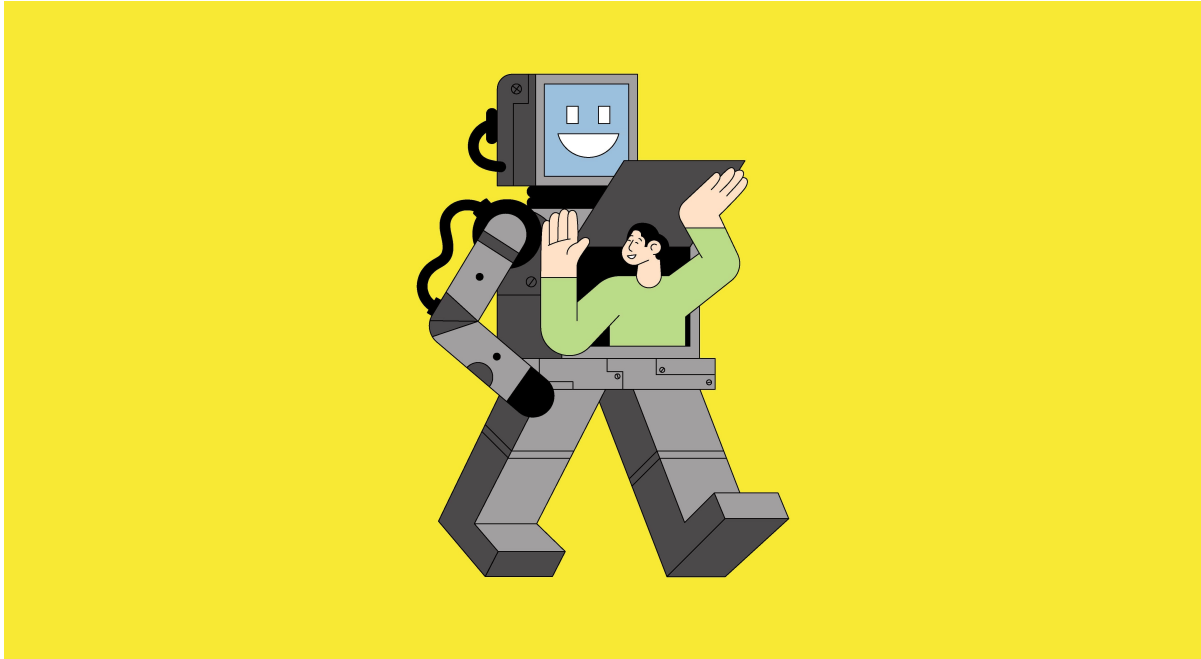


INTERVIEWER REPORT

Personality Questionnaire [Enhanced]



Mikel Thomas

Completion Date: 23/06/2021



This report could be used by:

Recruiters, interviewers, hiring panels, managers and coaches in the context of development planning.

This report describes:

Key findings from Mikel's personality profile with guidance and questions that can be used to explore his potential strengths and development needs.

UNDERSTANDING THIS REPORT

Introduction

This report identifies the strongest elements of Mikel's personality along with the potential implications for performance in the role for which Mikel has applied. This report includes advice and questions that will help you to follow-up and explore Mikel's results from the psychometrics he has completed.

The advice, guidance, and questions in this report work most effectively when used by a trained interviewer or feedback provider to gather concrete evidence on how the candidate has performed or behaved in the past.

The results in this report were generated from Mikel's responses to the Personality Questionnaire [Enhanced] that he completed on 23/06/2021. Mikel's responses were compared with which comprises a diverse group of individuals who completed Criterion Personality Questionnaires in English from 2015-2020.

Important points

When reading this report, please remember the following points:

- **Personality is not fixed** - it may vary over time, change through training/development, or simply vary depending on the situation.
- There are **no rights or wrongs**. The scores do not measure ability, skills, capability or competence. They are merely indications of preferences or typical styles of behaviour.
- The questionnaire is **very reliable but is not infallible**.
- The profile is intended to clarify Mikel's **self-perceptions** - it does not provide an objective measure.
- For further interpretation of the candidate's profile, you should seek the advice of a trained platform user.
- These results **must be kept within the boundaries of confidentiality** agreed with Mikel.
- The results must not be used for any purpose other than that agreed with Mikel.
- These results **must be kept securely and not retained** beyond the period agreed with Mikel.

Further information about Mikel

Further reports can be downloaded for Mikel, which provide additional information about his personality:

- **Insights report** - Describes Mikel's personality profile and contains information about each scale.
- **Selection report** - Describes degrees-of-fit between Mikel and the requirements of a given job role (if the personality questionnaire included job-match scoring).
- **Ability test report** - Details Mikel's ability test results, where additional assessments have been completed.
- **Personal feedback report** - Provides Mikel with feedback and advice from the results that concern his development.
- **On-boarding report** - Provides Mikel's Line Manager with advice based on his results for how to help him fulfil his strengths.

