

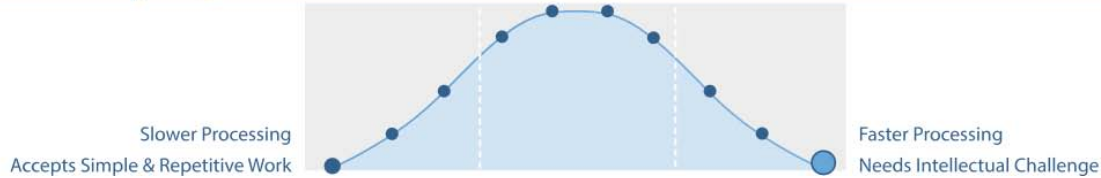
Executive Management Job Fit Report for Barbara

Overall: 82%

The participant has scored in the "red zone" in 1 area

LEGEND: ● GOOD ● OK ● POOR

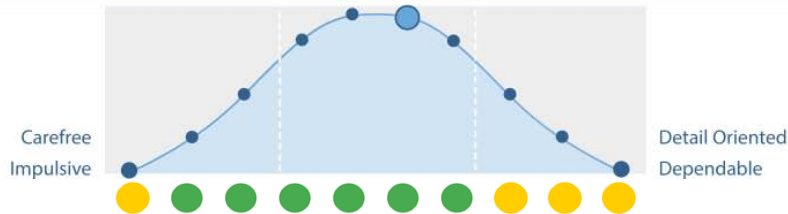
General Reasoning (Cognitive)



- Barbara typically learns new information very quickly and is able to solve complex problems
- Able to think strategically which is a good fit for most executive management roles
- May not take the time to fully explain things to others, which means Barbara may assume that others can easily see the solution or bigger picture
- Can easily become bored if the job does not require continual learning and complex problem solving

Question: Describe a time when you became frustrated because you felt like your team did not understand what you wanted them to do.

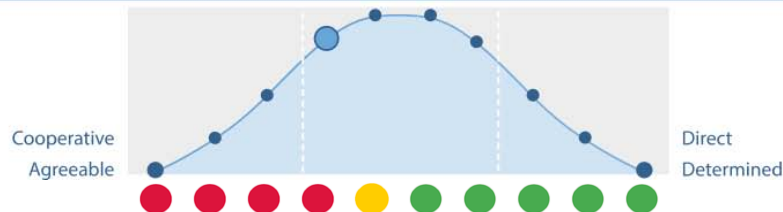
Conscientious (Organisation)



- Barbara can effectively balance planning ahead with ability to react to situations as they arise
- Can be fairly thorough with planning which is helpful in most executive management positions

Question: Describe a time when your team just didn't seem to get the big picture. What did you do?

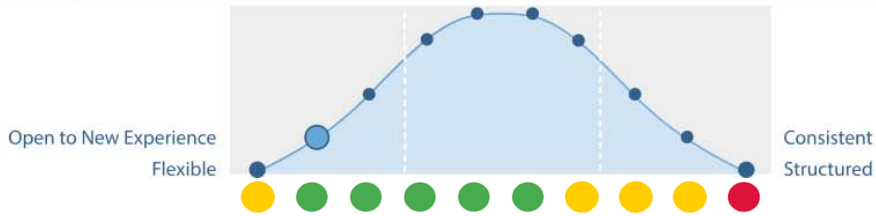
Tough Minded



- Usually comfortable managing others as long as the environment is not highly confrontational
- Employees will usually view Barbara as likeable and able to compromise when necessary
- Can be tough minded when necessary, but prefers an environment of cooperation
- In highly confrontational situations, Barbara may not handle discipline as quickly as necessary to avoid further problems

Question: In managing there are times when you simply have to hold the line, be tough in your approach. When have you been involved in such a situation and how did it work out?

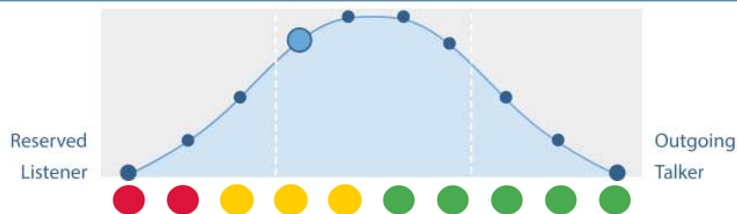
Conventional (Rules)



- Barbara tends to be both curious and insightful and needs variety and change to keep performing at a high level
- Strategic planning and thinking "outside the box" should be particular strengths for Barbara
- Executive management situations that require a very consistent and structured approach to managers will be more difficult

Question: Give me an example of a time when your creative approach to a problem made all the difference in coming up with a solution. What was the problem and how did you solve it?

