



Report designed for

**Sally Sample**

# ProfileXT<sup>®</sup>

## Interview Guide - Total Person

Performance Model: HR Manager

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## Introduction

The interview is an important part of the selection process; however, studies show that most interviews are poorly done. Using a stock list of interview questions to ask every candidate will not lead the interviewer to the important areas necessary for the effective placement of each individual. This Interview Guide, coupled with the ProfileXT Performance Model Comparison, will help make each interview a valuable tool.

The scientifically developed Performance Model for this position reflects a solid understanding of what the job requires. The Total Person information related to this model allows us to create interview questions that will allow you to get the information you need to make the best possible decision about each candidate.

This report reflects the responses provided by Sally Sample when she completed the ProfileXT assessment. A Summary Graph is included that shows her scores and how she fits to the Performance Model for this position. It gives a quick overview of where she is in or out of the model and also shows her overall percentage match. The result for each characteristic is illustrated on a scale from 1 to 10. The darker area on each scale represents the best Job Match for the position. The enlarged segment of the scale shows where Sally scored. If the enlarged segment is dark, Sally is in the Job Match model. If it is lighter, she is not.

The interview questions provided are based on how well Ms. Sample fits the Performance Model. Where she is outside the model the questions will take the interviewer into areas where potentially important information will be addressed. The questions provided where she is in the model provide you with confirmation that she is right for the job. Each question should be considered for use in her placement interview. A space is provided to record the interviewer's thoughts when the response to a question provides important information regarding placement in the position for which Ms. Sample is being considered.

Please consult the User's Guide for additional information on using these results when working with Sally. As discussed in the User's Guide for this product, the results from this or any assessment should never make up more than a third of the final decision in placements.

## Summary Graph

Overall Job Match - 83%



Thinking Style  
86% Match



Behavioral Traits  
78% Match

Distortion for this assessment is within the acceptable range.

### Top Interests for Sally Sample

-  Enterprising
-  People Service
-  Creative

### Top Interests for this Performance Model

-  Enterprising
-  People Service
-  Financial/Administrative

Interests  
88% Match

 = Match

## Interview Questions

Interview questions are provided for Sally to facilitate an effective interview process. Behavioral Considerations for each scale relate to her actual scores. Where the scores for Ms. Sample fall within the Performance Model, one interview question is provided. Should she fall outside of the model, additional questions are provided.

### Thinking Style

#### Learning Index

An index of expected learning, reasoning, and problem solving potential.



#### Interview Question

- When training others to learn new skills, what method have you used to get the point across?  
[Interviewer's Notes](#)

#### Verbal Skill

A measure of verbal skill through vocabulary.



#### Behavioral Considerations

On the Verbal Skill scale Ms. Sample is below the designated Performance Model for this position. This suggests that her ability to use a thorough vocabulary is less than the position typically requires and that she could have a problem with communicating ideas and concepts. Discussions with her should explore the possibility that for Ms. Sample, the position may be overly challenging and could lead to frustration and a reduction in her level of performance.

### Interview Questions

- Some people read well but don't always remember what they have read. Do you ever experience this type of situation? How do you deal with it?

[Interviewer's Notes](#)

- Have you ever had someone become upset because you needed instructions repeated? How have you dealt with such a situation?

[Interviewer's Notes](#)

- How often do you read instructions or memos and have difficulty understanding what they mean? Give some examples.

[Interviewer's Notes](#)

### Verbal Reasoning

Using words as a basis in reasoning and problem solving.



### Interview Question

- Did you ever work with someone who liked to use unnecessarily complex language, when "plain English" would have worked even better? What did you do about it?

[Interviewer's Notes](#)

### Numerical Ability

A measure of numeric calculation ability.



### Interview Question

- What opportunity have you had recently to calculate numerical problems? Did you use a calculator to help?

[Interviewer's Notes](#)

### Numeric Reasoning

Using numbers as a basis in reasoning and problem solving.



### Interview Question

- Describe a recent experience you had in adapting to new methods in numerical processes at work.

