

CONFIDENTIAL INTERVIEW GUIDE

Candidate Name: **JOHN DOE**

Company: Self Storage Association

Position: Facility Manager

Hiring Manager: Bob Smith

Phone #: -

Date: 10/26/09

File #: 371217



The material in this report is confidential. It should not be distributed or communicated in any manner to anyone other than people directly involved in the interviewing, reference checking and hiring process. This information is not to be shared with the candidate or with any unauthorized agent.

This is an interview guide, not a psychological assessment. The data provided in this guide can be quite useful for further tailoring your interviews and reference checks with this candidate. However, this should not be the sole basis for making a hiring decision. The guide should be used as another source of data and interpreted in the context of all other information you have about this candidate. This profile was developed from reliable, valid and research-based instruments, but there are clear limitations to the appropriate uses of such information. Don't make hiring decisions based on test results alone.

As you interpret the profile, pay more attention to recurring themes and broad patterns than to individual scores. Many things can affect the way a person responds to such a test battery, so don't over-interpret this material. We strongly suggest that a job analysis be conducted and that you refer to that information when structuring your own interviews and when interpreting the material in this report.

Keep in mind the exact job you are considering for the person. Friendliness and likability, for example, may be pleasant characteristics, but may not be important to success in some jobs. Use this guide as an educated guess about the person's approach to work and then use further interviews and reference checks to gather the facts to confirm or deny that guess.

A full psychological assessment including an interview and multiple tests is more appropriate for higher level management and executive positions due to their complexity.

NARRATIVE REPORT

JOHN DOE

TEST TAKING APPROACH

He appears to have read the items carefully and responded consistently. He presented himself in a generally positive light. While not highly defensive, he described himself in a socially desirable manner.

PROBLEM SOLVING

He is rarely bound by convention or rules. He should be able to deal with technical material. He is a highly decisive person. He is prone to be opinionated and may have too much confidence in his own solutions. He has a strong sense of urgency and maintains a quick pace. He is prone to be somewhat subjective, but he can be more objective when necessary. He is prone to rely more on energy than on discipline. He may be impetuous and a bit imprudent upon occasion. He has a high tolerance for ambiguity and can function comfortably in ill-defined or unstructured environments. He is likely to be quite flexible in his approach to problem solving.

EMOTIONAL FACTORS

He is emotionally open and expressive. His intensity generally shows through. He is not service oriented, and tends to focus on task rather than people issues. He has moderate needs for approval. He displays a high drive level and relatively strong needs for achievement. He shows some evidence of being immature and egocentric. He has more needs for control than his manner suggests. He can be intense and single-minded. He is a highly confident and resilient person who runs the risk of overconfidence. To stay motivated, he needs to see that his accomplishments are recognized. He feels little need to conform. In fact, he may enjoy operating as the maverick. He is not an introspective person and he is rarely self-critical.

NARRATIVE REPORT CONTINUED: JOHN DOE

SOCIAL STYLE

He is typically open with his ideas and reactions, tending not to temper them with political sensitivity. He is a very talkative person and may ramble or otherwise overcommunicate. He's likely to be spontaneous, expressive and somewhat flamboyant. He is direct and at times outspoken when he asserts himself. He is actively friendly and outgoing and strives to build harmonious relationships with others. He generally strives to maintain a positive tone, but he can be blunt under pressure. He is likely to be more upbeat and lighthearted than serious. He is impatient and not afraid of conflict, but he is generally aware of his audience and can tone it down when he sees the need. He probably demonstrates social confidence and poise, but he may lack a degree of polish in unfamiliar environments. He tempers his impatience with others by being sensitive to their reactions and perspectives.

WORK FACTORS

His self-description was similar to those of people in a variety of sales and sales-related positions. He quickly takes the initiative and needs a minimum of day-to-day direction. While he is not highly assertive, he can be considerably more intense and impatient when things are not moving fast enough. Under pressure of time he is likely to be too intense and impatient with others. He may be somewhat talkative and outspoken in his push for action as a team member. He is likely to be more comfortable in leadership or supervisory roles than as an individual contributor. He is organized, although he may be more action oriented than planful. His goal setting skills are not likely to be strong. He may not be efficient in setting priorities.