INTERVIEWING MIKEL

Your discussion with Mikel is your opportunity to really understand his personality and the way he is likely to perform at work. These are the elements of his personality where he is most different from other people - Mikel's five strongest preferences:

Listening



Mikel describes himself as somebody who has a very strong preference for being expressive and is much **less patient** when it comes to **listening**. He talks about his opinions more readily than he takes on the views of others.

1st strongest

- This is Mikel's strongest personality preference, where he described himself as being most different from other people
- This element of personality may be explored during the part of the interview structure under the heading of Interpersonal Style

Rigorous



His responses indicate that he is much **less rigorous** than most other people who have completed the questionnaire. He likes to get work completed as quickly as possible and may often look for a "quick fix".

2nd strongest

- This is Mikel's second strongest personality preference
- This element of personality may be explored during the part of the interview structure under the heading of Thinking Style

Self-development



Mikel does **not** have a strong value for **self-development**. His responses suggest that he does not seek out opportunities to develop new knowledge and skills.

3rd strongest

- This is Mikel's third strongest personality preference
- This element of personality may be explored during the part of the interview structure under the heading of Motivation

Caring



Mikel gets very **little fulfilment** from work which involves **caring** for other people, such as colleagues, customers or those he manages. He is frustrated by people who need help, and feels that he is poorly suited to a caring role.

4th strongest

- This is Mikel's fourth strongest personality preference
- This element of personality may be explored during the part of the interview structure under the heading of Motivation

Resilient



His responses suggest that he finds it very **difficult to be resilient** when responding to setbacks and negative messages. Mikel describes himself as highly sensitive to criticism and may feel hurt when he receives negative feedback.

5th strongest

- This is Mikel's fifth strongest personality preference
- This element of personality may be explored during the part of the interview structure under the heading of Emotional Style

SELF-PRESENTATION

When we apply for jobs there is an understandable motivation to present ourselves in the best possible light to our potential employer. People will often try to manage the impression they create through the way they describe themselves in interviews or complete a personality questionnaire.

The Personality Questionnaire [Enhanced] includes measures to identify the extent to which people try to influence the results to create a positive picture of their personality. We monitored Mikel's response style while he completed the questionnaire. The results of this are presented below along with some advice about how interviewers should adapt their approach when interviewing Mikel to minimise the effects of any self-presentation attempts.

Mikel's levels of self-presentation

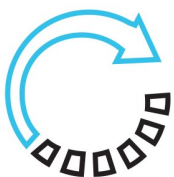


Mikel's response style suggests that he tended to be fairly open about his possible weaknesses when responding to the personality questionnaire. He tended to be slightly **self-critical** when responding to the questions and probably makes few efforts to manage the impression his answers create. Some caution may be necessary when interpreting the results and Mikel should be asked to comment on his profile during an exploration discussion to ensure his self-perceptions are sufficiently accurate.

Advice for the interviewer

- Adopt an encouraging approach during the interview and use open and concrete competency based questions to establish an accurate picture of Mikel's strengths and weaknesses
- Ensure that Mikel has the opportunity to describe his strengths as well as any weaknesses he may have in relation to the role

What you need to know about response styles



It happens all the time

People impression manage in many situations; at work, at home, with strangers. We do it whenever we feel it's important to create a good impression with others. Some people do it more than others. Some people are better at it than others. It is not the same as lying or cheating. It happens most in situations when making a positive impact is important, such as when going for a job, dealing with customers, or meeting your partner's parents for the first time.



It's often linked with job performance

Psychologists have identified a link between impression management and effective performance across a range of different jobs and professions. In modern organisations, where managing perceptions is critical, demonstrating effective impression management skills can be critical to success in a role.



Sometimes it's all true

It's possible to appear to be impression managing when in fact you're describing yourself completely truthfully. Take care not to assume all strengths described during an interview are the result of impression management. Though it is important to make sure that the strengths you do identify are backed up with clear evidence of performance. As an interviewer, you should use the insights in this report to probe beneath the way your interviewee presents themselves to build a clear picture of their fit with the job.

INTERVIEW GUIDANCE: INTERPERSONAL STYLE

The results presented below are the strongest elements of Mikel's personality compared to other people. For each element, we have provided information about the way he described himself, any potential strengths and concerns suggested by his style, and follow-up questions you can use to explore Mikel's approach and performance.

Listening



Mikel describes himself as somebody who has a very strong preference for being expressive and is much **less patient** when it comes to **listening**. He talks about his opinions more readily than he takes on the views of others.

Potential strengths and concerns

- Prefers to talk rather than listen

Interview questions

Your responses to the personality questionnaire suggest you usually prefer to do most of the talking:

- Tell me about an occasion where you have chosen to listen rather than talk.
- Tell me about an occasion where you have chosen to do most of the talking.

