



# Selection Report

by Psychological Consultancy Ltd

ABC Limited Sales Representative

**Sam Sample**

[71688-3] [Sample] [05/01/2009 11:48:02] [EG]



## Key Competencies

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This PROFILE:MATCH® report is based on the competencies identified as being important for the role of Sales Representative at ABC Limited. The rating for each of these competencies is based on Sam Sample's responses to the PROFILE:MATCH® questionnaire. This is a psychometric personality questionnaire designed to assess the characteristics most relevant for this role.

PROFILE:MATCH® assesses a person's underlying temperament; whether, for example, they are outgoing or shy, risk-taking or cautious, passionate or unemotional. Such characteristics explain the consistencies in a person's behaviour and, ultimately, determine their suitability for particular kinds of employment. Of course, an individual's competence in their current role is based on many factors, including training and experience, but this assessment indicates to what extent an applicant's natural temperament seems suited to the requirements of the job, and to what extent they might need to moderate, control or develop their natural temperament in order to succeed in that role.

### PROFILE:MATCH® in Context

It is important to appreciate that there are just THREE sources of information on which to evaluate levels of competence for 'people decisions' such as hiring, promotion or team building; these are observation, documentation and formal assessment.

#### 1. OBSERVATION

This includes any opportunity for direct observation of the candidate. Examples might be interviews, assessment/development centres and, in respect of internal candidates, the accumulated experience of that person in their present post.

#### 2. DOCUMENTATION

This includes any written material about the candidate. Examples are CVs, application forms, job history, references and proof of qualifications.

#### 3. FORMAL ASSESSMENT

PROFILE:MATCH® falls into this category. This source of information would also include psychometric tests of ability such as Critical Reasoning, other personality questionnaires, and skills tests to assess, for example, keyboard skills or literacy.

All three of these categories of information about candidates are important and compliment one another to build a robust picture of the individual under consideration, but none are 100% reliable. The best way to ensure that people decisions are well informed is to take care to achieve the best available information from each of these three types of enquiry.

PROFILE:MATCH® is an automated expert system based on state-of-the art personality assessment. The interpretation of each candidate's questionnaire responses is based on accumulated research findings and the expertise of personality psychologists. The content of this report will be consistent with that typically provided by assessment professionals, and in some respects, it will be superior. This is because the process of profile interpretation is based on mathematical algorithms that capture the complex relationship between personality and competency and this makes it 100% consistent, objective and precise. A PROFILE:MATCH® report will generally be true for most individuals but, given the variability of the human race, there will always be occasional exceptions. For this reason it is important to take all three of the available sources of information described above into consideration when making selection decisions.

PROFILE:MATCH® - Sam Sample's profile



**Validity of these results**

Sam Sample endorsed 10 items on the PROFILE:MATCH® Consistency scale. This score indicates that the profile is valid and interpretable.

## Competencies

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### Attention to Detail

Having a concern for detail in the planning and execution of tasks. High ratings for this competency identify those that are quick to spot errors and inconsistencies. Such people have a desire for perfection, are particularly detail conscious, have high standards and a deep concern to avoid error.

### Creative

Being curious, creative, imaginative and having lots of ideas. Such people tend to be resourceful problem solvers who are willing to constructively challenge the status quo in pursuit of improvements in organisational productivity and efficiency.

### Decision Making

Having the strategies to capture the key information and a broad enough perspective to see the wider issues, high scorers will also be rational, calm and composed. They should cope with the uncertainty of unresolved questions, and be committed to decisions that advance the ambitions of the organisation.

### Interpersonal Skills

Having the capacity to relate effectively with others in the organisation, to build and maintain relationships and be interpersonally sensitive to staff, colleagues and clients and being aware of one's own impact on others.

### Leadership Potential

We are concerned here with core qualities that can make a leadership contribution at any level within an organisation. The emphasis is on effectiveness under pressure, determination to succeed, having the vision to think strategically, and being independent but perceptive about others.

### Persuasive Communication

To communicate effectively with all levels of the organisation and its clients. To be able to disseminate information clearly and in a form appropriate to the recipient. To express ideas or facts in a persuasive and influential manner and to be determined to convince others of one's point of view.

