



*Professionally Developed  
and Validated Assessment Systems*

## Interview Guide

Candidate Name	SAM SMITH
Remote/In-House	Remote Candidate
Company	ABC Storage Company
Position	Facility Manager
Hiring Manager	Bob Jones
Phone #	999-999-9999
Date	September 18, 2018
File #	18090035lp

Created for:



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.

Use the following guidelines only if the candidate met or exceeded the Sonoco cut-off score. If the candidate did not meet or exceed the cut-off score, discontinue the interview/selection process.

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 overinterpret 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.

## TEST TAKING APPROACH

He appears to have read the items carefully and responded consistently. He described himself in positive, socially desirable terms and tended to avoid the admission of normal human shortcomings. This suggests that he may gloss over and minimize problems, mistakes and developmental needs.

## PROBLEM SOLVING

He should be able to deal with technical material. He can be logical but he may let social factors bias his judgment at times. He can see too many shades of gray and consequently may have difficulty drawing a firm line. He is tender-minded in his approach. He is disciplined in his approach. This may reach the point of compulsivity at times. He has a casual manner but he is in fact quite detail oriented. He needs structure to help him channel his efforts most productively. He may be more theoretical than practical in his approach and he is likely to enjoy exploring ideas. He is probably more playful than his manner suggests. He may have difficulty forming clear and strong opinions and may waffle on issues.

## EMOTIONAL FACTORS

He dislikes excessive stimulation, and prefers order and predictability. He is highly dependable and has a strong sense of duty. He has moderate status needs, but he is not overly egocentric. He appreciates private recognition for jobs well done. He is risk averse. He is high-spirited but appropriately mature. He can be a worrier at times, but he isn't particularly moody. He is motivated by both internal and external factors. He is more disciplined than highly intense or driven in his approach. He is highly sensitive to conformity pressures. This can inhibit his ability to take an independent stand.

## SOCIAL STYLE

He is not particularly assertive. In fact, he may be overly passive or compliant. He dislikes and avoids conflict. To keep the peace, he may be acquiescent. He generally tempers his directness with others, but can occasionally be abrupt. He has high standards, but he can temper them with an awareness of others' feelings and with patience. He is not highly talkative and may undercommunicate. He can temper his seriousness with some degree of humor. He expresses positive emotions readily but he's sensitive to the social acceptability of his reactions. While he may be moderately poised in his self-presentation, he may not actively sell himself and his ideas. He is somewhat introverted when compared to a business population. However, he strives to be friendly and sociable. He is a private person. He is likely to be slow to express his ideas and opinions.

## WORK FACTORS

His results suggest an unusual mixture of sales, customer service, technical and administrative leanings. He probably handles large-scale planning well, but may be less focused on administrative routine. He is likely to be more comfortable and effective as an individual contributor, but he may be able to develop supervisory skills. He can function as part of a team, but may be private, reserved and prone to undercommunicate. He is likely to be disciplined and self-paced, but may be reluctant to put time pressures on others. He understands big-picture issues, but may not translate them into specific goals. He is likely to need a relatively high level of structure and direction and to be hesitant to take the initiative. He is rarely demanding and may be reluctant to apply pressure to get results.

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 Tolerance.** He is likely to be seen as warm-hearted, good-natured and forgiving. His profile suggests that he is tolerant, trusting and good-natured when dealing with people. He is likely to seek to build and maintain harmonious relationships. Try to find out if he has overly strong needs to be liked. Is he too prone to forgive others and to be overly tolerant?

How important are warm and harmonious relationships on the job for you? Tell me about any times in a work environment when you didn't have good relationships with coworkers. How did you handle the situation? What did you learn? What was the end result?

Are you likely to be overly generous and forgiving or overly hard-nosed and intolerant on the job? Please give me some specific examples.

**Reflectiveness.** He has a pattern of results which suggests a reflective, intellectually oriented and analytical style. He is likely to be seen as methodical, precise and scholarly. Is he prone to be overly reflective or intellectual when he needs to be more practical and down-to-earth?

Are you likely to make more mistakes from being methodical and precise or from being loose or distractible in your approach? Why do you say that? Give me some examples.

Tell me about a time when you realized you were spending too much time in reflection and analytical thought. What did you do about it?

**High Technical Orientation.** He had a relatively high score on a factor which is associated with strong interests in scientific and technical pursuits. He is likely to be seen as analytical, precise and methodical. While this may be an asset, it could also indicate that he doesn't spend enough time dealing with emotional data or paying attention to social situations.

Tell me about a time when you had to be less methodical and analytical. What was the end result? What did you learn about yourself?

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

**High Dependability.** His pattern of results was similar to those of people who are rated high by their supervisors on measures of dependability, conscientiousness, meeting deadlines and living up to commitments. While this is a good sign, it also may be an indication of some rigidity or inflexibility in his behavioral pattern. Try to find out if there are problems in this area.

