

Sam Sample

DECISION MAKER

FINE NINE COMPETENCY FRAMEWORK



**SOLUTIONS
SELECTION**

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REPORT STRUCTURE

This report presents Sam Sample's competency profile in the following sections:

1. Guide to Using This Report

- Introduction
- Context
- Dimensions
- Results Scale
- Response Style

2. Competency Profile

- Competency Profile Chart

3. Summary Overview

- Potential Strengths
- Potential Areas for Development

4. Behavioural Interview Guide

- Integrity
- Creativity
- Logical and Analytical
- Interpersonal Skills
- Resilience
- Persuasiveness
- Planning and Organising
- Quality Orientation
- Energy and Drive

5. Interview Scoring

DISCLAIMER

This is a strictly confidential assessment report on Sam Sample. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of Sam Sample.

The competency profile arises from a self-report questionnaire and must be interpreted in the light of corroborating evidence gained from feedback and in the context of the role in question taking into account available data such as performance appraisals, actual experience, motivation, interests, values, abilities and skills. As such the authors and distributors cannot accept responsibility for decisions made based on the information contained in this report and cannot be held directly or indirectly liable for the consequences of those decisions.



GUIDE TO USING THIS REPORT

INTRODUCTION

Organisations use competencies and competency frameworks to identify, develop and reinforce certain types of behaviours that are required to achieve organisational success. Today almost all the Fortune 500 corporations have integrated the concept of competencies in all critical areas of human resources management. The competency focused report aids organisations to identify and develop competency related behaviours.

This report uses Psytech's Fine Nine Competency Framework to predict Sam's typical behaviour in each of the model's competency domains. A competency is defined as the specific set of skills, knowledge and behaviour that is required to complete particular work tasks effectively. Unlike aptitudes or personality traits, which are relatively enduring and stable over time, competencies can be acquired and refined through appropriate mentoring, coaching and training. The report is intended as a tool to facilitate selection decisions. It can be used as a starting point to facilitate behavioural interviews and help elicit evidence of Sam Sample's actual behaviour in the workplace based on the dimensions used in this report.

CONTEXT

The profile arises from a personality questionnaire. It must be interpreted in the context of other relevant factors such as experience, training, and wider skills. For example, Sam's past performance can be assessed through a critical review of references, his work history and previous qualifications, and via a structured interview. His level of job specific knowledge can be assessed via the use of work sample tests and simulations, and behavioural interviews. Finally, his skills can be assessed in greater detail through behavioural observation, role-plays and assessment centre exercises.

The profile should also be considered in light of the organisation's own competency framework and culture. While the report uses Psytech's Fine Nine Competency Framework, users are encouraged to identify and focus on the most relevant competencies to the job of interest.



DIMENSIONS

The behaviours/dimensions used in the questionnaire are derived from Psytech's Fine Nine Competency Framework. They were selected to provide a clear picture of a respondent's capabilities within a framework familiar to most HR professionals and trainers, and which could be derived from personality traits.

FINE NINE COMPETENCY FRAMEWORK DIMENSIONS

Integrity - is defined as the tendency to be reliable and honest. People who have a strong competency in this area can be trusted to work independently, with only minimal supervision. They tend to avoid taking inappropriate risks and take responsibility for their own mistakes and errors. They are likely to act with due diligence and have a strong sense of business ethics.

Creativity - is defined as the tendency to think in a creative and innovative manner. People who have a strong competency in this area are good at generating novel, innovative ideas. They tend to be adaptable and often come up with original solutions to problems. They are inclined to 'focus on the bigger picture' and to approach problems strategically.

Logical and Analytical - is defined as the tendency to approach problems in a rational, intellectual manner. People who have a strong competency in this area like to base their decisions on a logical analysis of the available evidence. Their decisions are typically well-considered and thought through. They would be expected to have a well-tuned critical faculty.

Interpersonal Skills - is defined as the tendency to build positive working relationships with others. People who have a strong competency in this area have a high level of interpersonal sensitivity and empathy. They tend to be good at building rapport, and promoting and maintaining harmonious relationships. They would be expected to be effective at resolving interpersonal conflicts and are likely to be viewed as being supportive.

Resilience - is defined as the tendency to cope well with pressure. People who have a strong competency in this area tend to be calm and keep control of their emotions. They are unlikely to get flustered or lose their temper in emotionally charged situations. They would be expected to accept criticism in a constructive manner and not to be disheartened by setbacks.

Persuasiveness - is defined as the tendency to communicate in a persuasive, confident manner. People who have a strong competency in this area tend to enjoy public speaking and are effective communicators. They are likely to enjoy socialising and to have a strong social presence. They would be expected to be charismatic and good at breaking down barriers and bringing people around to their point of view.

Planning and Organising - is defined as the tendency to organise one's own and others' work and to plan for all contingencies. People who have a strong competency in this area are likely to be tidy and well-organised. They would be expected to plan their work so it can be completed within agreed timeframes and to be happy to delegate work appropriately.

Quality Orientation - is defined as the tendency to attend to detail and produce work that is accurate and of a high standard. People with this competency are inclined to set themselves high standards, to be detail conscious systematic and orderly in their work. They would be expected to be motivated to see tasks through to the end.

