



Report designed for

**Richard Payton**

# ProfileXT<sup>®</sup>

## Interview Guide - Total Person

Performance Model: Operations Manager

Performance Model Date: 09/06/2010

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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.

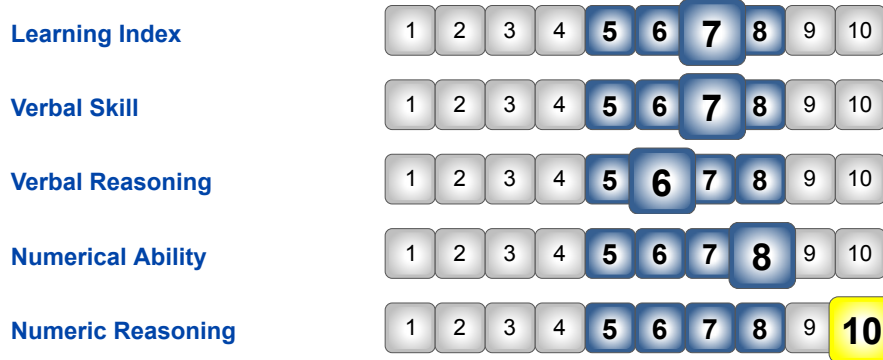
This report reflects the responses provided by Richard Payton when he completed the ProfileXT assessment. A Summary Graph is included that shows his scores and how he fits to the Performance Model for this position. It gives a quick overview of where he is in or out of the model and also shows his overall 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 Richard scored. If the enlarged segment is dark, Richard is in the Job Match model. If it is lighter, he is not.

The interview questions provided are based on how well Mr. Payton fits the Performance Model. Where he is outside the model the questions will take the interviewer into areas where potentially important information will be addressed. The questions provided where he is in the model provide you with confirmation that he is right for the job. Each question should be considered for use in his 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 Mr. Payton is being considered.

Please consult the User's Guide for additional information on using these results when working with Richard. 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 - 86%



Thinking Style  
87% Match



Behavioral Traits  
86% Match


Distortion for this assessment is within the acceptable range.

### Top Interests for Richard Payton

-  Enterprising
-  Technical
-  People Service

### Top Interests for this Performance Model

-  Enterprising
-  Financial/Administrative
-  People Service

 = Match

Interests  
85% Match

## Interview Questions

Interview questions are provided for Richard to facilitate an effective interview process. Behavioral Considerations for each scale relate to his scores without reference to the Operations Manager model. Where the scores for Mr. Payton fall within the Performance Model, one interview question is provided. Should he 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.



#### Interview Question

- What experience do you have in writing complex reports and presentations? Describe one of your successes.  
[Interviewer's Notes](#)

#### Verbal Reasoning

Using words as a basis in reasoning and problem solving.



### Interview Question

- Give an example of a time when you solved the problem of a miscommunication.  
[Interviewer's Notes](#)

### Numerical Ability

A measure of numeric calculation ability.



### Interview Question

- What kind of high stress situations have you experienced in which important calculations were necessary?  
[Interviewer's Notes](#)

### Numeric Reasoning

Using numbers as a basis in reasoning and problem solving.



### Behavioral Considerations

On the Numeric Reasoning scale Mr. Payton is above the Performance Model for this position. This suggests that his ability to analyze data as part of the decision making process is greater than the position typically requires and that he may not be sufficiently challenged to maintain his interest and/or level of performance.

### Interview Questions

- When discussing trends, production values or finances do you seem to understand the conclusions more quickly than the other people involved? Describe a situation when this happened.  
[Interviewer's Notes](#)

- Have you ever drawn conclusions based on numbers, graphs or figures that were quite obvious to you, but others had a hard time following? Describe an example.  
[Interviewer's Notes](#)
  
- When making budgetary decisions, can you rapidly see where resources can be reallocated or redistributed?  
[Interviewer's Notes](#)
  
- Describe your methods for expressing complex numerical concepts to those with less training. How frustrating can this be for you?  
[Interviewer's Notes](#)

## Behavioral Traits

### Energy Level

Tendency to display endurance and capacity for a fast pace.



### Behavioral Considerations

On the Energy Level scale Mr. Payton is above the designated Performance Model for this position. This suggests that his drive and enthusiasm is greater than the position typically requires. Discussions with him should explore the possibility the position may not be sufficiently challenging to maintain his interest and/or level of performance.

### Interview Questions

- Tell me about a task or situation that really tried your patience.  
[Interviewer's Notes](#)
- Describe a situation you have experienced in which you successfully motivated others to accomplish more work for a deadline.  
[Interviewer's Notes](#)
- Tell me about a missed detail that caused a problem for you.  
[Interviewer's Notes](#)
- Tell me about a time in your background when you were a driving, highly motivated worker.  
[Interviewer's Notes](#)

## Assertiveness

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



### Interview Question

- Tell me about a time when you were successful in challenging others' ideas. What does this say about your ability to be assertive?

[Interviewer's Notes](#)

## Sociability

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



### Behavioral Considerations

On the Sociability scale Mr. Payton is above the Performance Model for this position. This suggests that his cooperative orientation is greater than the position typically requires and that he may find an individualistic and competitive climate overly frustrating. Discussions with him should explore the possibility that he is better challenged by more group oriented work.

### Interview Questions

- Tell me about an experience you have had in which you successfully motivated someone to become more involved with the team.

[Interviewer's Notes](#)

- What is your favorite method of acquiring contacts and improving client/co-worker relations?

[Interviewer's Notes](#)



- Tell me about a time when you had to work alone for an extended period of time.  
[Interviewer's Notes](#)
  
- How do you make the best use of your time when you and your co-workers experience a lull in activity at the office?  
[Interviewer's Notes](#)

## Manageability

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



## Behavioral Considerations

On the Manageability scale Mr. Payton is below the designated Performance Model for this position. This suggests that his willingness to follow standard procedures is less than the position typically requires and that he could have a problem with the capability to perform in this area. Discussions with him should determine his potential for frustration within the constraints of this position.

## Interview Questions

- Describe the results of a past conflict with a supervisor. How did it happen, whose fault was it, and how was it resolved?  
[Interviewer's Notes](#)
  
- How do you react when a supervisor requires you to do something that is not in line with your personal goals and objectives?  
[Interviewer's Notes](#)

- In your own words, what is the role of management?

[Interviewer's Notes](#)

- Tell me about a situation when you had to follow a rule or policy even though it kept you from getting the job done.

[Interviewer's Notes](#)

## Attitude

Tendency to have a positive attitude regarding people and outcomes.



### Interview Question

- How often do you feel your work relies on the attitude that you present to others? Give an example.

[Interviewer's Notes](#)

## Decisiveness

Uses available information to make decisions quickly.



### Interview Question

- What role should coworkers play in your decision making process?

[Interviewer's Notes](#)

## Accommodating

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



### Interview Question

- In the work situation, we must all compromise to make things happen. Tell me about a time when you felt it necessary to compromise your own immediate interests in order to be tolerant of another person's needs.

[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.



### Interview Question

- When given a variety of information with which to come to a decision, how do you discern useful information from useless information?

[Interviewer's Notes](#)