### Planning and Organising

Having a recognition of the need for procedures, careful planning and co-ordination in order to realise the organisation's objectives. Those who meet the criteria for this competency will seem organised, thorough and conscientious and mindful of the details of projects and plans.

### Problem Solving

Considering oneself to be capable of delivering solutions to problems, having a good practical understanding of the issues and being innovative. High scorers should be alert to the wider implications and prepared to consider both conventional and unconventional ways to overcome difficulties.

### Resilience

Concerned with being sure of oneself and having a capacity to cope with pressure, set-backs or the unexpected. Such individuals will be even-tempered and generally upbeat and optimistic and take things in their stride.

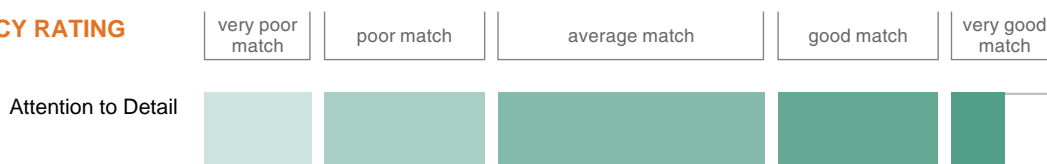
### Strategic Awareness

Concerned with an awareness of the big picture and a reasoned appreciation of the essential elements involved in organisational issues and problems. Such people will have a rational perspective and will appreciate the wider implications of their recommendations or decisions.

**COMPETENCY DEFINITION**

This competency is concerned with being attentive to detail in the planning and the execution of tasks. Individuals who are a good fit with this competency take great care with tasks and have a respect for craftsmanship, for doing things properly and for complying with policies and procedures. They have a single-minded focus on the task in hand and would be quick to spot errors and inconsistencies. Their high standards are rooted in a desire for order and for perfection, and a deep concern to avoid error.

**COMPETENCY RATING**



**SAM'S PROFILE**

**Exacting:** Sam's profile reflects high personal standards. Such people like everything to be completed precisely and to exacting requirements - even if this takes longer to achieve than planned. Sam is probably considered by others to be uncompromising about his standards. Attention to detail and quality assurance will always be high on his agenda.

**Compliant:** Sam seems to appreciate the necessity for procedures and routines in the working environment and is probably more concerned than most about producing work to the required standard. Whether or not Sam is perfectionistic by temperament, he should have the desire to achieve the standards and levels of detail required of him.

**Focused:** Sam seems to be very down-to-earth and able to focus single-mindedly on the immediate practicalities of a situation. Such people are not distracted by a vivid imagination, curiosity or speculative questions about the task in hand. These characteristics should positively contribute to Sam's ability to keep his mind on a task and, from this perspective, make a positive contribution to this competency.

**Needs Variety:** People with Sam's kind of profile will usually be content to work within clearly defined roles and may not expect their work to be particularly stimulating. He is probably less easily bored than most other people and should have a good temperament for repetitive, detailed tasks.

**AREAS TO EXPLORE FURTHER**

Sam met all the requirements for this competency and no concerns were identified.

**COMPETENCY DEFINITION**

This competency is concerned with being curious and having lots of ideas - being a resourceful problem solver. It relies on an ability to make unusual, or even improbable, associations and to apply these to the conception of alternative strategies and solutions. Such people are divergent thinkers who allow their line of thought to move into previously unconsidered areas. While convergent strategies zoom in to a single best solution, divergent strategies zoom out to open things up and to bring in new perspectives and new material.

**COMPETENCY RATING**



**SAM'S PROFILE**

**Imaginative:** It seems that Sam is very down-to-earth, rather than curious or imaginative. He is unlikely to be interested in purely speculative questions or to challenge established ways of doing things. Sam probably prefers not to rely on his own ingenuity in his day-to-day work.

**Driven and Enthusiastic:** Whether or not Sam is imaginative, creativity requires drive and determination to bring ideas to fruition. He seems to be very ambitious and keen to make an impression. Sam appears to be someone who will want to put his skills to the test and should relish a challenge. Typically very energetic, he may enjoy showcasing his talents and be determined to make a success of any projects he is involved with.