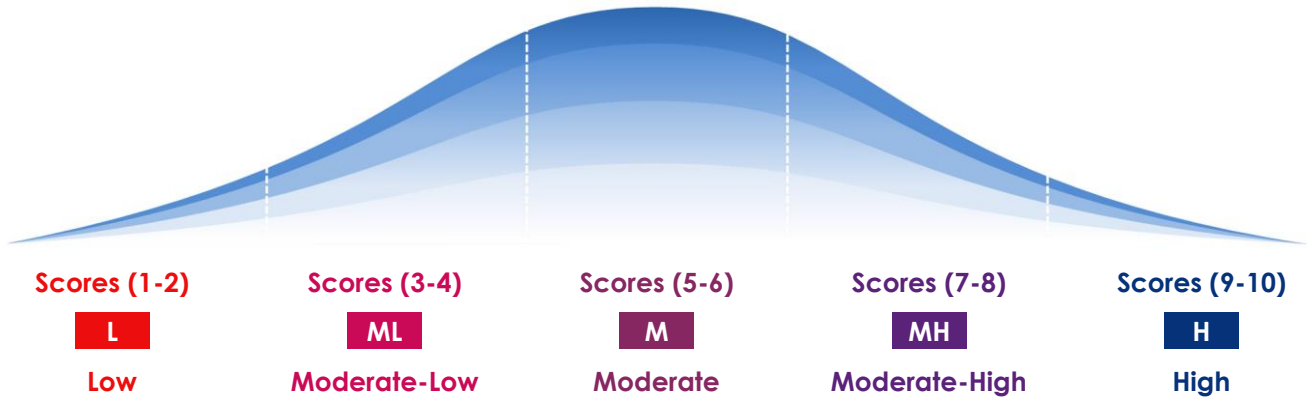
Energy and Drive - is defined as the tendency to have high levels of drive, energy and enthusiasm. People with this competency are likely to be lively and energetic and to display passion and pride in their work. They would be expected to be enthusiastic about their work, take the initiative and be self-motivated and committed.



RESULTS SCALE

A reference group is used to evaluate Sam's results and determine his tendency to exhibit effective workplace behaviours compared to others. His results are presented as standardised scores on a scale of 1 to 10.

The following chart represents a distribution of individuals on a particular scale, where high scores represent greater tendency to behave in a particular manner and low scores represent a reduced likelihood of behaving in a particular manner. An overall level ranging from a 'Low' to a 'High' tendency is provided to help highlight areas of concern.



RESPONSE STYLE

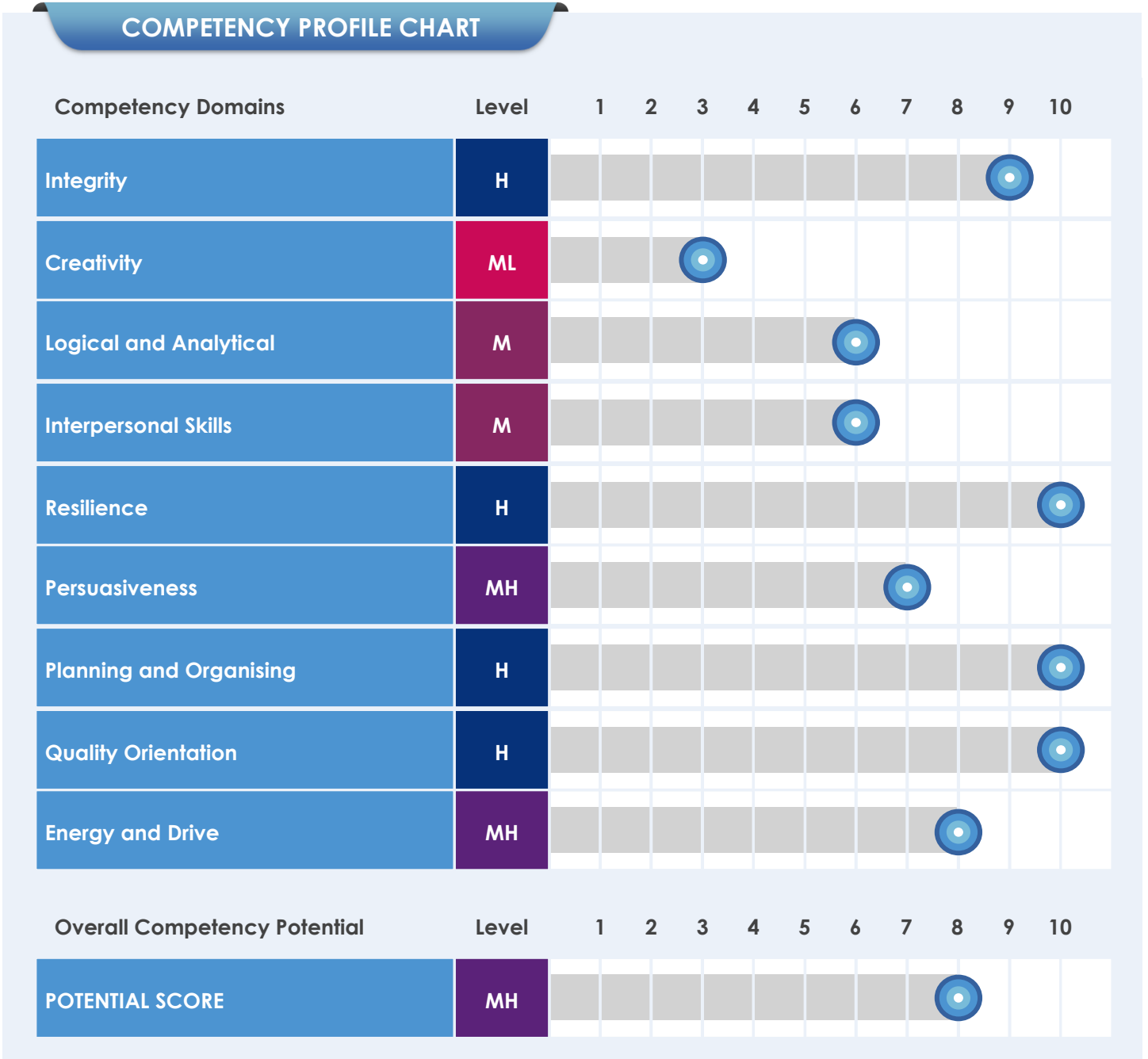
The questionnaire contains several scales which measure individuals' test taking attitudes and whether they were committed to portraying themselves accurately. Such measures inform practitioners of the degree to which they can trust and rely on the interpretation of respondents' profiles.

