



# Pre-Interview Report

**STRICTLY CONFIDENTIAL**

## Ann Candidate

Date: 22 January 2008

This report is designed to support an interview. Typically, behavioural questions that focus on what the candidate has personally done in the past are generally the most predictive for future job performance. If you need any free support, please call the Duty Consultant at Quest Partnership on 0845 612 7722.

This report is based on Ann's responses to 'identity' - a fully validated psychometric instrument used to gather information about how she sees herself. These self-perceptions are compared with the working population (n=1083) to provide a measure of personality in relation to others.

**Please remember these important points about self-perception information:**

- Not to be taken as a definitive or absolute statement about the 'nature' or behaviour of the respondent.
- About style and preference, NOT about ability without support from other evidence.
- Although broad patterns are likely to be consistent through time, respondents' profiles can change with experience and roles.
- The accuracy of the profile depends on how the respondent has approached this exercise, please see further for a summary of response style.

## How to use this report

- 1 Be clear about the key selection criteria and person specification beforehand
- 2 Map your competences or criteria against the 8 generic indicators that form the structure of this report:



- 3 When interpreting the graphs, you will need to understand what the scores mean. 5 and 6 reflect an average response. 4 and 7 are slightly outside of the average band (as below) and other scores are more likely to demonstrate a marked individual characteristic. Remember all the scores reflect a comparison with the working population.



- 4 The narrative supplied will help you interpret the presented graphs.
- 5 Check the Style Scales page to understand how accurate the profile is likely to be and get tips on how to approach the interview generally.
- 6 Areas should be explored further using open and probing questions. Some are provided purely as examples under each indicator area. Try to avoid asking leading questions.
- 7 As you get familiar with the reports, you should become more adept at using only the graphs without needing to read all the accompanying text.

## 'Quick-Look' Summary of Report

	Page	
<b>Accuracy of Response</b>	4	OK
<b>Influencing</b>	5	Strong ✓
<b>Leadership</b>	6	? Further Probing?
<b>Team Working</b>	7	? Further Probing?
<b>Decision Making</b>	8	OK
<b>Change</b>	9	OK
<b>Organisation</b>	10	Strong ✓
<b>Dealing with Pressure</b>	11	OK
<b>Motivation</b>	12	OK

### KEY:

"Caution" = Candidate response style may have been less objective

"Further Probing" = One or more scales indicate that this may not be an area of preference

"OK" = Indicators suggest the candidate is likely to have a moderately effective level of orientation towards this area

"Strong" = Most indicators suggest the candidate is possibly strongly focused in this area

## How has the candidate responded to the questionnaire? - Style Scales



The questionnaire provides indicators of how objectively and accurately the respondent has approached the exercise. These are the 'response style' scales.

### Response style interpretation (for summary - see box below)

**Self-Protecting** looks at whether the candidate may have avoided, or been selective in admitting personal weakness or potential emotional issues. This candidate has been a little less objective and open in this respect than most, possibly indicating a degree of defensiveness or less focus in this area.

The **Social Desirability** scale provides a measure of how overly-positive or exaggerating the candidate may have been in presenting more 'desirable' characteristics. In this case, Ann appears to have responded in a typically objective and critical fashion in this respect.

The **Self-Reviewing** scale provides an indicator of the insight the candidate is likely to have into her behaviour generally. Ann has reported to be as self-reviewing and assessing of her behaviour as the next person, indicating a typical degree of self-insight.

Some candidates may answer items in this questionnaire with a 'polar' or less reflective fashion. The **Reflective** scale provides an indication of how reflective the candidate may be in outlook. Ann is more likely than most to hold strong, clear views of matters and may have been less reflective than most in her responses to the profile.

#### Summary Points for Interviewers

**Possibly preferring to present clear and strong views, ensure that she considers matters from alternative perspectives and is presenting a balanced view. Does she see things in a more 'black-and-white' manner?**  
**The wider profile also suggests the candidate is more modest may be less comfortable selling themselves, and may need prompting to do so.**

# Influencing

**Strong** 



**Interpretation of relevant scales:** Ann reports to be as inclined as most to seek influence over others, having a typical level of desire to impress her point of view on others. When she has a view on matters, she will be outspoken with her views and seek to express herself directly and plainly. She is less likely to self-censor, believing it is better to express what one really thinks.

In terms of social confidence and presence around others, Ann reports to be typically outgoing and to be as comfortable as the next person in the centre of attention. She will be more self-assured in her views and outlook than most, and will be more comfortable to take a different view to others or be seen as different. The self-potency score here reflects a stronger belief that she can usefully influence events around her, and this may mean that she is more proactive in seeking to effect matters.

### Possible Probing Questions:

**Influence:** Tell me about a time when it was challenging to 'sell' an idea or point of view to others? How did you convince them? What did you do that was effective? How could you have been more effective?

**Direct:** What disagreement might you have had recently? How did you tackle this? Have you had to deal with a sensitive issue with a staff member or colleague? How did you find this?

**Social Presence:** When have you had to interact with a group of people? How would you describe your approach to communicating with others? Have you had to present to people before? How do you find this?

**Independent:** When have you challenged something - an opinion or idea recently? When have you compromised or changed your view to achieve a consensus? How do you feel about taking a different view to others? How do you seek to influence others?

**Self-Potency:** Can you give me an example of when you have influenced events significantly by taking action? What is a key achievement that you are proud of, and how did you achieve this?