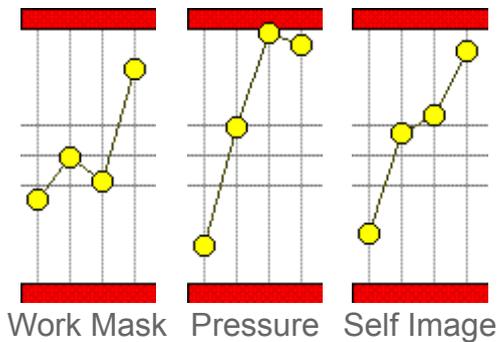


Mr Paul Hilditch

## Executive Summary



Systematic, precise, logical, persistent, deliberate, non-demonstrative, friendly, confident, humble and cautious, internally modest, peaceful.

## General characteristics

- Prefers to operate under controlled circumstances.
- Tends to be diplomatic with people.
- Complies with the rules.
- Will adhere to procedure.
- Performing to an acceptable work pattern.
- Expresses satisfaction with the job.
- Good at stabilising excited people.
- Radiating optimism.

## To fully use Mr Hilditch's potential

- Encourage a greater sense of independence.
- Set realistic time schedules.
- Emphasise his value to the organisation.
- Support the questioning of the motives of others.
- Provide and demonstrate well founded shortcut methods.
- Nurture a sense of urgency.
- Introduce new ideas on a regular basis in a non-threatening way.
- Stress the value of being logical when debating problems.

## Mr Hilditch is likely to have the following value to the organisation

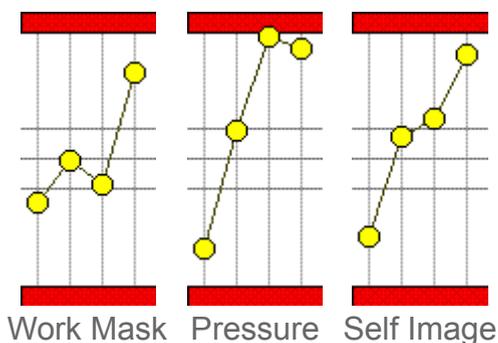
- Likes to follow directions and standards.
- Is good at being diplomatic with people.
- Checks instinctively for accuracy.
- Will adhere (and ensure others adhere) to procedure.
- Can concentrate well on the job on hand.
- Is a good listener.
- Tends to be loyal to the organisation.
- Radiates optimism and a can-do attitude.

## General points to review

Mr Hilditch believes that in order to be more successful in the job he should become more mobile, alert and active, adopting a rather quicker pace. When the pressure is really on, this steady, dependable and deliberate individual reinforces these natural behavioural characteristics. There are factors within Mr Hilditch's profile to indicate that he may undergo a temporary mercurial change. Occasionally this steady, dependable, deliberate person becomes even more so and may even be seen as intransigent. This can result in a temporary reversal in behaviour and he may become very mobile, active and fast of pace. This will be followed by a swift return to his original behaviour. There are some indications that Mr Hilditch is showing signs of frustrations, problems or stress which apparently are of a personal/emotional nature. Personal problems may have an adverse effect on an individual's performance in the job. Great care should be exercised, therefore, especially if Mr Hilditch is being considered for a new position.

## Mr Paul Hilditch

## Strengths & weaknesses



This report is a summary of Mr Hilditch's positive behavioural traits which can be interpreted as "Working Strengths". These are the traits which he brings to the job role, team or organisation. It is not to be concluded that he will use all of these strengths at any one given time, but rather that he usually feels most comfortable employing these traits to perform his job. Possible Limitations, on the other hand, are usually behavioural traits, which can be seen as personal shortcomings in the individual. These are driving forces in the Mr Hilditch's behaviour which can irk or irritate colleagues. In all probability these are the areas of the person's work based behaviour, which

could benefit most from training, development or support.

## Strengths

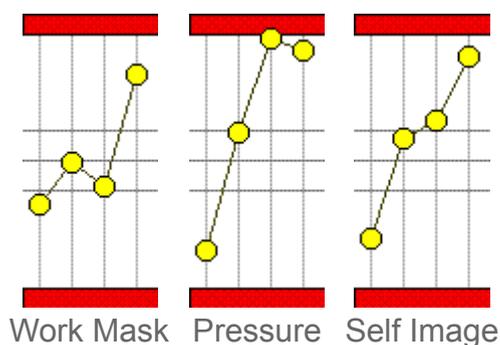
- Prefers to operate under controlled circumstances.
- Tends to be diplomatic with people.
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## Weaknesses

- Sometimes can get bogged down in detail.
- Looks for full explanation before changes are accepted.
- Will yield position to avoid controversy.
- Outside own area of expertise can be very easily led.
- Likes to maintain the status quo.
- Tends to like things just the way they are.
- May appear to lack a sense of urgency.
- Can appear superficial.

## Career Strengths

Mr Paul Hilditch



## Personal motivation

Standard operating procedures, a happy home life, sincerity, limited exposure, security (protection), no sudden or abrupt changes, and a sheltered environment are important self-motivators to Mr Hilditch.

## Descriptors

Systematic, precise, logical, persistent, deliberate, non-demonstrative, friendly, confident, humble and cautious, internally modest, peaceful.

## Job emphasis

*Imparting and sharing information of a specialist nature* Sharing specialist information and providing support to others Mr Hilditch's job should require him to collect and share information in order to maintain standards and quality in the workplace. There should be a minimum requirement for him to be involved in crisis management, or to work to pressing time constraints. Auditing the work of other people prior to its completion or delivery could be an essential part of the job. The role could involve Mr Hilditch in sharing with others or training others in specialist areas, where there is a requirement to deliver specific skills to colleagues. Engineering and production (supervisor, installer, technician, service and design), research (supervisor, chemist, lab technician), trainer, finance (supervisor, accountant, advisor), public relations, administration, office administrator, market analyst, systems analyst, programmer, selling (technical/service).