The results suggest that Sam Sample could have been rather concerned to present himself in both a socially acceptable manner and as an ideal employee. That is, he may have intentionally (or otherwise) selected answers that project a highly positive image that he considered to be advantageous to the outcome given the context in which the questionnaire was completed. It should be understood that this indication may occur for one of two reasons: It may be the result of a deliberate and considered strategy or alternatively a reflection his true personality, where his true personality is more a function of the genuine altruism or desire to engage in positive organisational citizenship than an attempt to distort profile indications.



COMPETENCY PROFILE

The overall competency potential score estimates Sam's tendency to exhibit effective workplace behaviours. The competency scores are weighted composites of the behavioural dimensions that contribute to each of Psytech's Fine Nine competencies. The score any given individual obtains on these scales depends not only upon that person's pattern of strengths and weakness across the behavioural dimensions, but also on the importance of each behavioural dimension in contributing to the particular competency.





SUMMARY OVERVIEW

The following tables list the major strengths and potential areas of concern that can be inferred from Sam's responses to the questionnaire. Further details are available in the behavioural interview guides.

POTENTIAL STRENGTHS

Level	Competency	Behavioural Dimension
H	Integrity	Commitment to following organisational rules
H	Integrity	Desire to conform to established principles of right and wrong
MH	Integrity	Ownership and responsibility for own mistakes or errors
H	Integrity	Ability to work without close supervision
MH	Logical and Analytical	Interest in solving problems and contributing to intellectual debates
MH	Interpersonal Skills	Tact and diplomacy
H	Resilience	Emotional stability
H	Resilience	Ability to cope well under pressure
MH	Resilience	Confidence
H	Planning and Organising	Desire to be organised and create plans
H	Planning and Organising	Effective time management
H	Planning and Organising	Delegation of tasks and responsibilities
H	Quality Orientation	Commitment to producing work of a high standard
H	Quality Orientation	Detail orientation
H	Quality Orientation	Commitment to finishing tasks
H	Energy and Drive	Ability to cope with setbacks
MH	Energy and Drive	Results orientation

POTENTIAL AREAS FOR DEVELOPMENT

Level	Competency	Behavioural Dimension
ML	Creativity	Intuition and motivation to generate many ideas
L	Creativity	Preference for considering strategic, 'bigger picture' issues
L	Creativity	Adaptability and change-orientation



ML

Interpersonal Skills

Interest in establishing rapport with colleagues and clients



BEHAVIOURAL INTERVIEW GUIDE

The report provides structured behavioural interview questions to attempt to elicit information about a respondent's past behaviour. Such a technique is based on the premise that past behaviour is seen as the best predictor of future behaviour. Interviewees' responses are generally considered reliable because they are based on what they actually did, as opposed to offering opinions or hypothetical responses.

INTERVIEW MODEL

The interview model follows the STAR behavioural interviewing method in which evidence must be gained to indicate the context of the behaviour, the nature of the behaviour and the consequences of the behaviour. STAR is an acronym for:

Situation	Task	Action	Result
What was the context of the behaviour?	What needed to be achieved?	What behaviour resulted from the situation?	What was the outcome?

PROBING

The STAR interview questions are used to probe the individuals' responses from multiple angles. However, in most situations interviewers need only ask the "Situation" question as it is the main question which attempts to elicit examples from past behaviour. Interviewers are only required to use the other questions if the responses to the "Situation" are unclear or incomplete. In such cases interviewers can use the remaining STAR questions to further probe respondents and gain a better understanding of their behaviour, context of the behaviour and outcomes.

Two lines of questions are provided for each dimension of the competency framework. Each line provides a full list of questions to complete the STAR interview model. Interviewers are encouraged to use both lines of questions as they attempt to elicit evidence from different sources.

While the STAR interviewing method provides valid interview questions as well as further structure to how interviews are conducted and how responses are evaluated, interviewers are encouraged to:

- Identify which dimensions listed in the report are related to the organisation's competency framework.
- Develop their own list of questions and not rely solely on the interview questions provided.
- Determine what other job related factors are not covered in the report and prepare additional questions to cover those areas.
- Gather additional information about respondents from other sources such as background checks, references, role plays, past performance, etc.
- Utilise the evidence gathered from all the sources in order to make a decision.

SCORING

Scoring forms are provided as part of the interview guide. Interviewers are encouraged to use the forms to take notes and are advised to score responses using the following 5-point scale:

1	2	3	4	5
Only circumstantial evidence gained, or evidence gained which supports a low ability.	No explicit evidence gained, or little evidence gained which supports a low ability.	Explicit evidence gained which supports a moderate ability.	Explicit evidence gained which supports a strong ability.	Detailed evidence gained which supports a strong ability.