**Individualistic:** Creative people are often individualistic. Being compliant by nature, rather than challenging and freethinking, may put a brake on innovation - even when someone is imaginative. It appears that Sam is dutiful and appreciates procedures, routines and should be committed to established organisational values. From the creativity point of view, people similar to Sam are generally respectful of convention and may be conservative about innovation and implementing change.

**AREAS TO EXPLORE FURTHER**

Is he comparatively unimaginative?

Does he focus on the immediate practicalities and fail to appreciate the implications of the wider context for creating effective solutions?

Does he look for dramatic impact that enhances his reputation, rather than looking for solutions more appropriate to the situation?

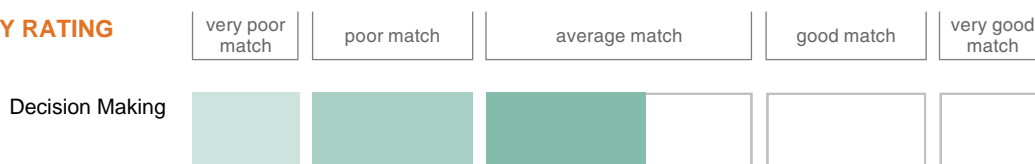
Is he so attached to established traditions or conventions that he may not maximise his capacity for more radical ideas?

**Further reassurance on these points may be needed from other sources, such as interview, work history or CV.**

**COMPETENCY DEFINITION**

This competency is concerned with achieving the right balance between indecisiveness and taking unnecessary risk. Decision makers need to be resourceful and confident in their own abilities so that they are able to deal calmly with problems, choices and uncertainty. They need to ensure that they are adequately informed on all the issues and to be rational in their judgements. In the case of strategic decisions, they will also need the vision and big picture perspective to see the issues in the wider context.

**COMPETENCY RATING**



**SAM'S PROFILE**

**Questioning:** Sam appears to be very down-to-earth and concerned with the practicalities of the here and now. When making decisions he is likely to look for the immediate workable solution, rather than weighing up all the alternatives. His preference for tried-and-tested methods may make him reluctant to consider more innovative or imaginative options.

**Informed:** It seems that Sam will be very wary of unsupported opinions and aware of the crucial importance of good information in relation to planning, policy and other decisions. He will expect any viewpoint to be carefully researched, and will value evidence and objective facts over subjective opinions.

**Self-confident:** Sam does not appear to be a very confident person. However well he actually manages in situations where he needs to make an impression on others, Sam will probably feel some degree of uncertainty or self-consciousness. Any such self-doubts may contribute to a rather cautious approach to making decisions.

**Compliant:** Sam seems to be receptive to established rules and conventions. He should respect the existing procedures and routines in his working environment. It seems that he would be anxious to align his decisions with the values of his organisation and to comply with existing policies and strategies.

**Rational:** Sam is likely to be a rational person who would give little credence to arguments that cannot be logically demonstrated and should be alert to the weaknesses in any views or propositions. He will have a good appreciation of the extent to which a proposal is logical and supported by reasoned argument. He should have a preference for evidence and research over opinion and intuition as the basis for any analysis.

**AREAS TO EXPLORE FURTHER**

Does he lack the imagination needed to see the bigger picture and to expand the range of options considered?

Is his need for certainty, even when there is little evidence available, and his reluctance to consider more intuitive solutions, likely to prolong decisions unreasonably?

Is he lacking in confidence, indecisive and, as a result, does he tend to rely excessively on the contributions of others in his decision making?

Does he find it difficult to make decisions that involve risk or that stray from a narrow interpretation of company policy?

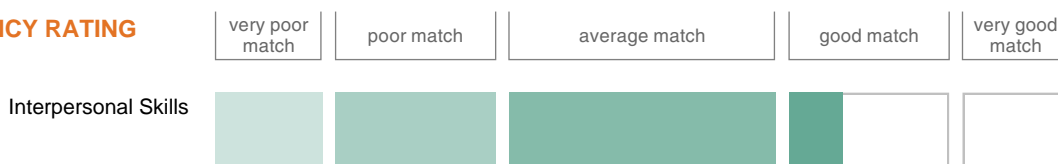
Is he so logical, rational and detached that he appears to lack an appreciation of less tangible, more intuitive approaches and, for this reason, be missing out on some potentially innovative developments?

