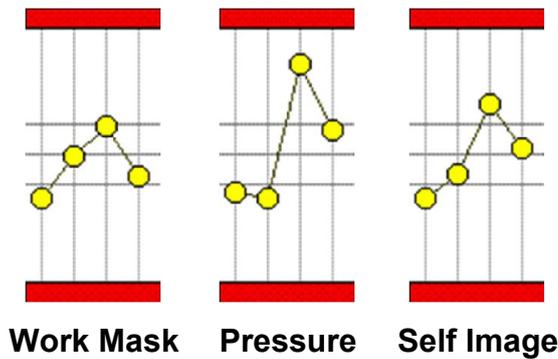


## Mr Sample Person

### Executive Summary



Dependable, thorough, systematic, helpful, non-demonstrative, quiet, unassuming, diplomatic, persistent, cautious, accurate, self-conscious, hard-working, conscientious, asks "how" and "why".

### General Characteristics

- Likes to develop special skills.
- Tends to concentrate on the task on hand.
- Demonstrates strong loyalty.
- Tends to be a good listener.
- Good at stabilising excited people.
- Tends to be diplomatic with people.
- Will adhere to procedure.
- Will seek to avoid trouble.

### To fully use Mr Person's potential

- Point out the benefits to the organisation of change.
- Remind of the dangers to the organisation of stagnation.
- Support closely through periods of change.
- Practise prioritising of objectives.
- Introduce new ideas on a regular basis in a non-threatening way.
- Set realistic time schedules.
- Emphasise the value of his expertise to the organisation.
- Support the questioning of the motives of others.

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

- Enjoys performing to an accepted work pattern.
- Has no difficulty in sitting or staying at one place.
- Exhibits patience and dependability.
- Can concentrate well on the job on hand.
- Is a good listener.
- Is good at being diplomatic with people.
- Tends to avoid trouble.
- Will adhere (and ensure others adhere) to procedure.

## General points to review

There are indications that Mr Person is feeling rather frustrated at the moment in his work role. This frustration could be caused by one or more of the following:

1. He may not be confident that he has the ability to cope with all that is happening in the current work role.
2. He may be unsure of exactly what is required of him.
3. A career change is perhaps being considered.
4. The job demands may not be compatible with his natural behavioural characteristics.
5. He may have lost personal direction, and/or may be at a crossroads in his life.

Questions should focus on the person's short-term goals.

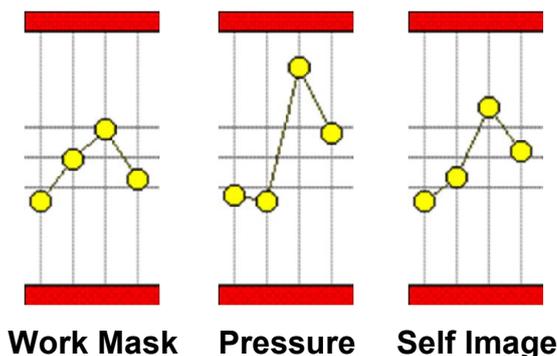
In the current job role, Mr Person has a tendency to be very stubborn at times and may dig his heels in, especially when sudden change is being proposed.

When the pressure is really on Mr Person, he sees little or no need to modify his behaviour.

There are some indications that Mr Person 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 Person is being considered for a new position.

## Mr Sample Person

## Strengths & Limitations



This report is a summary of Mr Person'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 Person'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

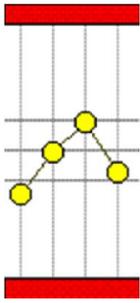
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- Will adhere to procedure.
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## Weaknesses

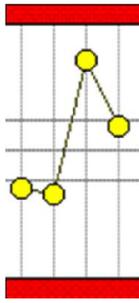
- May lack the ability to prioritise.
- Can be lacking in imagination.
- Tends to like things just the way they are.
- Sometimes too relaxed.
- May appear to lack a sense of urgency.
- Sometimes can get bogged down in detail.
- Looks for full explanation before changes are accepted.
- Can become very defensive at perceived threats.

## Career Strengths

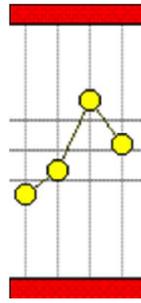
### Mr Sample Person



**Work Mask**



**Pressure**



**Self Image**

## Personal Motivation

Mr Person needs to feel secure both in terms of belonging and knowing what is required of him. Recognition of a job well done and of loyalty and sincerity are important to this individual. Whilst Mr Person needs to belong, he also needs to feel relatively independent and will avoid over-emotional involvement.

## Descriptors

Dependable, thorough, systematic, helpful, non-demonstrative, quiet, unassuming, diplomatic, persistent, cautious, accurate, self-conscious, hard-working, conscientious, asks "how" and "why".