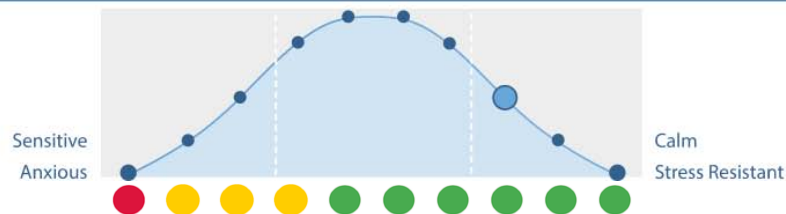
Extroversion



- Most people will find Barbara to be friendly and sociable
- Tends to be balanced between wanting to talk and to listen to others
- Will usually understand when employees need to be motivated and energized, but Barbara may need to occasionally stretch beyond normal comfort zone to be more outgoing and forceful

Question: Describe a time when you had to sell something to your team that you knew would be greatly resisted. How did you do it?

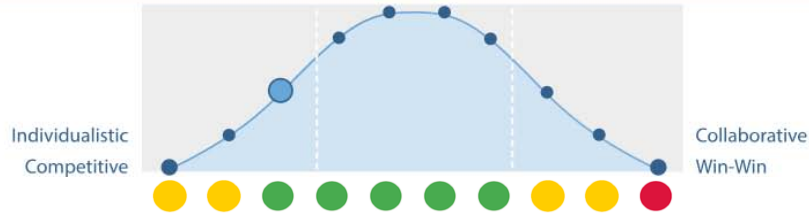
Stable



- Barbara is typically calm under pressure and able to handle difficult management issues with poise
- Generally able to handle the stress that can be a regular part of executive management positions
- Managers may perceive that Barbara's calm nature is a lack of interest or urgency

Question: Tell me about a situation where you had to confront a colleague about something that they were doing that was adversely affecting your team. How did you do it?

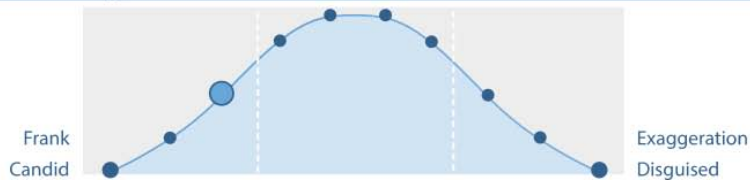
Team



- Barbara is typically self-motivated and very competitive
- May be too quick to actually compete with managers for recognition or fail to give the recognition to others for their accomplishments
- At times, Barbara may not be collaborative with the internal team

Question: Tell me about a time when one of your employees was doing an incredible job. What did you do to reward them and what would you do differently in the future?

Good Impression (Social Desirability)



- Barbara's responses have been frank and open

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Report Generated On 07/2022 for Barbara
ParticipantID #

Executive Management Interview Questions for Barbara

General Reasoning

1. Describe a time when you were frustrated because an employee did not seem to be "getting it" and making the same mistakes over and over again. How did you approach this situation?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

2. Tell me about a time when your team did not seem to be getting the big picture and therefore unable to support you as much as you'd like. What was the situation and what did you do?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

3. Describe your experience managing employees who were doing fairly mundane tasks every day. What was your biggest challenge and how did handle it?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

Conscientious

4. Tell me about a time when you felt you had to continually change your strategy to be aligned with the direction of the company. What was that like?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

5. Give me an example of a tool or system you've used to stay organized. What made this tool work for you?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

6. Tell me about a time when you worked with a manager who did not follow through and was a poor planner. What was that like?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

Tough Minded

7. Tell me about the last time you had to confront a good employee regarding a performance issue. What was your approach?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

8. Describe a time when you felt you had to be tougher in your approach with an employee issue. What was the situation and how did it work out for you?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

9. Tell me about a time when you had to closely monitor the progress of a project your team was working on. How did you manage this?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

Conventional

10. Give me an example of a time when your creative approach to a problem was recognized by the leadership team. What did you do?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