INTERVIEW GUIDE: INTEGRITY

H INTEGRITY

H Commitment to following organisational rules

Profile Description

Having obtained a profile that indicates Sam is likely to set himself very high standards of conduct and behaviour in work, he would be expected to be very committed to following organisational rules, regulations and procedures.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Describe a situation when you had to work with or enforce organisational procedures on a project or task. 	<ul style="list-style-type: none"> What were the procedures? Why was it necessary to adhere to them? 	<ul style="list-style-type: none"> How did you apply the procedures? 	<ul style="list-style-type: none"> Ultimately, did adhering to the procedures advance or hinder the work? Please explain your reasoning.
Q2	<ul style="list-style-type: none"> Give an example of doing your best while working on a project you did not feel very committed to. 	<ul style="list-style-type: none"> Why work hard on a project you did not feel committed to? 	<ul style="list-style-type: none"> What did you do to ensure the success of the project? 	<ul style="list-style-type: none"> How successful was the project? How were your efforts received?

H Desire to conform to established principles of right and wrong

Profile Description

Sam's results indicate he is very respectful of authority and has a strong desire to conform to established principles of right and wrong. As a result, he would be expected to be very committed to the organisation's ethical culture and to have a strong sense of duty.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Give an example of being given a project or task by your boss or management which you disagreed with. 	<ul style="list-style-type: none"> Why did you disagree with the task you were assigned? 	<ul style="list-style-type: none"> How did you handle the situation? 	<ul style="list-style-type: none"> Why did you take this position?
Q2	<ul style="list-style-type: none"> Tell me about a time when you had to work with formalities and protocols that existed in your workplace. 	<ul style="list-style-type: none"> What was the purpose of such formalities? 	<ul style="list-style-type: none"> How did you deal with such formalities? 	<ul style="list-style-type: none"> Do you believe that such formalities support or hinder your work?



MH Ownership and responsibility for own mistakes or errors

Profile Description

Sam's responses to the questionnaire suggest he is not particularly suspicious or threat sensitive. Consequently, he should generally be happy to own up to and take responsibility for his own mistakes or errors.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Describe a situation where you made a mistake or error while working on a project at work. 	<ul style="list-style-type: none"> What was the error and how did it affect the project? 	<ul style="list-style-type: none"> What did you do about it? 	<ul style="list-style-type: none"> Did you fear there would be a fallout due to your error? Why?
Q2	<ul style="list-style-type: none"> Tell me about a project you were directly involved in and that you felt you could have done better on. 	<ul style="list-style-type: none"> What were you trying to achieve? 	<ul style="list-style-type: none"> What were your shortcomings on the project? What did you do to correct them? 	<ul style="list-style-type: none"> To what extent did you feel responsible for the project's outcome and why?

H Ability to work without close supervision

Profile Description

Sam's profile suggests he is fairly self-sufficient and is highly motivated to attend to the detailed requirements of tasks. As a result, Sam would be expected to be able to work independently of others without the need for close supervision.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Describe a situation where you had to set your own objectives and schedules. 	<ul style="list-style-type: none"> What were you trying to achieve? 	<ul style="list-style-type: none"> How did you set the targets and ensure everything we done according to plan? 	<ul style="list-style-type: none"> What was the outcome?
Q2	<ul style="list-style-type: none"> Give me an example of a project or assignment you had to complete on your own and without any guidance or supervision. 	<ul style="list-style-type: none"> What were you trying to achieve? 	<ul style="list-style-type: none"> How did you cope working on your own? 	<ul style="list-style-type: none"> What advantages are there to working independently from others?



INTERVIEW GUIDE: CREATIVITY

ML CREATIVITY

M Preference for seeking new solutions to problems

Profile Description

Having a profile that suggests he has no greater preference than most for following tried and tested methods, Sam should not be unduly inclined to reject novel ideas and approaches to problems; particularly if he can see their benefits.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Describe a situation where you recommended changes to the way things were done in your department / organisation. 	<ul style="list-style-type: none"> What needed to be changed? 	<ul style="list-style-type: none"> How did you recommend to change things? 	<ul style="list-style-type: none"> Were the changes better than what was previously done? Explain your reasoning.
Q2	<ul style="list-style-type: none"> Give me an example of a situation when someone proposed to you an idea or way of working that was unique or unusual. 	<ul style="list-style-type: none"> What were they proposing? What made their ideas unique or unusual? 	<ul style="list-style-type: none"> How did you respond and why? 	<ul style="list-style-type: none"> Were the ideas adopted? What was your role?

ML Intuition and motivation to generate many ideas

Profile Description

Sam's profile suggests that although he is relatively intuitive by nature, he is quite pragmatic in his thinking. As a result, idea generation may not come as easily to him as it might to some of his more imaginative colleagues.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Describe being involved in a creative project/task. 	<ul style="list-style-type: none"> What did the project / task involve? 	<ul style="list-style-type: none"> What did you contribute to the project/task? 	<ul style="list-style-type: none"> Which aspects did you enjoy the most and which aspects did you enjoy the least? Why?
Q2	<ul style="list-style-type: none"> Give an example of providing multiple solutions/options to problems your department / organisation was facing. 	<ul style="list-style-type: none"> What were you trying to achieve? 	<ul style="list-style-type: none"> What was your role and what did you contribute? 	<ul style="list-style-type: none"> Why did you recommend so many ideas? Which of them was adopted and why?



L Preference for considering strategic, 'bigger picture' issues

Profile Description

Sam's profile suggests he is fairly confident of his ability to tackle complex issues. However, having also obtained a pattern of scores that indicates a strong preference for focussing on detail, he may at times not fully appreciate the 'bigger picture'.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Give an example of working on a project that required you to manage the 'bigger picture' as well as attend to the details of matters? 	<ul style="list-style-type: none"> What was the project and what did it involve? 	<ul style="list-style-type: none"> How did you go about working on such a project? 	<ul style="list-style-type: none"> Did you prefer attending to the details or managing the 'bigger picture'?
Q2	<ul style="list-style-type: none"> Tell me of a situation where you neglected to consider the 'bigger picture'. 	<ul style="list-style-type: none"> What were you trying to achieve? 	<ul style="list-style-type: none"> What did you fail to consider and why? 	<ul style="list-style-type: none"> What impact if any did this have on your overall achievement?