**Further reassurance on these points may be needed from other sources, such as interview, work history or CV.**

**COMPETENCY DEFINITION**

This competency is concerned with the chemistry of interpersonal relationships and an awareness of the way that one comes across to others. It involves interpersonal sensitivity and the ability to appreciate another person's motivational and emotional needs. Whether as a leader, a colleague or a subordinate, high scorers on this competency are likely to develop effective working relationships with others both within and beyond their own area of responsibility. They will also be concerned to maintain harmonious relationships and to defuse conflict.

**COMPETENCY RATING**



**SAM'S PROFILE**

**Engaging:** Sam is probably less interpersonally sensitive than most and he may seem somewhat remote and unresponsive. Regardless of how sociable he is, he probably has limited interest in more personal or intimate communications with colleagues. This more taciturn and detached approach may stand in the way of managing the more sensitive and emotional areas of interpersonal relationships.

**Sociable:** Whether or not he is engaging, Sam seems to be very sociable. He will probably have a need for company and enjoy social interaction and the attention of others. Such people are typically seen as talkative, outgoing and gregarious. They enjoy being the centre of attention and are likely to think of themselves as entertaining. Whether he is perceptive about others or not, Sam will seek out occasions to interact with colleagues and be intent on building relationships.

**Assertive:** Sam seems to be extremely assertive and should have a strong social presence. He appears to be very ambitious and keen to advance his position in life. People like Sam are on a mission and have a personal agenda to pursue. He is likely to seek out networking opportunities and see the value of building interpersonal relationships in terms of business or personal advantage, as well as purely social goals.

**Independent:** No matter how interpersonally sensitive he is, Sam is probably no more concerned about other people's opinions of him than is the next person. He is likely to have the normal concerns about maintaining relationships, and the usual reservations about disagreeing with colleagues and expressing his true opinions. However, when it is important to do so, Sam will probably act according to his convictions and speak his mind.

**AREAS TO EXPLORE FURTHER**

Does he appreciate that he may seem critical, intolerant of other people's shortcomings and discouraging?

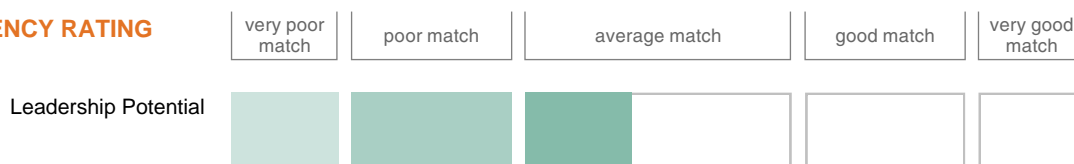
Could his single-minded competitiveness have a negative impact on the effectiveness of his personal relationships?

**Further reassurance on these points may be needed from other sources, such as interview, work history or CV.**

**COMPETENCY DEFINITION**

Many different characteristics have been associated with iconic and illustrious leaders and the debate about which of these are essential for leadership success continues. In this assessment we have focused on core qualities about which there is general agreement and that support leadership behaviour at any level within an organisation; effectiveness under pressure, determination to succeed, creating a vision, inspiring others and offering leadership in an effective and motivating way.

**COMPETENCY RATING**



**SAM'S PROFILE**

**Composed and Stress Tolerant:** Sam is probably quite passionate in his reactions to events. He will get excited about ideas, people or projects but this enthusiasm will be vulnerable to disappointment, worry or pressure. He may not manage stress well and fluctuating moods may detract from his effectiveness.

**Determined to Succeed:** Sam seems very assertive, ambitious and keen to show his talents. He has the desire to lead others, appears competitive, keen to take charge of situations and determined to succeed. With these qualities, Sam will want to get things moving and to motivate others.

**Strategic and Visionary:** Sam seems very down-to-earth, rather than curious, imaginative or visionary. He is likely to focus on immediate practicalities rather than on speculative questions or the bigger picture. People with this kind of profile tend not to question or challenge established ways of doing things - so long as they work.

**Perceptive:** Sam is likely to appear purposeful rather than friendly. Anxious to 'get on with the job' rather than spending time on pleasantries, he may sometimes seem indifferent to others or intolerant of shortcomings. His leadership focus would probably be task or results-oriented, rather than nurturing.