TARGETED INTERVIEW GUIDE

JOHN DOE

Consider the following TIPs (Targeted Interview Probes) as you structure further interviews and/or reference checks with this candidate. The necessary first step for an effective behavioral interview is to define the requisite competencies (knowledge, skills, aptitudes and personal characteristics) for success on the job. From your initial job analysis you should have developed a targeted interviewing procedure to tap into the specific competencies demanded by the position. In addition, the following pages can help to focus on factors which may be more generic and applicable across jobs.

Interview questions should be broad and open ended giving the candidate a chance to offer relevant information over and above a simple yes or no. All questions should be job related and should focus on the specific competencies which have been outlined for this particular job and the broader generic competencies which are crucial to success in a wide range of jobs. If a question isn't relevant to the job, it shouldn't be asked. If you are unsure, get advice from your human resources department.

High Motivation. He scored high on a measure which predicts supervisory ratings of motivation. He is likely to show visible signs of energy, effort and drive on the job. While this is typically a positive aspect of work behavior, find out if he is prone to overdo it. Is he prone to spread himself too thinly and have difficulty completing tasks or projects? Can he let go where necessary and can he operate in a more subdued fashion if that is required by the job?

Are you likely to make more mistakes from being driven and tenacious or from being more easygoing and relaxed? Give me some examples.

When have you had to control your energy and your expressions of motivation on the job? What was the situation and end result? What did you learn? Any other examples?

Non-Technical Profile. He had a relatively low score on a measure which indicates his similarity with people in technical positions. He is not likely to have strong interests in scientific or technical pursuits. If the job requires dealing with a steady diet of technical detail this could become a problem. Try to find out if he can operate in a more precise, methodical and analytical fashion where necessary.

Tell me about a time when you had to deal with a significant amount of technical detail. What

INTERVIEW GUIDE CONTINUED: JOHN DOE

was the end result?

Do you typically prefer to deal with technical/scientific problems or with problems involving people and emotions? Please give me some examples.

Sales Profile. His profile resembles that of many sales people in that he is likely to be outgoing and self-marketing. Are there any signs that he is also egocentric or self-centered? Are his needs for attention likely to be overly developed? Is he able to play a background or support role when this is required? How effective is he when focused concentration is required? Does he operate with enough discretion and restraint when necessary?

Tell me about a time when you've had to change your style to operate in a more reserved or restrained fashion. What was the end result?

Tell me about a time when not listening attentively got you into trouble. What did you do? What did you learn?

Intensity. His profile suggests that he is unlikely to be seen as laid back, patient or easygoing. Are there indications that he is overly intense, impatient or driven when dealing with other people? Can he operate in a more leisurely, accepting and peaceable manner when necessary?

Tell me about a time at work when you've had to have a great deal of patience and when you've had to respond to others in an easygoing, accepting manner. How difficult was that for you to do? What was the outcome? What did you learn about yourself?

Tell me about a time when you've realized you were intimidating another person. What did you do about it? What was the outcome?

Expansive/Divergent Thinking. He sees himself as imaginative, creative and inventive. He is likely to be relatively free-thinking, visionary and resourceful. Are there any indications that he is overly intuitive and big picture oriented when he needs to be more practical, focused and convergent? Is he likely to be so curious and inventive that he loses sight of practical realities?

Tell me about a time when you had to think in a structured, orderly and step-by-step fashion. What was the end result? What did you learn about yourself in that situation? Other examples?

Are you likely to make more mistakes by being overly resourceful and innovative or overly

INTERVIEW GUIDE CONTINUED: JOHN DOE

practical, traditional and pragmatic? Why do you say that? Give me some specific examples.

High Stress Tolerance. His profile is similar to those of people who get high ratings on measures of confidence and stress tolerance from their supervisors. While this is typically positive it can also sometimes be associated with complacency or a tendency not to anticipate problems. Are there any signs that he may be too laid back and easygoing? Is he overly prone to take risks in social settings because of self-confidence?

Are you more likely to get into trouble because of overconfidence or underconfidence? Give me some examples of when that has had an impact on your work. What did you do about it and what did you learn?

How do you know when you're being overly confident?

Emotional Expressiveness. His results suggest that he may be emotionally excitable and that he has a tendency to seek attention. People with similar profiles are sometimes seen as ego-driven, status seeking, impulsive, emotional and power oriented. Try to find out how well he attenuates his expressions of feeling and emotion on the job. Is he likely to be disruptive in the particular environment under consideration?