11. Tell me about a situation when you bent the rules to get something done but it didn't work out as well as you would have hoped. What happened?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

12. Tell me about a time when you were asked to put more structure into a program or process you were responsible for managing. How did you go about it?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

Extroversion

13. Tell me about the last time you presented a new idea or process to a group of your peers. What was challenging about that presentation and how did it

turn out?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

14. Tell me about a time when you had to be very assertive with an employee in order to correct a performance issue. How did you do it?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

15. Describe a time when you had to persuade your team to try something new. What was the situation and what did you do?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

Stable

16. Tell me about a time when you felt you were given an unrealistic deadline and missed it? What happened as a result?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

17. Give me an example of a time when you were able to remain calm when others on your team stressed about a work issue. What was the situation and how did you help your colleagues deal with things?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

18. Tell me about a time when you were dealing with a highly stressful situation but did not allow it to negatively impact your performance or how you approached your job. What did you do?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

Team

19. Tell me about a time when others on your team were not contributing equally in time and effort. What did you do?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

20. Tell me about a time when you wanted to be recognized individually for the extra work that you put into a project. What happened?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

21. Describe a time when you delegated the responsibilities of managing an important task on to someone else. How did you remain engaged to ensure that it was going well?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

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Attitudes Report for Barbara

Overall Score: Low Concern

This report measures self-admissions and attitudes toward counter-productive behaviors at work.



“↓” This black arrow indicates where the participant scored on each scale.

Hostility: Handling feelings in regards to aggression, anger and hostility



Conscientiousness: Being dependable, organized and reliable.



Integrity: Behaving with integrity and honesty and expecting that co-workers will do so as well.



Good Impression: Acknowledging normal faults and imperfections and answering the questions in a frank and candid manner.



Hostility

Concerns About Hostility

Low scorers may be able to handle their feelings well and are less likely to be disruptive. High scorers can potentially be more aggressive, hostile, disruptive, or have poor control of their anger.

Scores in Green (Low Concern) on the Hostility Scale indicate that the applicant's responses give less concern that the applicant will exhibit aggressive behavior towards others on the job. The score suggests that the applicant may be able to handle hostile feelings well, keeps a level head, and is less likely to be disruptive at work through anger or aggression.

Scores in Yellow (Some Concern) on the Hostility Scale indicate that the applicant's responses raise some concern about the handling of anger and hostility. The applicant may be less than completely in control of anger and hostility at work. Areas of potential concern should be further explored using the behavioral interview question(s).

Scores in Red (Serious Concern) on the Hostility Scale indicate that the applicant's responses raise serious concerns about the handling of anger and hostility. Potentially, the applicant could be hostile, be ready to anger, have poor self-control, and be disruptive at work.

Conscientiousness

Concerns About Conscientiousness

Low scorers tend to be dependable, conscientious, and reliable. High scorers can potentially be undependable, careless, lazy, and disorganized.

Scores in Green (Low Concern) on the Conscientiousness Scale indicate that the applicant's responses give less concern in the area of dependability. The score suggests that the applicant can potentially be conscientious, dependable, reliable, and organized at work.

Scores in Yellow (Some Concern) on the Conscientiousness Scale indicate that the applicant's responses raise some concern about dependability. The applicant may be less than completely reliable, dependable, conscientious, or organized at work. Areas of potential concern should be further explored using the behavioral interview question(s).

Scores in Red (Serious Concern) on the Conscientiousness Scale indicate that the applicant's responses raise serious concerns about dependability. The applicant could potentially be unreliable, undependable, lacking in conscientiousness, and/or disorganized at work.

Integrity

Concerns About Integrity

Low scorers have no problem with workplace dishonesty. High scorers have the potential for dishonest behavior in the workplace.

Scores in Green (Low Concern) on the Integrity Scale indicate that the applicant's responses raise less concern about dishonesty. The score suggests that the applicant is likely to be honest at work and is less likely to cause problems at work in this area.

Scores in Yellow (Some Concern) on the Integrity Scale indicate that the applicant's responses raise some concern about the possibility of dishonesty in the workplace. The applicant might have the potential to steal from an employer or may be too willing to condone such behavior by others at work. Areas of potential concern should be further explored using the behavioral interview question(s).

Scores in Red (Serious Concern) on the Integrity Scale indicate that the applicant's responses raise serious concerns about the potential for dishonesty at work. These concerns are especially important in a work situation that presents opportunities for employee theft. The applicant could potentially be dishonest and condone dishonesty by others.