**Independent:** Sam appears to be as independent in his views and opinions as most other people. Whatever his personal convictions, he is probably prepared to accommodate to the views of others at times for the sake of inclusiveness and harmony. He should relate to others well and be comfortable to get along with.

**Leadership Style:** Great leaders are not always charismatic - many have been modest or self-critical. These factors have more to do with leadership style than with performance. Leaders with profiles like Sam's do tend to be quite high profile and to enjoy being the centre of attention. They also tend to be anxious so that their leadership style may be tense rather than relaxed; demanding of others and of themselves.

**AREAS TO EXPLORE FURTHER**

Is he aware of inconsistencies in his moods and emotions that may be difficult or demanding for colleagues?

Might personal ambition and desire for recognition impair his ability to accommodate other points of view or interfere with his capacity to motivate others effectively?

Is he aware that his down-to-earth outlook may mean that he is not tuned into the wider vision and into more innovative strategies and solutions?

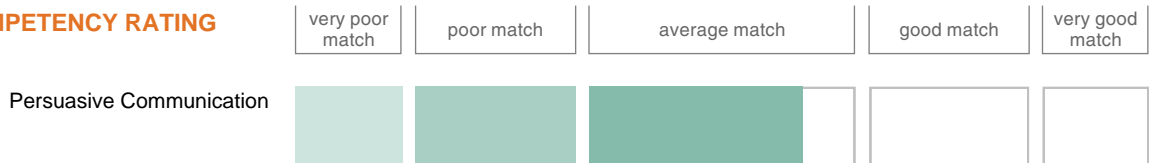
Has he learned how to manage his anxieties and self-doubts, so that he avoids being sceptical, mistrustful or overly pessimistic?

**Further reassurance on these points may be needed from other sources, such as interview, work history or CV.**

**COMPETENCY DEFINITION**

This competency is concerned with the ability to express oneself well, to influence others and to negotiate effectively. Such people should be articulate and express ideas with clarity as well as having the insight to appreciate the likely impact of different presentation styles on others. High scorers on this competency will be determined to persuade and be able to articulate their viewpoint coherently and convincingly. They will also be attuned to the reactions of an audience and be flexible in adapting to the needs of the moment.

**COMPETENCY RATING**



**SAM'S PROFILE**

**Determined:** However sociable Sam may be, his profile suggests that he is unusually assertive and determined to be influential. He seems very ambitious, competitive and single-minded about success. Happy to put his talents to the test, Sam should relish any opportunity to pit his wits against others. Sam is typically very energetic, is prepared to work on overcoming any shortcomings, and generally does whatever it takes to be a winner.

**Sociable:** Sam is very sociable and should have a strong social presence. Such people are typically seen as talkative and socially confident. He should enjoy the limelight and being the centre of attention and is likely to see himself as socially skilled and entertaining. Sam should relish the social dimension of this competency.

**Original:** Persuasiveness benefits from ingenuity and the ability to think on one's feet. Sam appears to be very down-to-earth, and is more concerned with practicalities than with inventiveness. His thinking style is likely to be careful, considered, convergent and conventional. He may not generally be disposed to question or challenge other people's views, and may not be very good at holding his own in a fast-moving discussion.

**Engaging:** Whether or not Sam seeks the company of others, he is likely to appear impersonal and functional rather than friendly. Sam may seem indifferent to the needs or sensibilities of others. He probably seems anxious to 'get on with the job', rather than spending time winning people over.

**AREAS TO EXPLORE FURTHER**

Is he imaginative or inventive enough to think on his feet when dealing with objections or counter-arguments in a face to face situation?

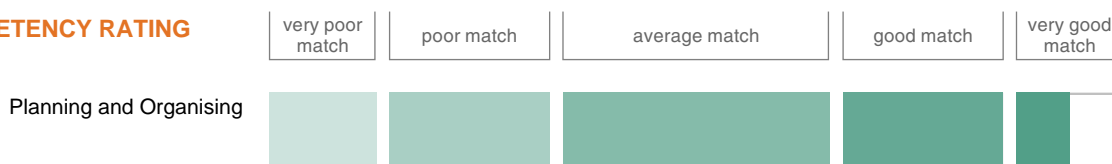
Will his direct, impersonal style of approach mean that he will find it difficult to establish the rapport needed to win people over?