When have you had to exert tight control over your expressions of feeling and emotion on the job? What was the situation and the end result?

Tell me about times you've experienced difficulties on the job due to being too expressive. What did you do about it?

Success Factors

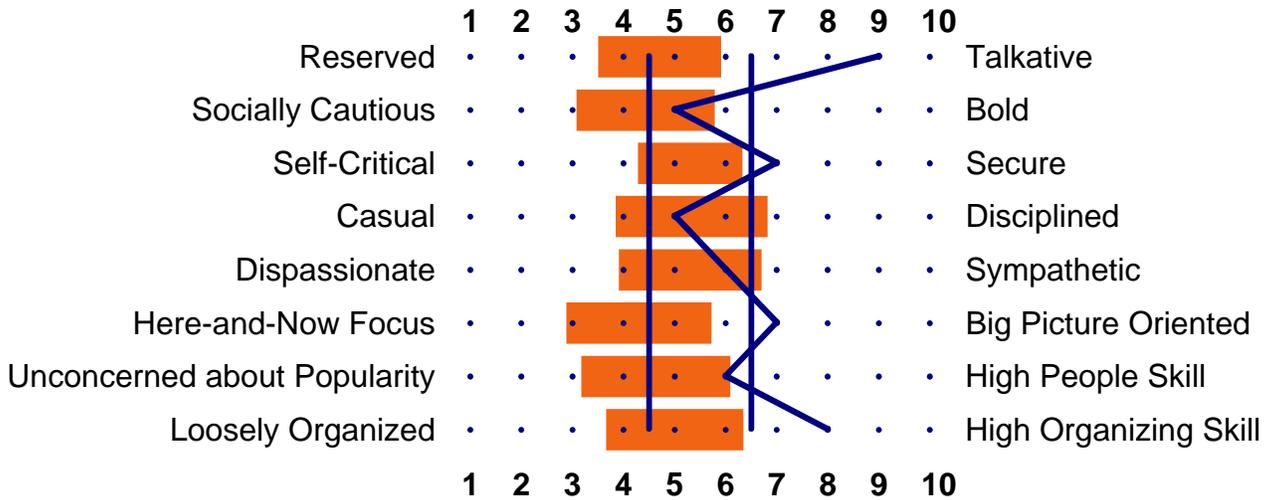
JOHN DOE

Below are scales which are related to success in this type of job.

If a study has been done on this job at your company, the data are likely to be particularly useful.

In general, scores further to the right indicate stronger probability of success.

Always investigate extreme scores in your hiring process, even if they are in the desired direction.



Shaded Area Represents Average Profile of Top SSA Facility Mgrs

Job Fit Comparison

JOHN DOE

Below is a special scale(s) which is related to success in the identified job(s).
 Scores further to the right indicate stronger probability of success.
 The cut score for the job(s) is indicated with a red line.
 Scores to the right of the red line indicate a positive hiring recommendation.
 Scores to the left of the red line suggest a poorer fit with the job.
 The scale(s) and cut score(s) have been developed to pick better performers and to prevent adverse impact.

			1	2	3	4	5	6	7	8	9	10	
Pass	Non SSA Facility Mgr		·	·	·		·	·	X	·	·	·	Good SSA Facility Mgr
			1	2	3	4	5	6	7	8	9	10	

| - Cut Score

X - Individual's Score

SSA Facility Mgr Score 6.92



BUSINESS CHECK LIST

PERSONAL DEVELOPMENT REPORT

JOHN DOE

The following developmental report was produced from your responses to the Business Check List (BCL). The BCL was developed and normed on business people taking the test as part of pre-employment screening. For that population it is a valid and predictive instrument. To the extent that your background and approach to the test resembles that of the normative population, this report should provide some helpful insights and suggestions for career and personal development.

Use this report along with input from other sources and your own observations to develop a plan of action. The issues you identify for self development should be those that are most important and relevant to you, not the things that other people think you should do. Keep in mind that it is easier to develop skills and acquire knowledge than to change your basic personality. Success depends on commitment and on a dedication to life-long learning. Also keep in mind that others may not notice or react positively to changes in your behavior initially. It may take time for them to realize that the changes are real.

