

Interviewer's Guide

Features

This *Interviewer's Guide Report* accompanies most reports for people. It provides the interviewer/manager/user with further explanation and extra insights about the candidate/employee's report, the three graphs and any points to review.

Uses

This report is designed to elevate the depth of discussion and explain the impact of the points to review in the *PPA Report* with a view to enhance the value of the *PPA Report* for application in both recruitment and selection as well as performance management.



INTERVIEWER'S GUIDE: Tom Sample

Private &
Confidential

INTERVIEWER'S GUIDE - PERSONAL PROFILE ANALYSIS

Tom Sample

We recommend that the following questions be considered by the interviewer when meeting with Tom Sample. These probing questions are designed to assist the interviewer in gaining a deeper understanding of Tom Sample, his strengths, possible limitations and behavioral style at work. These questions have been prompted by the information in the PPA Report.

Major Movements Graph I

Tom Sample likely perceives the need, either consciously or sub-consciously, to make certain important modifications to his preferred behavioral style within the current work environment. It is recommended that the underlying causes for these work-related changes be probed and discussed to gain further understanding.

Stability, Dependability and Persistence

- Do you find that your work environment is influencing you become more patient and well-organized currently rather than being impatient and restless? What is driving this change?
- Are you seeing evidence in your work based activities for the need to use a much firmer and more tenacious style? Please provide some examples to support this. What is the impact on you?
- What are the changes that have taken place in your role recently to cause you to modify your preferred way of doing things?

Major Movements Graph II

When under pressure this person is likely to make some important modifications to his preferred behavioral style. It is recommended that the underlying causes and the possible consequences of these changes are recognized and discussed. There may be an impact on his performance, the organization and on his interpersonal relationships at work. Discuss these with a view to helping him cope with work pressure.

Logical and Objective Reflection

- Your report indicates that when you are under pressure you may adapt your normally outgoing, friendly and participative work style and become more reserved and reflective. Give me some examples of when this has occurred and why.
- Tell me about a project or assignment when the level of your responsibilities increased and you had to contend with many complex problems and challenges. How did you cope and how did it work out? (Answer should indicate the ability to be more logical and serious.)
- When do you change from a positive, confident and communicative work style and why?

The following series of questions can be used to confirm the profile and the extent to which Tom Sample is aware of his impact on others within the working environment. They are also designed to identify whether he is

adaptable in terms of modifying his behavior to meet the needs of work associates.

- In your current role how do you use: technical expertise, diplomacy, friendliness and a sense of urgency to get results?
- Tell me about a team you worked on where you overcame a significant difficulty. What contributed to the success of the team and what was your specific role?
- Would work associates describe you as detailed and meticulous? Provide some examples of situations where these qualities are important in your current role.
- What behavioral attributes do you think are most important for leadership? To what extent do your behavioral attributes match these?
- Describe a situation with a work peer where your self-confidence and positive attitude has helped them overcome a problem.
- Have you held a leadership role? What were your most significant achievements and your most disappointing moments?
- In your current role what are the relevant benefits of being conventional or unconventional? Which are you most comfortable with and why?
- Tell me about a situation where you have conducted a performance review or been required to give feedback to a work associate. How did you prepare for this and what work strengths did you draw on to be successful? (Answer should reflect a systematic, detailed and open-minded approach)

And finally, is there anything else you would like to tell me that I have not asked?