**Further reassurance on these points may be needed from other sources, such as interview, work history or CV.**

**COMPETENCY DEFINITION**

This competency is concerned with the ability to take the objectives of the organisation and its overall strategies, and to devise and implement the processes by which these can be realised. High ratings for this competency will reflect high standards and recognition of the need for procedures, careful planning and co-ordination. Those who meet the criteria for this competency will seem organised, thorough and conscientious and mindful of the details of projects and plans.

**COMPETENCY RATING**



**SAM'S PROFILE**

**Evidence Based:** Sam places a high value on good information and this suggests that he will be careful about checking his assumptions and resolving any areas of uncertainty. Sam probably seeks to minimise any doubt or ambiguity, and should be diligent in researching his decisions. For these reasons, his planning and organising are likely to be both detailed and thorough.

**Concerned about Quality:** Sam is likely to be very conscientious and concerned to do everything to a high standard. People with a similar profile to this prefer to carefully plan their work, so that anything produced is of high quality and delivered on time. Sam appears to be very organised and is likely to closely monitor the progress of any work for which he is responsible.

**Conventional:** Sam is likely to appreciate the necessity for procedures and routines in the working environment. Regardless of whether he personally is careful in the planning and scheduling of his work, Sam is likely to appreciate the importance of planning from an organisational perspective. He probably has a clear set of principles that guide his interpersonal behaviour.

**Reliable:** Regardless of whether Sam has particular talents for organisation, he should be controlled, steady and less impulsive than most. Sam may be quite cautious and judge exposure to risk carefully. He is likely to be prudent and to respect authority.

**Committed:** Sam will probably want to identify with the values of the company and to be seen as a good organisational citizen. People like this tend to be quite loyal and dutiful employees. Sam should view alignment with corporate values in a positive way and take pleasure in belonging to that culture.

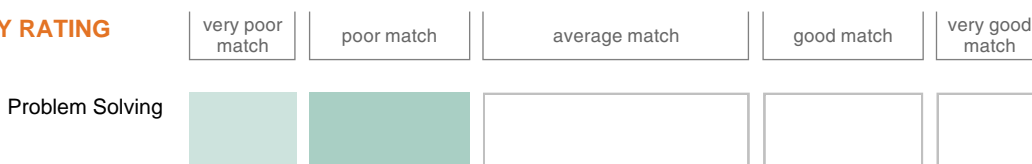
**AREAS TO EXPLORE FURTHER**

Sam met all the requirements for this competency and no concerns were identified.

**COMPETENCY DEFINITION**

This competency is concerned with delivering effective solutions and having a good practical understanding of issues. High scorers will be imaginative and open to a wide range of ideas and influences and will consider both traditional and innovative options before committing to a solution. They should also be driven and concerned to quickly and successfully resolve any problems for which they have taken responsibility. Finally, high scorers should also have the confidence and self-belief to implement their ideas or put them forward for others to do so.

**COMPETENCY RATING**



**SAM'S PROFILE**

**Innovative:** Sam seems concerned with immediate practicalities and may have a hands-on, rather than imaginative, approach to problem solving. Such people are often better with application and implementation than at exploring a breadth of possible solutions. This suggests that Sam would look for a tried-and-tested fix for any problem, rather than considering the wider implications and options.

**Self-confident:** Sam is likely to be self-doubting, rather than confident. The implication for the problem-solving competency is that Sam may, at times, worry about others being critical or disapproving and may lack the self-confidence to put even good problem-solving ideas forward for consideration.

**Enthusiastic:** Sam appears to be very driven and focused on getting things done. His ambition should make Sam keen to utilise any talents he has and to advance his career. He is likely to be keen to take the lead, and to relish the more difficult challenges. Sam's determination to succeed suggests that he should be persistent and resolute about seeing any responsibilities through to a conclusion.

**AREAS TO EXPLORE FURTHER**

Is he so focused on the practicality of the here and now that he misses out on a wider range of possible solutions?

Does he stick to the tried and tested, rather than going back to basics and looking at a problem afresh?