The first part of the report is a narrative which is made up of five paragraphs. The first addresses your approach to the test in terms of consistency, carefulness, defensiveness and similarity to others who have taken the test. The second paragraph discusses your approach to problem solving, the third discusses emotional and motivational factors, and the fourth addresses issues relating to your social and interpersonal style. The final paragraph focuses on some important work skills as well as on your similarities to people in certain types of jobs.

The second part of the report contains developmental suggestions which are derived from your most significant scores. Some of those scores are presented in the last part of the report in a graph or profile, while others are not. Extreme scores tend to represent the most prominent features of an individual's personality. As such, they probably reflect both your greatest strengths and your greatest potential weaknesses. Learning to handle the down sides and risks associated with our unique personality characteristics should be among the goals of most developmental activities.

NARRATIVE REPORT

JOHN DOE

TEST TAKING APPROACH

You appear to have read the items carefully and responded consistently. You presented yourself in a generally positive light. While not highly defensive, you described yourself in a socially desirable manner.

PROBLEM SOLVING

You are rarely bound by convention or rules. You should be able to deal with technical material. You are a highly decisive person. You are prone to be opinionated and may have too much confidence in your own solutions. You have a strong sense of urgency and you're likely to maintain a quick pace. You are prone to be somewhat subjective in your perceptions, but can be more objective when necessary. You are prone to rely more on energy than discipline. You may be impetuous and a bit imprudent upon occasion. You have a high tolerance for ambiguity and can function comfortably in ill-defined or unstructured environments. You are likely to be quite flexible in your approach to problem solving.

EMOTIONAL FACTORS

You are emotionally open and expressive. Your intensity generally shows through. Your profile is not one of high service orientation. You tend to focus more on the task at hand than on people issues. You have moderate needs for approval. You are likely to display a high drive level and relatively strong needs for achievement. You may not be seen as a highly mature person and you may be egocentric to some degree. You have more needs for control than your outward behavior may suggest. You can be intense and single-minded. You are a highly confident and resilient person who runs the risk of overconfidence. To stay motivated, you need to see that your accomplishments are recognized. You seem to feel little need to conform. In fact, you may enjoy operating as the maverick. You are not an introspective person and you are rarely self-critical.

NARRATIVE REPORT CONTINUED: JOHN DOE

SOCIAL STYLE

You are likely to be extremely open with your ideas and reactions. You may not temper them with enough political sensitivity. You are a very talkative person and may ramble or otherwise overcommunicate. You're likely to be seen as spontaneous, expressive and somewhat flamboyant. You are direct and at times outspoken when you assert yourself. You are actively friendly and outgoing and you're likely to strive to build harmonious relationships with others. You generally strive to maintain a positive tone, but you can be blunt under pressure. You are likely to be more upbeat and lighthearted than serious. You are impatient and not generally afraid of conflict, but you're usually aware of your audience and can tone it down when you see the need. You probably demonstrate social confidence and poise, but you may lack a degree of polish in unfamiliar environments. You temper your impatience with others by being sensitive to their reactions and perspectives.

WORK FACTORS

Your self-description was similar to those of people in a variety of sales and sales-related positions. Your results suggest that you will quickly take the initiative and will need only a minimum of day-to-day direction. While you are not highly assertive, you can be considerably more intense and impatient when things are not moving fast enough. Under pressure of time you are likely to be too intense and impatient with others. You may be somewhat talkative and outspoken in your push for action as a team member. You are likely to be more comfortable in leadership or supervisory roles than as an individual contributor. You are likely to be organized, although you may be more action oriented than planful. There are signs that your goal setting skills are not particularly strong. You may need to work on your ability to define priorities.

DEVELOPMENTAL SUGGESTIONS

JOHN DOE

Persuasiveness. People with similar profiles tend to see themselves as persuasive. While this is often positive in a sales role it can work against you if you don't realize when to back off. Do you have tendencies to oversell or to try too hard to win your points? You may need to monitor your impact on your audience. Think about the signs you should look for to tell you when you're about to overstep your boundaries when you're trying to persuade people. Think about times you've realized you were pushing too hard. What did you do about it? What was the end result? Can you think of anything you could have done to handle the situation differently?

Social Expressiveness. You show evidence of being socially uninhibited and communicative. This is likely to be an asset if the job requires close interaction and communication with other people. However, it can also indicate that you'll become frustrated and uncomfortable if you must work in isolation. This factor is also sometimes associated with a relative lack of political astuteness. Have you ever gotten feedback that your tendencies to be uninhibited have hindered your ability to work in a reserved and introspective manner when necessary? Do you have enough restraint? How well do you function in positions which afford little or no contact with other people?