L Adaptability and change-orientation

Profile Description

While Sam's profile suggests he should be as open as most to change, his results further indicate he is prone to be somewhat rule bound and rigid. As a result, he may have slightly more difficulty than many in adapting to new working practices and procedures.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Give an example of having to work under constantly changing conditions. 	<ul style="list-style-type: none"> What were the conditions and why were they not stable? 	<ul style="list-style-type: none"> What did you do to help stabilise the conditions or adapt to them? Why did you decide on this response? 	<ul style="list-style-type: none"> What was the outcome?
Q2	<ul style="list-style-type: none"> Tell me about an instance where you had to break with your organisation's protocols. 	<ul style="list-style-type: none"> What was the situation Why did you have to break with the protocols? 	<ul style="list-style-type: none"> How did you go about breaking with the protocols? How did this make you feel and why? 	<ul style="list-style-type: none"> What response did you get from your management? How did you justify your position?



INTERVIEW GUIDE: LOGICAL AND ANALYTICAL

M LOGICAL AND ANALYTICAL

MH Interest in solving problems and contributing to intellectual debates

Profile Description

Sam's profile suggests he is fairly intellectually orientated and is fairly confident of his ability to understand relatively complex ideas. As such, he would be expected to be fairly keen to contribute to intellectual debates and discussions.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Tell me about a situation where you volunteered to work on a difficult or complex problem. 	<ul style="list-style-type: none"> What was the problem? Why did you volunteer to work on it? 	<ul style="list-style-type: none"> How did you tackle the problem? 	<ul style="list-style-type: none"> What was the outcome? Would you put yourself in such a situation again? Why?
Q2	<ul style="list-style-type: none"> Give an example of taking the initiative to explain a complex/technical concept to others. 	<ul style="list-style-type: none"> What did you have to explain and why was it so important? 	<ul style="list-style-type: none"> How did you go about explaining the concept? 	<ul style="list-style-type: none"> How did others receive the information? What did you do to ensure their understanding?

M Preference for approaching problems in a rational and analytical manner

Profile Description

Sam's responses to the questionnaire suggest he is relatively tender-minded and aesthetically orientated. As a result, he is likely to prefer to adopt a fairly intuitive approach to problem solving; basing his judgements on whether or not things 'feel right' rather than on a logical analysis of the facts. However, it should be noted that his relatively strong confidence in his intellectual abilities may enhance his capacity to appreciate logical arguments should he choose to approach problem solving in an analytical rather than intuitive way.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Describe a situation where your analysis was viewed as being faulty or illogical. 	<ul style="list-style-type: none"> What was the nature of the information you had to analyse? Can you summarise some of your conclusions? 	<ul style="list-style-type: none"> How would you defend your approach and conclusions? 	<ul style="list-style-type: none"> To what extent do you think you rely on your intuition when solving problems?
Q2	<ul style="list-style-type: none"> Give an example of having to track progress or performance on a project. 	<ul style="list-style-type: none"> What were you required to achieve? 	<ul style="list-style-type: none"> How did you know who or what was performing well? 	<ul style="list-style-type: none"> How did you use this information?



M Preference for balancing practical and theoretical approaches to problem solving

Profile Description

The pattern of results Sam obtained on the questionnaire indicates he is very pragmatic and concrete in his thinking. Consequently, he would be expected to have a strong preference for focusing on what he considers to be practical/realistic matters rather than approach problems in an abstract theoretical way. It should be noted that the quality of his appraisal of how realistic solutions to problems are, will depend in part on his level of reasoning ability which he rates relatively highly.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Tell me about a situation where you had to work on a problem which you did not particularly enjoy. 	<ul style="list-style-type: none"> What was the problem? What were you trying to achieve? 	<ul style="list-style-type: none"> What was your role and what did you dislike about it? 	<ul style="list-style-type: none"> Were there aspects of solving the problem that you wished you were more involved with? Please explain.
Q2	<ul style="list-style-type: none"> Describe a situation where you used your fact-finding skills to solve a problem. 	<ul style="list-style-type: none"> What was the problem? 	<ul style="list-style-type: none"> How did you contribute? 	<ul style="list-style-type: none"> Were there aspects of solving the problem that you wished you were more involved with? Please explain.



INTERVIEW GUIDE: INTERPERSONAL SKILLS

M INTERPERSONAL SKILLS

ML Interest in establishing rapport with colleagues and clients

Profile Description

Having a profile which suggests he is somewhat lacking in interpersonal warmth and is not by nature very understanding and thoughtful, Sam may on occasion experience a little difficulty establishing rapport with colleagues and/or clients.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Give me an example of a situation where you helped or supported a colleague at work. 	<ul style="list-style-type: none"> Why did they need help? 	<ul style="list-style-type: none"> What did you do? 	<ul style="list-style-type: none"> How do you know they received the help they needed? What do you think you could have done to better support them?
Q2	<ul style="list-style-type: none"> Tell me of a time when you had to establish rapport with someone you took a dislike to. 	<ul style="list-style-type: none"> Why did you dislike them? 	<ul style="list-style-type: none"> What did you do? 	<ul style="list-style-type: none"> How would you describe your relationship now?