Influential



He avoids pushing his opinions on others and is uncomfortable with the challenges of persuading others to a particular point of view. His responses indicate that Mikel is **less influential** than other respondents.

Potential strengths and concerns

- Avoids exploring differences of opinion

Interview questions

In the questionnaire you describe yourself as someone who avoids pushing your opinions on others. Tell me about a time when you needed to influence someone else's opinion:

- How did you influence this person?
- How did this person react?

Use rough paper to record evidence and candidate responses

INTERVIEW GUIDANCE: THINKING STYLE

Rigorous



His responses indicate that he is much **less rigorous** than most other people who have completed the questionnaire. He likes to get work completed as quickly as possible and may often look for a "quick fix".

Potential strengths and concerns

- Works quickly and gets a lot done in a short space of time

Interview questions

Your responses to the personality questionnaire suggest that you like to get work completed as quickly as possible:

- Tell me about a task where you chose an expedient approach or perhaps looked for a "quick fix".
- Tell me about a task you completed that required a greater degree of care and thoroughness.

Rational



Mikel has a strong preference for making decisions on the basis of intuition and is much **less inclined** towards **rational** analysis. He relies heavily on inspiration or personal experience as ways of solving problems and is much less at home with logical or scientific thinking.

Potential strengths and concerns

- Draws on intuition and experience in decision making
- May side-line data and analysis when making decisions

Interview questions

It seems from your responses to the questionnaire that you prefer to think using intuition and experience. Tell me about a piece of work you have done which required you to think more rationally or analytically:

- How did you approach this task?
- What kind of thinking was involved in completing this task?

Use rough paper to record evidence and candidate responses

INTERVIEW GUIDANCE: EMOTIONAL STYLE

Resilient



His responses suggest that he finds it very **difficult to be resilient** when responding to setbacks and negative messages. Mikel describes himself as highly sensitive to criticism and may feel hurt when he receives negative feedback.

Potential strengths and concerns

- Sensitive to criticism

Interview questions

Your responses to the personality questionnaire suggest you are quite sensitive about criticism or negative feedback:

- Tell me about an occasion when you received some critical feedback.
- How did you respond in this situation?

Optimistic



His responses suggest that he generally expects things to turn out badly. Compared to other people he has a strong tendency to accentuate the negatives and feel **pessimistic** in many situations.

Potential strengths and concerns

- Often anticipates the negative

Interview questions

Your responses to the personality questionnaire suggest you generally expect things to turn out badly:

- How has this tendency to anticipate difficulties affected your behaviour at work?
- Tell me about a time when you have felt more optimistic.

Use rough paper to record evidence and candidate responses

INTERVIEW GUIDANCE: MOTIVATION

Self-development



Mikel does **not** have a strong value for **self-development**. His responses suggest that he does not seek out opportunities to develop new knowledge and skills.

Potential strengths and concerns

- Satisfied with current effectiveness. Focussed upon the task at hand
- Not motivated by development or learning new things

Interview questions

From the personality questionnaire, it seems that training and development are less important to you than they are for many people.

- Tell me about a kind of self-development that you have found rewarding.
- How have you felt when you were not learning anything new?

Caring



Mikel gets very **little fulfilment** from work which involves **caring** for other people, such as colleagues, customers or those he manages. He is frustrated by people who need help, and feels that he is poorly suited to a caring role.

Potential strengths and concerns

- Not motivated by helping others. May be perceived as uncaring

Interview questions

Tell me about work you have done which involves helping or caring for others in some way:

- How did you feel about this kind of work?
- How did your feelings affect how you worked in this role?

Use rough paper to record evidence and candidate responses

INTERVIEW GUIDANCE: CULTURE FIT

Humour



Mikel feels that work should always be taken seriously. He takes a **dim view of humour** and flippancy at work and prefers to focus on more serious issues rather than joke around. Mikel strongly values a sober and professional atmosphere at work and does not tolerate frivolity.

Potential strengths and concerns

- No strengths or concerns identified in this area

Interview questions

You suggest that you prefer to avoid working in a business culture that encourages a great deal of humour and frivolity.

- Tell me about a previous role that you would describe as having a working environment that you considered to be too frivolous.
- Tell me about a previous role that you would describe as having a serious or overly earnest working environment.

Ethics



Mikel has a very strong sense of pragmatic expediency and a much **less prominent value for ethics** when compared with other people who have completed the questionnaire. He feels that sometimes principles must give way to practical considerations, and may feel constrained if required to operate within a highly restrictive professional framework.

Potential strengths and concerns

- Very flexible moral and ethical values when doing business

Interview questions

What kinds of ethical principles or moral standards have you felt to be important in working life?

- How have these views been reflected in your work?
- How have you responded when circumstances invited you to compromise your ethical standards?

Use rough paper to record evidence and candidate responses