time when you effectively initiated a relationship with a colleague or client.

- What was the situation?
- How did you feel about it?
- Why did you think it was important?
- What was the outcome?

Provide an example of a situation where you found it difficult to network with others at a busy event.

- What was the situation?
- Why did you find it difficult?
- How did you attempt to overcome this?
- What was the outcome?
- What did you learn?

Independent: Concern to avoid conflict impacts ability to express unpopular views?

Describe a time when you confronted an individual about something you disagreed with.

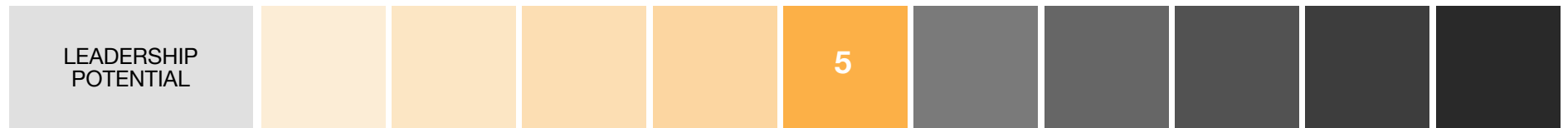
- What was the situation?
- Why was it necessary to confront this person?
- How did you feel about it?
- What was the outcome?
- What did you learn?

Provide an example of a time when your attempt to express an unpopular opinion did not go as well as you had hoped.

- What were you trying to express?
- Why did you have difficulty?
- What strategies could you have used that would have improved the outcome?
- What did you learn?

Leadership Potential

COMPETENCY RATING



AREAS TO EXPLORE & INTERVIEW QUESTIONS

Determined to Succeed: Struggles to effectively influence and persuade others?

Provide an example of a time when you positively influenced and motivated others.

- What was the situation?
- Why was this important?
- What strategies did you use to motivate them?
- How did they respond?
- What was the outcome?

Outline a situation where you found it difficult to persuade others about an important issue.

- What was the situation?
- Why did you find it difficult?
- How did you try to overcome these challenges?
- What was the outcome?

Strategic & Visionary: Finds it difficult to come up with innovative ideas that both inspire and motivate others?

Describe a situation where you inspired a group of people with one of your ideas.

- What was the idea?
- How did your idea inspire them?
- What role did they have in implementing it?
- What was the outcome?

Give me an example of a time when you found it difficult to think about the innovative solutions necessary for a successful project.

- What was the situation?
- Why was it difficult?
- How did you look at the wider perspective?
- What was the outcome?

Leadership Potential

Perceptive: Finds it difficult to address performance issues that could help develop others?

Tell me about a time when you had to address a performance issue with someone you were responsible for.

- What was the situation?
- How did you feel about it?
- How did the individual respond?
- What was the outcome?
- What did you learn?

Give an example of an event where you found it difficult to give someone constructive criticism, despite knowing it could improve their performance?

- What was the situation?
- Why did you find it difficult?
- What was the outcome?
- What could you have done differently?

Independent: Concern for popularity affects ability to express potentially unpopular opinions?

Describe a situation that required you to make a decision you knew would be unpopular with others.

- What was the situation?
- How did others respond?
- How did this make you feel?
- What was the outcome?
- What did you learn?

Provide an example of a time when you refrained from fully expressing your views in order to avoid conflict with others.

- What was the situation?
- Why did you struggle?
- What was the end result?
- Would you do anything differently now?

Planning and Organising

COMPETENCY RATING



AREAS TO EXPLORE & INTERVIEW QUESTIONS

Evidence Based: May overlook information?

Provide an example of a situation where you successfully researched and compiled information to support a project you were working on.

- What was the situation?
- How did you find the necessary information?
- How did you organise it to ensure nothing was missed?
- What was the outcome?

Tell me about a time when you may have overlooked something critical because you did not obtain all the available information.

- What was the situation?
- How did you resolve it?
- What did you learn?

Committed: Over-reacts to minor misdemeanors?

Provide an example of a time when you felt that a colleague had done the right thing despite working outside of standard procedures.

- What was the situation?
- Why did you feel this way?
- What was the outcome?
- What did you learn?

Tell me about a time when you over-reacted after a colleague made a minor change to your organisation's project schedule.

- What was the situation?
- Why did you respond in this way?
- How did this make them feel?
- What was the outcome?

Flexibility

COMPETENCY RATING



AREAS TO EXPLORE & INTERVIEW QUESTIONS

Needs Variety: Prefers predictable ways of working?

Tell me about a project you were keen to get involved with despite being very different to anything you had worked on before.

- What was the situation?
- Why were you eager to get involved?
- What ideas did you put forward?
- How did you feel about working in this way?

Provide an example of a time when you found it difficult to work on a project that required you to complete a variety of new and challenging tasks.

- What was the project?
- How did you feel about it?
- What was the outcome?

Individualistic: Inflexible when it comes to making independent decisions?

Tell me about a time when it was necessary for you to make an important decision without consulting your colleagues/supervisor.