M Collaboration with others

Profile Description

While Sam's results suggest he is fairly assertive, he is not expected however to come across as being particularly aggressive.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Tell me of a situation where you had to collaborate or cooperate with others. 	<ul style="list-style-type: none"> What obstacles did you face? 	<ul style="list-style-type: none"> How did you interact with the other party/individual? 	<ul style="list-style-type: none"> How did this affect your relationship with them?
Q2	<ul style="list-style-type: none"> Describe a specific situation where you had to work with an uncooperative team member. 	<ul style="list-style-type: none"> Why were they not cooperative? 	<ul style="list-style-type: none"> How did you resolve the matter? 	<ul style="list-style-type: none"> How did this affect your relationship with them?



MH Tact and diplomacy

Profile Description

Sam's responses to the questionnaire indicate he is likely to be relatively attuned to the nuances of interpersonal relationships. As a consequence, he would be expected to tend to relate to people in a relatively diplomatic and tactful manner. Having a profile which indicates he has a fair degree of sensitivity to social norms and expectations, he should generally be fairly keen to smooth over difficult interpersonal situations.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Tell me about a situation where you had to convey bad news or poor performance related results to someone. 	<ul style="list-style-type: none"> Why did you decide to convey the information? How long did you wait to share it? 	<ul style="list-style-type: none"> How did you go about communicating the information? What did you decide to share with them and why? 	<ul style="list-style-type: none"> What was their reaction and how did you deal with it?
Q2	<ul style="list-style-type: none"> Give me an example of having to mediate between two or more individuals or groups who were in conflict at work. 	<ul style="list-style-type: none"> Why were the parties in conflict, and what was your role? 	<ul style="list-style-type: none"> How did you mediate between them? 	<ul style="list-style-type: none"> Which did you rely on most, being open and forthright or being tactful and diplomatic? Please explain.

M Interest in developing trusting relationships with colleagues

Profile Description

Sam's pattern of results suggests that while he does not have a great need for others' company, he is not inclined to be particularly cynical about human nature. Consequently, it should not take him much longer than his more sociable colleagues to develop trusting relationships.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Describe a team experience you found particularly disappointing. 	<ul style="list-style-type: none"> Why did you find the team disappointing? 	<ul style="list-style-type: none"> What is your role within the team? 	<ul style="list-style-type: none"> Would it have been better to work on your own? Please explain.
Q2	<ul style="list-style-type: none"> Tell me about an experience where you were had to get others to work together as a team. 	<ul style="list-style-type: none"> What were you trying to achieve? 	<ul style="list-style-type: none"> How did you build commitment and get others to work as a team? 	<ul style="list-style-type: none"> How did the team members respond?



INTERVIEW GUIDE: RESILIENCE

H RESILIENCE

H Emotional stability

Profile Description

Sam's results suggest he is not at all prone to mood swings. As a result, his emotions would not be expected to cloud his judgement or adversely affect his performance at work.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Give me an example of staying with a course of action long after others had urged you to give up. 	<ul style="list-style-type: none"> Why did you stay the course? Why didn't you heed their warnings? 	<ul style="list-style-type: none"> How did you manage to stay the course despite pressure to stop? 	<ul style="list-style-type: none"> What did you accomplish?
Q2	<ul style="list-style-type: none"> Tell me about a situation where you took action based on your own convictions rather than give in to the pressure others created. 	<ul style="list-style-type: none"> What was the issue and why did others put pressure on you? 	<ul style="list-style-type: none"> How did the the pressure make you feel? How did you respond to the situation? 	<ul style="list-style-type: none"> How did you resolve the situation?

H Ability to cope well under pressure

Profile Description

Sam's profile indicates he is likely to have quite high levels of frustration tolerance and to be very calm and composed. Consequently, it is not at all likely that he will lose his temper when things go wrong and he would be expected to cope very well working under pressure. As Sam's responses further indicate he is not prone to mood swings, he should not experience any difficulty controlling his emotional reactions to situations.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> When was the last time you became angry? What was the situation? 	<ul style="list-style-type: none"> What were you attempting to achieve and what caused you to become annoyed? 	<ul style="list-style-type: none"> How did you respond to the situation? 	<ul style="list-style-type: none"> How was the situation resolved, and what affect did your attitude have?
Q2	<ul style="list-style-type: none"> Tell me about a situation where you faced great setbacks and delays. 	<ul style="list-style-type: none"> What caused the delays? 	<ul style="list-style-type: none"> How did you deal with the situation and the cause of the delays? 	<ul style="list-style-type: none"> Were you able to resolve the issue and how?



MH Confidence

Profile Description

Sam's results suggest he is relatively confident and self-assured. Consequently, he would be expected to be relatively happy to accept feedback as long as it is presented in a fairly constructive manner.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Describe a situation where you received negative feedback on your performance or accomplishments. 	<ul style="list-style-type: none"> Why did you receive negative feedback? How did this make you feel? 	<ul style="list-style-type: none"> How did you receive the feedback? 	<ul style="list-style-type: none"> Did you address any of the issues that were raised in the feedback? What did you do?
Q2	<ul style="list-style-type: none"> Have you ever made an error or mistake at work? Tell me about the situation. 	<ul style="list-style-type: none"> What was the mistake? 	<ul style="list-style-type: none"> Did you take responsibility? Why? 	<ul style="list-style-type: none"> What did you do to correct the mistake?