## Career strengths

- Prefers to operate under controlled circumstances.
- Tends to be diplomatic with people.
- Complies with the rules.
- Will adhere to procedure.
- Performing to an acceptable work pattern.
- Expresses satisfaction with the job.
- Good at stabilising excited people.
- Radiating optimism.

## Value to the company

- Likes to follow directions and standards.
- Is good at being diplomatic with people.
- Checks instinctively for accuracy.
- Will adhere (and ensure others adhere) to procedure.
- Can concentrate well on the job on hand.
- Is a good listener.
- Tends to be loyal to the organisation.
- Radiates optimism and a can-do attitude.

## Interview questionnaire for Mr Paul Hilditch

Thursday, June 23, 2016

## Overview of Mr Hilditch

Systematic, precise, logical, persistent, deliberate, non-demonstrative, friendly, confident, humble and cautious, internally modest, peaceful. Mr Hilditch has a good sense of urgency balanced with maintaining high standards. He appreciates the company of people with similar ideas, and likes others to be organised and quality conscious. A diplomatic leader who creates a good working environment, he will use tact to foster good relationships. Mr Hilditch is best suited to promoting quality issues. A diplomat by nature, he will endeavour to use tact to maintain good relationships. He is sensitive to changes in the social and work environment. Mr Hilditch likes to be organised, and appreciates the company of people with similar ideas. A quality, systems type of individual who will endeavour to achieve results of a high standards. He creates a good working environment and will be sensitive to changes in both the social and working environment. He is usually a well-organised person.

## Interviewing Mr Hilditch

*As the interviewer, it is your role to discover all the relevant information to assist in making an informed choice.* Here are some guidelines to help you -

- Open in a friendly manner on a general topic.
- Ask direct questions to find out facts.
- Use what, when, where, who, why, how.
- If a candidate gives short answers, ask for examples.
- When a candidate uses broad terms, drill down and ask them to explain their understanding of those broad terms until you understand the depth of their knowledge.
- Be comprehensive.
- Wait for answers.
- Be neutral.
- Remember the 70/30 rule: the candidate should be talking 70% of the time.

The following questions have been selected to identify areas where Mr Hilditch has excelled in the past.

## Questions to probe Very Low Dominance

### General questions

- Do you think this job requires a direct person and why?
- Do you think that people in general are direct or indirect?
- What type of manager do you prefer?
- What type of person do think you are?

### Management questions

- What do you think about managers who take a direct approach?
- Describe the sort of person that prefers a direct approach?
- Describe the sort of person who may reject a direct approach?
- Which type of person do you prefer to manage and why?
- Which style would you feel most comfortable with, a direct or an indirect approach?

## Sales questions

- How important is to be confident when in a sales role?
- Can you provide examples from your past work that demonstrate your confidence?
- Can you give me an example of when you failed to win a sale because of lack of confidence?
- Describe to me your favourite type of customer?
- How long do think it would take you to settle into a sales role within this organisation?

## Questions to probe High Influence

### General questions

- How many people were in your team/department in your current or last job?
- What attracted you to this job?
- Tell me about a time when you felt that someone let you down?
- Would you get into the same scenario again?
- What was the best job you have ever had?

### Management questions

- How important is communication when managing people?
- Describe your own communication style?
- What would do you do if it becomes obvious that you are failing to communicate effectively with one of your team?
- What time-management system do you employ if any?
- Do you enjoy the nitty-gritty of managing people and if so why?

### Sales questions

- Have you ever managed to persuade someone to purchase something that they did not want to buy and how did you achieve that?
- How would your best friend describe you?
- How would your last manager describe you?

- Where do you feel your real talents lie?

## Questions to probe High Steadiness

### General questions

- What kind of team were you in, in your current or last job?
- Describe the job where you stayed the longest?
- What would you say was your greatest area of expertise and why?
- What were your duties with your current or last job?
- What did you like most/least about your current or last job?

### Management questions

- How do you cope with unexpected interruptions in the workplace?
- Would you say you were a proactive or reactive manager?
- Do you consult your people before implementing changes and why?
- Do you think it is important as a manager to stick to your guns and why?

### Sales questions

- Successful selling has been described as telling your story often enough so that some people eventually believe it, do you agree?
- Would you describe your sales approach as conservative or innovative?
- Would you say that you were a "farmer" or a "hunter"?
- How many sales calls would you make in one day?

## Questions to probe Very High Compliance

### General questions

- Do you consider it to be a good thing when you are given exact instructions and why?
- Tell me of an occasion when you decided to do things your own way.
- Which is more important to you, getting the job finished or getting the quality correct?
- How would you cope with emotional and/or independent colleagues?

### Management questions

- Can you tell me about an occasion when your manager/company did not give you enough support?
- How would your colleagues describe you as a manager?

- Which is more important in a manager, technical expertise or people skills and why?
- Would you describe yourself as an independent or compliant manager?
- How would you manage a member of your team who is very independent?

## Sales questions

- When in a sales presentation how important is it to give the customer all the facts?
- How long do you think a sales presentation should last?
- How important is it to you to cover all the detail and why?
- Would you prefer giving a verbal quote or a written one?
- Give me an example of one of your best sales, in detail.

## Stress Showing In The Profile

- What pressures are on you currently?
- Which of these do you feel are the most threatening?
- How confident are you that you are able to keep these pressures under control?

## Notes for interviewer

This questionnaire has been designed to assist with an initial interview. The main thrust of the questions is aimed at exploring the candidates soft skills. Select the questions you would like to ask according to the type of role.

# IMPROVED EMPLOYEES

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