Good Impression

Understanding Good Impression Scale

The Good Impression (GI) Scale measures an applicant's tendency to underreport counter-productive behaviors on the survey. Low scorers tend to be more open about acknowledging their normal faults and imperfections. High scorers tend to deny normal shortcomings and exaggerate personal virtues, suggesting that their scores on the other scales may be artificially depressed (underreported) by their efforts to make a good impression. Scores on this scale are to be used to determine the degree of confidence that should be placed in the remainder of the report.

Scores in Green (Low Concern) on the Good Impression Scale suggest that the applicant's answers were more forthright and free from distortion and defensiveness. Applicants with GI scores in this range provide confidence that their scores are not artificially depressed or underreported.

Scores in Yellow (Some Concern) on the Good Impression Scale suggest that the applicant's answers may be somewhat distorted by defensiveness and a desire to give a "good impression." The applicant should be considered to have underreported, to some degree, troublesome behavior. A score of Yellow should never be used to disqualify a candidate from consideration. Because most applicants want the jobs for which they apply, conscious or unconscious efforts to create a "good impression" may be present. It is the responsibility of each administrator to determine how much risk or distortion can be tolerated before declaring the report invalid.

Scores in Red (Serious Concern) on the Good Impression Scale suggest that the applicant's answers have a high potential for under-representation of his or her potential for disruptive behavior in the workplace. There is little likelihood that any confidence can be placed in the accuracy of the applicant's reported scores. The report is not to be considered valid with GI scores in this range.

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Attitude Behavioral Interview Questions for Barbara

Hostility

1. We all have trigger points when we get so frustrated that it's tough to control our anger. Can you tell me about a time when this happened to you at work and how you handled that situation? How often do you have feelings like that?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

Conscientiousness

2. Some people are known on the job to be perfectionists. Have you ever run into such a person when you were working? How do such people make you feel? Is it easy for you to be around such people?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

Integrity

3. It's tempting to provide an unauthorized discount to a friend or family member. Can you tell me about a time when you were asked by a friend or family member for a discount or some other special privilege? How did you handle this situation?

Please rate the Participant's response: 1 =Poor 2 =Fair 3 = Good 4 = Very Good 5 = Excellent

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Engagement Report for Barbara

Overview

"Barbara's responses to the assessment questions indicate that engagement on the previous job with the work itself and with the prior employer were average. This pattern of responses suggests a fair job fit between Barbara and the work involved as well as with the prior employer. Given Barbara's attitudes to both the job and the prior employer, it is quite possible that Barbara was an adequate resource in the prior job. Barbara can become an equally adequate employee on a new job if there is a similar good job fit and a fit between what Barbara expects from an employer and what your organization can provide.

Job Engagement



Summary:

"Barbara's responses to the assessment questions indicate an AVERAGE level of engagement with the work involved in doing the previous job. Barbara reports average level of job satisfaction, some pride in doing the previous job, and occasionally was able to maximize efforts in doing the job. Barbara's average level of job engagement indicates a reasonable fit with that previous job and a average degree of commitment to working. To determine how well Barbara would fit with the present job opening, the following questions should be asked:

Question 1:

Barbara, tell me about your last job. What did you like about doing this job? Were there elements that you sometimes found frustrating? And how did you handle such frustrations?

Question 2:

Barbara, tell me about the kinds of jobs that you have found less than satisfying. Did you ever hold such a job? What caused you to leave that job?

Employer Engagement



Summary:

Barbara's responses to the assessment questions indicate a AVERAGE level of engagement with the prior employer. Barbara reports having some commitment to working for this prior company, demonstrating some concern about its future success, and having a degree of confidence in the company's management. If this average level of employer engagement persists on the next job, it is likely that Barbara will become a satisfactory employee. This level of engagement with the prior employer may be a function of weak management, lack of a clear organizational strategy, or a variety of other valid reasons. Thus, understanding the underlying reasons for Barbara's negative attitudes toward the former employer is crucial. To investigate this matter, the following questions should be asked:

Question 1:

Barbara, tell me about your previous boss and the company for which you worked. What you liked and disliked about how they went about doing business and how they treated their employees?

Question 2:

Barbara, what specifically did they do that made you feel positive and other things that made you feel negative about this company? Were there also things that you liked about the way the company operated?

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