INTERVIEW GUIDE: PERSUASIVENESS

MH PERSUASIVENESS

MH Social Presence

Profile Description

Having obtained a pattern of scores that indicates he is likely to be quite socially bold and drawn to take centre stage, Sam would be expected to be quite charismatic and to have a strong social presence. His scores further indicate he is likely to be confident in social situations and be quite quick to initiate interactions with people he does not know. As a result, others are likely to find him to be a reasonably persuasive speaker who expresses his opinions in a quite confident manner.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Give an example of giving a presentation or addressing a group of people. 	<ul style="list-style-type: none"> What did you have to present? How did you feel about addressing a large audience? 	<ul style="list-style-type: none"> What did you have to prepare? 	<ul style="list-style-type: none"> What was the feedback? What did you think went well/less well?
Q2	<ul style="list-style-type: none"> Tell me about a situation where you attended a conference or work function and met new people. 	<ul style="list-style-type: none"> What was the purpose of the function? Did you meet many people? 	<ul style="list-style-type: none"> How did you initiate contact with others? 	<ul style="list-style-type: none"> Were you able to benefit from these contacts? What did you benefit?

ML Empathy and support

Profile Description

Sam's results suggest he is slightly lacking in empathy and warmth and is unlikely to have a very strong interest in others. As a result, his colleagues are unlikely to see him as being highly supportive and he would not be expected to be a very good listener. His profile further suggests that roles which require supporting others, encouraging them and promoting their personal development are unlikely to have a very great appeal to him.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Have company actions or policies ever hurt any individuals at work? What was the situation? 	<ul style="list-style-type: none"> How were the individuals hurt? 	<ul style="list-style-type: none"> What was your perspective and role? 	<ul style="list-style-type: none"> Ultimately, how were the individuals' issues resolved?
Q2	<ul style="list-style-type: none"> Tell me about a situation where you were approached by a colleague for advice. 	<ul style="list-style-type: none"> What was the issue? 	<ul style="list-style-type: none"> Did you get involved and why? 	<ul style="list-style-type: none"> How did they respond?



M

Balanced negotiation style

Profile Description

As his results suggest he is fairly competitive, he may possibly come across as being slightly domineering. However, Sam's responses further suggest that he is sufficiently conscious of the impact he has on others. Consequently, while he may be a little inclined to hold his ground during negotiations, he should be able to pick up on the subtle nuances of the situation and adapt accordingly.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Tell me about a situation where you had to take charge and get others to work with you. 	<ul style="list-style-type: none"> Why did you involve others? 	<ul style="list-style-type: none"> How did you get them to work for you on the project? 	<ul style="list-style-type: none"> How assertive were you in dealing with them and why? Was there a need to be more accommodating? Why?
Q2	<ul style="list-style-type: none"> Tell me about a situation where you tried to convince others of your point of view. 	<ul style="list-style-type: none"> What were you trying to convince them of? 	<ul style="list-style-type: none"> What tactics did you use to convince them? How did you deal with objections? 	<ul style="list-style-type: none"> What were you able to convince them of? Was there a need to compromise? What did you compromise and how?



INTERVIEW GUIDE: PLANNING AND ORGANISING

H PLANNING AND ORGANISING

H Desire to be organised and create plans

Profile Description

Sam's profile suggests he is very organised by nature. As a result, he would be expected to be quite keen to carefully plan his work for maximum efficiency. His results further suggest he will be fairly motivated to create detailed plans that account for all future contingencies, rather than respond to problems as they arise.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Give an example of a current assignment which required a great amount of planning. 	<ul style="list-style-type: none"> What was the assignment? Why did you have to do a great amount of planning? 	<ul style="list-style-type: none"> How did you go about the planning? What did you consider and why? 	<ul style="list-style-type: none"> How effective was your plan? How did you measure the effectiveness of your plan?
Q2	<ul style="list-style-type: none"> Give me an example of a time when you used a systematic process to define your objectives. 	<ul style="list-style-type: none"> Why did you use a process to define your objectives? 	<ul style="list-style-type: none"> What was your process and how did you work through it? 	<ul style="list-style-type: none"> Did the process help you or impede you? Please explain.

H Effective time management

Profile Description

Sam's responses to the questionnaire indicate he is likely to be quite meticulous and be strongly motivated to organise his time efficiently.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Give an example of setting priorities and managing your time at work. 	<ul style="list-style-type: none"> What did you have to accomplish? 	<ul style="list-style-type: none"> What did you prioritise and why? 	<ul style="list-style-type: none"> Did you achieve your objective(s)? What do you think worked well? What would you have done differently?
Q2	<ul style="list-style-type: none"> Tell me about a situation at work which required you to work efficiently. 	<ul style="list-style-type: none"> What were you trying to achieve? Why did you have to be efficient? 	<ul style="list-style-type: none"> How did you handle the situation? 	<ul style="list-style-type: none"> What was the outcome? How did you measure your effectiveness?



H Delegation of tasks and responsibilities

Profile Description

Sam's results indicate he is likely to be fairly trusting and should be happy to delegate tasks to others. However, when delegating work, he would be expected to be concerned to ensure that others complete their work to his own exacting standards.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Give me an example of having to coordinate the efforts of others. 	<ul style="list-style-type: none"> What were you trying to achieve? 	<ul style="list-style-type: none"> How did you monitor performance and progress? What information did you rely on and why? 	<ul style="list-style-type: none"> How closely did the progress match your plans? What did you attribute this to?
Q2	<ul style="list-style-type: none"> Tell me about a situation where you delegated tasks or assignments to others. 	<ul style="list-style-type: none"> Who did you delegate the tasks or assignments to and why? 	<ul style="list-style-type: none"> How did you keep track of the delegated assignments? 	<ul style="list-style-type: none"> Did the resulting work meet your expectations? What would you have done differently?