## Job Emphasis

*Following and adhering to standards*

Supporting the team by dependable precision

Mr Person works best in a predictable, stable environment where he has to perform to acceptable, predetermined standards. He should be expected to work in a routine, repetitive role, and should be a member of a team.

Managing people or disciplining people on a regular basis is not normally a function of this job role. Mr Person works best when working alongside people of a similar discipline where he obtains his authority from his specialist expertise. Ideally this role should be closely supervised and without the need to move workplaces.

Office (manager, supervisor, person), chief clerk, general administrator, production supervisor, accountant, research and development engineering (project manager, supervisor, technician), draughtsman, soft/service selling, high street shop (supervisor, assistant).

## Career Strengths

- Likes to develop special skills.
- Tends to concentrate on the task on hand.
- Demonstrates strong loyalty.
- Tends to be a good listener.

- Good at stabilising excited people.
- Tends to be diplomatic with people.
- Will adhere to procedure.
- Will seek to avoid trouble.

## Value To The Company

- Enjoys performing to an accepted work pattern.
- Has no difficulty in sitting or staying at one place.
- Exhibits patience and dependability.
- Can concentrate well on the job on hand.
- Is a good listener.
- Is good at being diplomatic with people.
- Tends to avoid trouble.
- Will adhere (and ensure others adhere) to procedure.

## Interview Questionnaire for Mr Sample Person

**Tuesday, August 12, 2014**

### Overview Of Mr Person

Dependable, thorough, systematic, helpful, non-demonstrative, quiet, unassuming, diplomatic, persistent, cautious, accurate, self-conscious, hard-working, conscientious, asks "how" and "why".

Mr Person tends to manage people by the book. He sets himself high standards and will expect the same from others. He is considerate of the feelings of others in the team and will lead in a reassuring manner.

Tries to use logic to come up with solutions that will be pleasing to all.

Mr Person is determined to produce quality work and in a sales role could be used as a specialist who is called upon by others to provide expertise. Non-assertive and quiet, he tends to use logic to focus on the issues at hand. He can be resistant to change and may take some time to adapt to a new situation in the work place.

Mr Person is reliable and logical and thus will produce consistent work in familiar areas. A determined individual who will steadfastly follow through in order to see the task finished. He may at times be reticent about taking on new tasks, and will need time to become expert in new procedures.

### Interviewing Mr Person

*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 Person has excelled in the past.

## Questions To Probe Low Dominance

### General Questions.

- Describe to me how you normally arrive at a decision?
- How long would you take to settle in to a new job?
- Where do you see yourself in five years time?
- What did you like most in your current or last job? What did you like least?
- What part of your current or last job was the easiest? What part was the hardest?

### Management Questions.

- How realistic is it for a manager to be demanding?
- Do you believe that people respond better to a demanding manager and why?
- How confident should a manager be or appear to be?

### Sales Questions.

- Do you feel that sales people should be assertive and why?
- Tell me about the last major purchase you made and your thought processes at the time?
- How do you normally make decisions?
- How does a sales person help customers to make decisions?
- Do you believe that it is necessary to push customers into a decision at times?

## Questions To Probe Low Influence

### General Questions.

- Can you tell me a little about the best person you ever worked for?
- What is your general impression of your last job?
- What kind of manager do you like and why?
- What would you say you contributed most to your last job?

### Management Questions.

- Do you think that a manager should always trust the people he/she manages and why?
- Do you feel that it is necessary for a manager to always be open with team-members?
- How would you manage an emotional member of your team?
- Do you believe that is important to have fun when managing people?
- Give me an example of when you trusted a colleague and were let down.

### **Sales Questions.**

- How important is it for a salesperson to be optimistic?
- Do you consider yourself to be optimistic?
- How much persuasion is necessary in a sales situation?
- Do you consider yourself to be a good opener and why? Give examples.
- Describe to me someone whom you consider to be a good sales opener.

## **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 High Compliance**

### **General Questions.**

- How important is quality to you?
- Which is more important, finishing the task quickly or ensuring quality?
- What kind of people cause you conflict and hassle?

- Tell me about the most confrontational situation you have ever been in?
- What do think of people who become very emotional?

### **Management Questions.**

- How important is it that a manager keeps detailed records?
- Given the choice, when communicating with one of your team, do you prefer to speak face to face or send an e-mail?
- How important is accuracy to you?
- How do you manage a member of your team who is illogical?
- Have you ever had to give a presentation on behalf of your team and did you have enough preparation time?

### **Sales Questions.**

- Do you think it is necessary to cut corners in order to get a sale and why?
- Give me an example of the type of customer you prefer?
- If a customer asked you for information that you did not know, what would you do?
- Do you think that is ever permissible to "wing it" and why?

### **Tight On Graph One**

- Where do you see yourself in five years time?
- What are the stepping stones along the way?
- Does your job description reflect the reality of your present role?

### **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.