[Interviewer's Notes](#)

## Behavioral Traits

### Energy Level

Tendency to display endurance and capacity for a fast pace.



### Interview Question

- In what ways have you made sacrifices of your time to motivate others to accomplish more work for a deadline?

[Interviewer's Notes](#)

### Assertiveness

Tendency to take charge of people and situations. Leads more than follows.



### Interview Question

- Tell me about a situation when you had to "stand up" for a decision you made even though it made you unpopular.

[Interviewer's Notes](#)

### Sociability

Tendency to be outgoing, people-oriented, and participate with others.



### Behavioral Considerations

Ms. Sample achieved a Sociability score that is outside the designated profile for this Performance Model. This suggests that her orientation for working within a team is different than the position typically requires but that she may be able to perform well with adequate training. Discussions with

her should determine her potential for training and willingness to adapt to the work environment of this position.

### Interview Questions

- How do you typically create a network of contacts?  
[Interviewer's Notes](#)
  
- If one person had to remain in the office while the rest went to a meeting, would you volunteer to stay and how would you make the best use of that time?  
[Interviewer's Notes](#)
  
- What is the perfect level of client or co-worker contact for you? What are your feelings about that?  
[Interviewer's Notes](#)
  
- Describe the usefulness of small talk with clients and co-workers, if any.  
[Interviewer's Notes](#)

### Manageability

Tendency to follow policies, accept external controls and supervision, and work within the rules.



### Interview Question

- In what manner do you typically resolve conflicts at work?  
[Interviewer's Notes](#)

## Attitude

Tendency to have a positive attitude regarding people and outcomes.



## Behavioral Considerations

On the Attitude scale Ms. Sample is below the designated Performance Model for this position. This suggests that her general response to others will be pessimistic compared to the most successful individuals in this position. Discussions with her should explore the possibility that for Ms. Sample, the position may be overly challenging and could lead to frustration and a reduction in her level of performance.

## Interview Questions

- What role have you played in the recent past in which your team was unmotivated and how did you resolve the problem?

[Interviewer's Notes](#)

- Describe the last time you experienced a big change in the workplace, like a new set of regulations, for example. How did you feel about those changes?

[Interviewer's Notes](#)

- Tell me about a high stress situation when it was desirable for you to keep a positive attitude. What happened?

[Interviewer's Notes](#)

- Describe a specific time when your skepticism had a negative effect on a customer or client.

[Interviewer's Notes](#)

## Decisiveness

Uses available information to make decisions quickly.



### Interview Question

- Many situations at work will require fast thinking and speed in making decisions. Give me an example of a situation in which you were especially skillful in making a decision quickly.

[Interviewer's Notes](#)

## Accommodating

Tendency to be friendly, cooperative, agreeable. To be a team person.



### Interview Question

- What is it like for you when it seems that a co-worker or supervisor is trying to manipulate you?

[Interviewer's Notes](#)

## Independence

Tendency to be self-reliant, self-directed, to take independent action, and make own decisions.



### Interview Question

- What is the best thing about clearly defined objectives and goals?

[Interviewer's Notes](#)

## Objective Judgment

The ability to think clearly and be objective in decision-making.



## Behavioral Considerations

On the Judgment scale Ms. Sample is below the designated Performance Model for this position. This suggests that her decision-making process is less objective than the position typically requires and that she could have a problem with the pragmatic nature of the job. Discussions with her should explore the possibility that for Ms. Sample, the position could lead to frustration and a reduction in her level of performance.

## Interview Questions

- Have you ever had to take decisive action based on your gut feelings alone? How did that make you feel?

[Interviewer's Notes](#)

- What sources of information do you typically use in reaching a decision at work?

[Interviewer's Notes](#)

- Describe the process involved when you have to make a decision under pressure.

[Interviewer's Notes](#)

- Describe a high-pressure situation you had to handle at work. Tell me what happened, who was involved and what you did in terms of problem solving.

[Interviewer's Notes](#)