INTERVIEW GUIDE: QUALITY ORIENTATION

H QUALITY ORIENTATION

H Commitment to producing work of a high standard

Profile Description

Having obtained a pattern of results that indicates he is very committed to producing work of a high standard, Sam would be expected to approach tasks in a very well-organised and systematic way.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Give me an example of doing something to raise your or your team's work standards. 	<ul style="list-style-type: none"> What were the standards? Why did they have to be raised? 	<ul style="list-style-type: none"> What did you do to raise the standards? 	<ul style="list-style-type: none"> What impact did the new standards have on the work?
Q2	<ul style="list-style-type: none"> Give an example of a time where you had to choose between maintaining quality standards and meeting a deadline. 	<ul style="list-style-type: none"> What were you trying to achieve? 	<ul style="list-style-type: none"> What did you do? 	<ul style="list-style-type: none"> How did you justify your actions to the recipient(s) of your work?

H Detail orientation

Profile Description

Sam's profile indicates he is methodical and very meticulous by nature. As a result, he is likely to be quite strongly motivated to diligently attend to detail and to check his work very carefully to ensure it is error-free.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> It is important that some aspects of work are completed perfectly. Describe a situation where you tried to prevent errors. 	<ul style="list-style-type: none"> What errors were you trying to prevent and why? 	<ul style="list-style-type: none"> What did you do to prevent errors? 	<ul style="list-style-type: none"> What impact did your actions have on the occurrence of errors?
Q2	<ul style="list-style-type: none"> Tell me about a situation at work which required you to be exacting and meticulous. 	<ul style="list-style-type: none"> What were you trying to achieve? Why did you have to be meticulous? 	<ul style="list-style-type: none"> How did you handle the situation? 	<ul style="list-style-type: none"> What value did being meticulous add to the work?



H Commitment to finishing tasks

Profile Description

The results he obtained on the questionnaire indicate that Sam has a very strong sense of duty. Consequently, he is likely to be committed to finishing tasks he has started. Moreover, Sam's results suggest he is likely to be quite attentive to detail. As a result, he would not be expected to experience difficulty persevering with boring or repetitive tasks.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Give an example of a job that you had to finish even though everyone else had given up. 	<ul style="list-style-type: none"> What was the job? Why did everyone else give up? 	<ul style="list-style-type: none"> What did you do to finish it? 	<ul style="list-style-type: none"> Was the job completed? Please elaborate.
Q2	<ul style="list-style-type: none"> Describe a situation where you had to go above and beyond the call of duty in order to get a job done. 	<ul style="list-style-type: none"> Why did you have to go above and beyond the call of duty? 	<ul style="list-style-type: none"> How did you respond to the situation? 	<ul style="list-style-type: none"> Why did you respond in this manner?



INTERVIEW GUIDE: ENERGY AND DRIVE

MH ENERGY AND DRIVE

H Ability to cope with setbacks

Profile Description

The pattern of results Sam obtained on the questionnaire suggests he is not at all prone to feelings of despondency or depression. Consequently, he would not be expected to experience much difficulty maintaining his levels of energy when faced with setbacks and challenges.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Tell me about some of the setbacks you have faced during your career. 	<ul style="list-style-type: none"> What were the setbacks? 	<ul style="list-style-type: none"> How did they affect you? How did you overcome them? 	<ul style="list-style-type: none"> What was the outcome?
Q2	<ul style="list-style-type: none"> Describe some of the work related challenges which have affected you over the years. 	<ul style="list-style-type: none"> What were the challenges? 	<ul style="list-style-type: none"> How did you overcome the challenges? 	<ul style="list-style-type: none"> What was the outcome?

M Excitement and enthusiasm

Profile Description

Having a profile that indicates he is as active and participative as most, Sam should not experience undue difficulty if he is required to motivate and enthuse those around him. However, he may find himself feeling depleted and drained if he is cast in such a role for extended periods of time.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Tell me about a situation in which you had to adjust to uncontrollable changes that occurred in your workplace. 	<ul style="list-style-type: none"> What were the changes that occurred? 	<ul style="list-style-type: none"> How did you adjust to the changes? 	<ul style="list-style-type: none"> What impact, if any, did the changes have on you?
Q2	<ul style="list-style-type: none"> Describe some of the most appealing jobs you have been involved in. 	<ul style="list-style-type: none"> What was your role? 	<ul style="list-style-type: none"> Why were the jobs so appealing? 	<ul style="list-style-type: none"> How do you maintain your enthusiasm for such jobs in the long run?



MH Results orientation

Profile Description

Sam's responses to the questionnaire suggest he would be expected to be relatively assertive and results orientated. Moreover, as he is likely to be fairly happy giving others instructions and directions, he should generally have a fairly strong desire to show initiative and take charge of situations.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> What was the most competitive work situation you have experienced? 	<ul style="list-style-type: none"> Why was the work so competitive? 	<ul style="list-style-type: none"> How did you assert yourself? 	<ul style="list-style-type: none"> Were you able to get your way and how?
Q2	<ul style="list-style-type: none"> Describe a project or idea that was implemented primarily because of your efforts. 	<ul style="list-style-type: none"> What was the project or idea? 	<ul style="list-style-type: none"> Describe your initiatives and what you did to get the project or idea implemented. 	<ul style="list-style-type: none"> What was the outcome? How did your efforts contribute to the outcome?



INTERVIEW SCORING

Use the following forms to calculate the overall interview score. Check (✓) the box corresponding to the appropriate score for each competency/dimension being assessed.

Dimension	Score				
	1	2	3	4	5

Scores measured through the behavioural interview guide:

1	Integrity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Creativity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Logical and Analytical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Interpersonal Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Resilience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Persuasiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Planning and Organising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Quality Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Energy and Drive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Scores from additional measures not included as part of the behavioural interview guide:

10		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

OVERALL SCORE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Comments