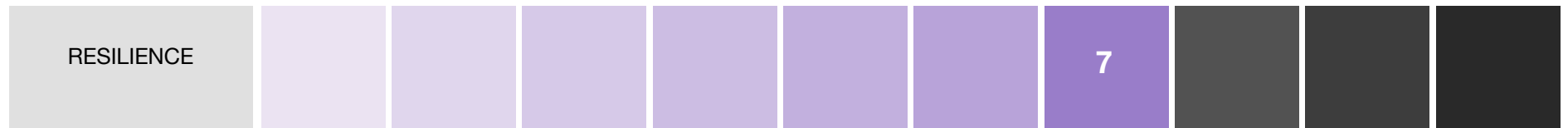
- What was the decision?
- How did it make you feel?
- What was the outcome?

Provide an example of a time when you missed an opportunity because you felt it was necessary to consult others before taking it.

- What was the situation?
- Why did you struggle to make the decision?
- How did others respond?
- What did you learn?

Resilience

COMPETENCY RATING



AREAS TO EXPLORE & INTERVIEW QUESTIONS

Simon met each of the requirements for this competency to some degree and no particular concerns were identified. However, a number of questions are given below that could be asked at interview to seek further reassurance of his competence in this area.

CONFIRMATORY INTERVIEW QUESTIONS

Tell me about a strategy you have used that helped you to stay positive about challenges you encountered at work.	
<ul style="list-style-type: none"> · What was the situation? · How do you usually feel when you encounter a setback? · How did you overcome the challenge? · What did you learn? 	
Tell me about a time when it was important to stay calm when addressing a difficult issue such as conflict or a personal attack at work.	
<ul style="list-style-type: none"> · What was the situation? · Why was it important to remain calm? · What was the outcome? · What did you learn? 	
Give an example of a time when your trust and optimism in someone's ability gave them a necessary confidence boost.	
<ul style="list-style-type: none"> · What was the situation? · How did you express your optimism? · How did they respond? · What was the outcome? 	
Describe a situation where you became very stressed after a difficult experience while working on a project.	
<ul style="list-style-type: none"> · What was the situation? · Why was it so difficult? · What was the outcome? · How do you typically manage stress? · What did you learn from this situation? 	
Tell me about a time when you were unnecessarily pessimistic about how you thought a project would turn out.	
<ul style="list-style-type: none"> · What was the situation? · Why were you pessimistic? · What was the actual outcome? · What did you learn? 	

Summary page

Candidate name	
Interviewer name(s)	
Interview date	
Position applied for	
Signed	

Critical evidence against	Critical evidence for

Recommendation

Appendix - how to use the Interview Guide

WHEN TO ASK THE QUESTIONS RAISED ON THE INTERVIEW GUIDE

Before introducing the questions from the Interview Guide, it is important to ease the candidate gently into the interview and build a sense of rapport. Begin with your usual interview questions such as 'Tell me about yourself' or 'Why do you want to work at our organisation?'. The candidate may then feel more comfortable when it comes to answering the questions raised on the report, which they could find more challenging.

INCORPORATING QUESTIONS FROM THE INTERVIEW GUIDE INTO EXISTING INTERVIEW PROCESS

You may want to introduce the questions from the Interview Guide into the existing interview process by clearly explaining that the questions to follow will be based on the personality assessment taken prior to the interview. You should make it clear that the questions raised on the Interview Guide will be related to competencies that have been identified as key to this role and that this assessment process has highlighted particular points for discussion in relation to these competencies. You should also consider that some individuals may be caught off guard, possibly needing more time to think about their response than they would for more typical interview questions. Candidates should be given some time to think after a question is asked and you should offer encouragement so that they feel more at ease.

USING PROBES

Probing questions, such as 'What was the situation? How did you respond? How did it make you feel...?' have been included alongside the interview questions as they can encourage the candidate to provide further information about a specific experience when the evidence provided is not sufficient. It is important that you use your own judgement in terms of whether the candidate has provided enough evidence, and when it is necessary to use the probes.

ADAPTING THE INTERVIEW QUESTIONS

You may need to modify or develop an interview question to arrive at a confident decision about a candidate's competence. For example, in situations where an individual's experience does not relate to a specific question you will need to be flexible and use your own judgement when deciding how to present the question. Furthermore, the probes provided along with the interview questions are guidelines and may need to be modified depending on the way in which a candidate has responded, or the amount of evidence they have provided.

EVALUATING RESPONSES

The purpose of all the questions is to check an interviewee's self-awareness of the points being raised and whether their personality and individual competencies align with the requirements necessary for effective performance in the job. Taken together these points will allow you to assess whether a candidate is potentially suitable for the role. The points below may be taken into consideration when rating candidates' answers to the questions contained in the Interview Report:

1. Appropriateness of the response, i.e. does it answer the question?
2. Quality of the response in terms of depth and detail, i.e. how well does it answer the question? were all of the probes required?
3. What does the response reveal about the candidate, what impression do they give e.g. pro-active, showing initiative, leadership, impulsivity, good management skills, communicative skills, inappropriate language or behaviour?
4. What does the response reveal about the candidate's self-awareness, e.g. aware of limitations as well as talents?