

# Interviewer's Guide

**Private & Confidential**

**23/02/2007**

**Mr. Thomas Sample**

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## INTERVIEWER'S GUIDE - PERSONAL PROFILE ANALYSIS

Mr. Sample

We recommend that the following questions be considered by the interviewer when meeting with Mr. Sample. These probing questions have been designed to assist the interviewer in gaining a more in-depth understanding of Mr. Sample, his strengths, limitations and behavioural style. This exploratory approach has been prompted by the contents of the PPA report.

### Points To Review

If you have not seen any reference to 'Points to Review' in other Thomas reports, additional information will be contained in the PPA Profile and Executive Summary reports. These may be obtained through the 'Reports' screen.

### Overshift - Graph I

- What do you believe are the most challenging, most frustrating and least familiar components of your job?
- In your opinion, is your training and work experience compatible with the demands of the role? What are your reasons for claiming this?
- What assessments have been conducted to evaluate your compatibility with the role requirements? Where do you feel there is a good match and where, if anywhere, do you perceive a degree of incompatibility?

### Tight Graph II

- The indications are that conditions at work are very demanding. What factors, including environmental considerations, if any, have changed measurably in the recent past?
- You appear to be facing unusually severe or complex challenges at this time? What are these and what can you do about them?
- How effectively do you rate your current performance? If below expectations what are the likely causes, and what specific actions can you take to address these? If above expectations, how could you increase performance further?
- Do you have the necessary resources and authority to achieve your objectives? What would you need to do to improve the overall scheme of things?
- Give me examples of when you have had to take decisions under extreme pressure. What could you have done differently?

- Have you been happy in your current/last job? What would you like to have changed?

### **Tight Graph III**

- The PPA report suggests that you may be experiencing some frustrations at work? How do you relate to this observation?
- How do you interpret the degree of compatibility between your natural work style and the requirements of your current position?
- In what way are your goals, objectives and career plans consistent with those of the organisation? Why do you feel this way?
- Have the organisation's objectives for your role been clearly defined and communicated? How was this done and what was your reaction to them at the time?
- Tell me about your current boss, also give me three motivators, three strengths and three weaknesses of your boss.
- How effectively does the organisation support and implement regular, formal one-on-one appraisal programmes? What was the outcome of your most recent appraisal?

The following series of questions can be used to verify the profile and the extent to which Mr. 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 behaviour to meet the needs of colleagues.

- Has it ever been your experience that colleagues come to you for sensitive workplace advice or for confidential career guidance far more often than they ask other people? Why do you think this is the case?
- When last were you seriously challenged in a competitive situation? What was the nature of the challenge, your response and the eventual outcome?
- What, in your opinion, are the most critical factors for effective leadership?
- What characteristics would you place as a priority for those people whom you would select to work most closely with you?
- How easily do you trust people, especially new acquaintances? When last were your first impressions of someone proved to be wrong? How frequently has this happened to you? With what consequences?
- What are some of the most complex problems to which you have had to successfully apply your trouble-shooting capabilities?
- What approach would you use when compelled to venture into the unknown territory and cope with unfamiliar and untested conditions, challenges and responsibilities?
- In what way has your need for regular interaction and social contact with others at work ever interfered with your performance levels?
- What are your non-work interests? Do you belong to any clubs, associations or societies? What are these and what role do you play in them?

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