Low Anxiety. Your score pattern suggests that you're not prone to be insecure, stress-prone or nervous. You're likely to come across as relaxed, calm and even-tempered. On the downside, people with similar profiles are sometimes complacent, emotionally detached and prone to overcontrol their emotions. They sometimes feel too good about themselves and they sometimes come across as distant or emotionally unresponsive. Are you prone towards overconfidence? This pattern is occasionally indicative of a need to present oneself in a positive manner to cover up deeper insecurities or to avoid dealing with negatives and problems. However, the most likely potential negative associated with this pattern is that of being overly self-assured and overly confident.

Emotional Expressiveness. Your profile suggests that you may be emotionally excitable and that you have a tendency to seek attention. People with similar results are sometimes seen as ego-driven, status-seeking, emotional or

DEVELOPMENT REPORT FOR JOHN DOE

power-oriented. How well do you attenuate your expressions of feeling and emotion on the job? Have you ever had any difficulties on the job due to being too expressive? What could you have done differently?

Impatience. Your profile suggests that you are likely to be direct, stubborn and impatient as you deal with frustration, tension or anxiety. You probably need to be careful that you're not seen as hot-headed, brusque or headstrong. Monitor your level of patience as you deal with situations you perceive as slow-moving. Try to find ways to diffuse your frustration in such circumstances.

Non-Conformity. Your scores suggest that you see yourself as unconventional, non-conforming and unstructured. Make sure you're able to fit into routine and structure where necessary. People with similar profiles sometimes don't pay enough attention to rules and they sometimes don't operate with a high enough level of discipline and general behavioral control. They are sometimes too flexible for their own good.

Low Detail Orientation. There is some evidence from your profile that you're not a highly precise, detail-oriented nor methodical individual. You're not likely to be seen as a perfectionist nor are you likely to seek out a great deal of structure. Be sure you're focusing on details and handling administrative routine appropriately. You may need to pay more attention to your abilities to operate in a methodical and exacting fashion when required to do so. Think about times at work when you've let details fall through the cracks. What could you have done differently?

Success Factors

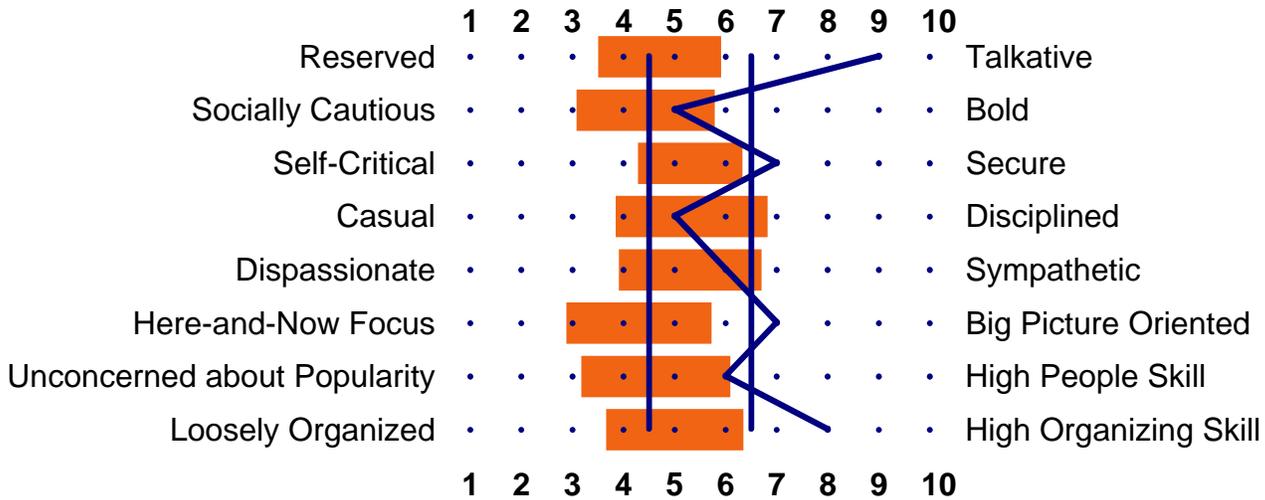
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