Are you likely to make more mistakes from being perfectionistic and focused on deadlines or visionary but loose in attending to details? Give me some examples for illustration.

What do you think past bosses would say about your dependability? Why do you feel that way?

**Individual Performer Profile.** His self-description is more similar to those of people in individual contributor roles than it is to those of people in managerial roles. Make sure he can step forward and take charge when necessary. Are there any signs that he is overly conflict avoidant, compliant or obedient? Does he have a tendency to let his needs for acceptance interfere with his ability to be tough-minded and task focused? Is he able to function as a coach or role model when this is required?

As a general rule, would you rather rely on yourself or on other people to perform a task? Give me some examples to illustrate that.

Give me some examples of times when you've had to move to the forefront and actively take charge of the situation. What were the end results?

**Low Enthusiasm/Motivation.** He had a low score on a measure which predicts supervisory ratings of motivation. While this does not necessarily indicate a problem with internal motivation as such, it bears further investigation. People with this pattern are sometimes well motivated but tend not to show much emotion or excitement day-in and day-out. Make sure that he in fact has the necessary level of energy and drive to be successful on the job. Are there any indications of passivity?

Tell me about a time when you had to expend a great deal of energy and effort on the job. What was the end result? What did you learn about yourself?

Are you more likely to show visible demonstrations of energy and emotion or to remain subdued and controlled in the work environment? Has this ever caused any particular problems? What was the end result? Other examples?

**Flat Profile.** His pattern of responding to the self-descriptive items was generally middle-of-the-road. As such, he showed no particular peaks or valleys on any of the personality dimensions or empirical scales. Try to find out if this is an indication of a conscious effort to manage the image he is trying to project in the interview. This pattern is sometimes the result of an overly controlled and cautious manner of responding to the testing and interview situation. Try to find out how well he knows himself. Is he aware of his primary assets and liabilities? Can he admit mistakes, shortcomings or problems? How well does he seem to know and accept himself?

What are your greatest assets as they relate to your ability to perform your work effectively?

What have been your greatest work-related achievements?

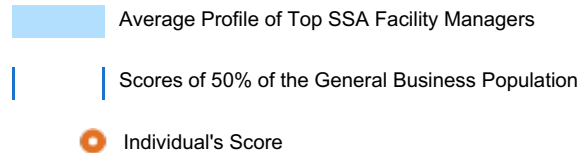
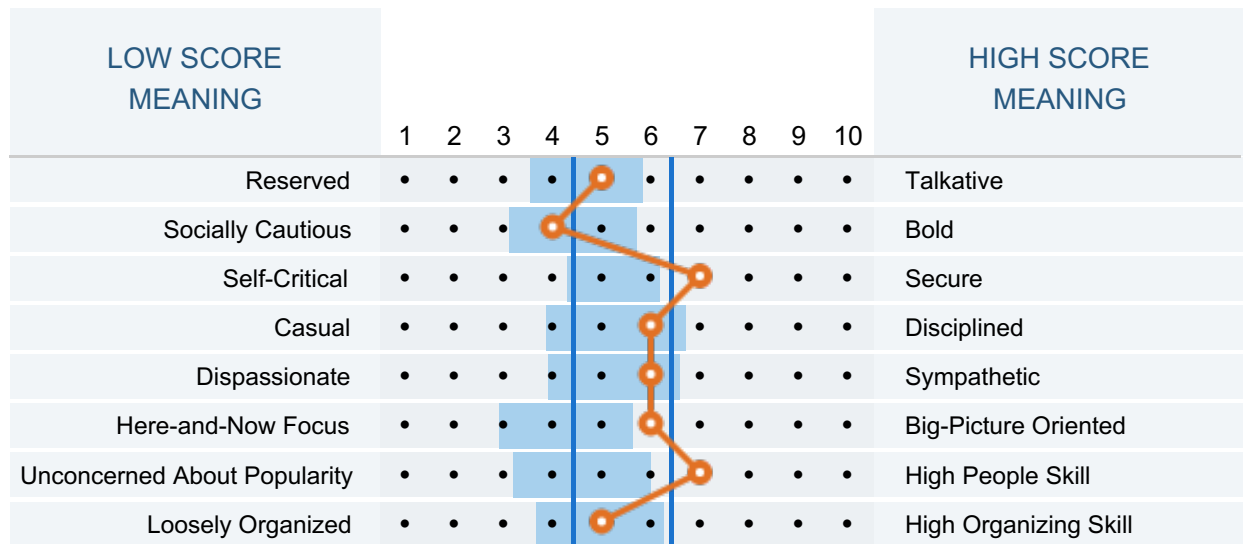
Please describe yourself in a couple of paragraphs.

What have been your biggest disappointments so far in your career?



**Success Factors** are those 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.

## Success Factors



# JOB FIT COMPARISON

FOR SAM SMITH

The **Job Fit Comparison** is one or more special scales which are 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 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.



■ Cut score.    ○ Individual's score.

SSA Facility Manager Score: **5.6667**

**Recommend**