Is he so self-doubting that he lacks the confidence to put forward his ideas, even when he has more interesting ideas to offer than those currently on the table?

Could he be so competitive that he takes on too much, or seeks dramatic, high-profile solutions that enhance his reputation, rather than the simple fix that is required?

**Further reassurance on these points may be needed from other sources, such as interview, work history or CV.**

**COMPETENCY DEFINITION**

This competency is concerned with coping with stress and remaining calm under pressure. High scorers will be confident and sure of themselves, without seeming arrogant. They will be neither moody nor inclined to take things personally and will discuss contrary views without taking offence. Such people are calm, self-confident and optimistic and have the personal autonomy to deal with issues (including criticism, conflict or abuse) without over-reacting. Such people are appreciated for their stability and their consistency of mood.

**COMPETENCY RATING**



**SAM'S PROFILE**

**Emotional:** Sam is likely to be quite emotional and he may not hide his feelings very well, so that his current emotional state will impact on those around him. These strong reactions to events make for quite an intense personality.

**Stress Tolerant:** As Sam is more reactive and more easily disturbed than most by challenging situations and events, he may feel it deeply if things go wrong and sometimes over react to criticism, disappointment or to unexpected changes in arrangements. These reactions will surface particularly under stress or pressure.

**Even-tempered:** Sam is likely to be variable and unpredictable in his moods. At times he may seem edgy, irritable or critical, and at others excited and passionate. This inconsistency may be difficult for others to deal with.

**Self-confident:** Sam will seem somewhat unsure of himself. Regardless of how well he actually copes, he may often feel self-conscious. This self-doubt and cautious manner will impact on people's perceptions of his self-confidence.

**Trusting:** Sam seems quite an apprehensive person and may seem rather wary of others and to initially distrust them. He is unlikely to presume that others will take to him and could therefore be more sceptical about other people's reactions than most.

**Optimistic:** Sam will seem to be more pessimistic than optimistic. He will at times worry about his ability and effectiveness and be anxious that things may not go well. Sam may be more easily discouraged than most and may seem easily defeated or fatalistic.

**AREAS TO EXPLORE FURTHER**

Does he invest so much emotionally in people, plans or events that his reactions to perceived criticism or disappointment are highly charged and emotional?

Are the inconsistencies in his moods and emotions difficult to deal with and demanding for colleagues?

Is he so self-doubting that there are occasions when his anxieties and suspicions interfere with his performance?

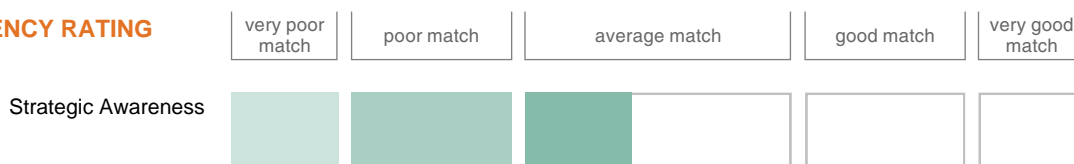
Is he easily discouraged and difficult for others to enthuse and motivate?

**Further reassurance on these points may be needed from other sources, such as interview, work history or CV.**

**COMPETENCY DEFINITION**

This competency is concerned with the benefits of a rational appraisal of events within their wider context. High ratings on this competency also suggest an ability to appreciate an organisation's strategic advantages and disadvantages as well as recognising what has to be dealt with in order to achieve objectives. Such people will be rational and have a preference for evidence over opinion. They will appreciate the wider implications of their decisions, both within and beyond the organisation as well as anticipating future developments.

**COMPETENCY RATING**



**SAM'S PROFILE**

**Critical and Challenging:** Strategic awareness requires a disposition that questions, challenges and critically evaluates within a big picture context. Sam is probably more accepting than most of situations as he finds them. He may tend to assume that established processes will be effective until events prove otherwise. People with similar profiles are usually practical, down-to-earth and uninterested in speculative or hypothetical questions, and their perspective may be narrowly conventional and traditional.

**Rational:** Sam is likely to be a rational person who would give little credence to views that cannot be logically demonstrated and should be alert to the weaknesses in any argument or proposition. He will have a good appreciation of the extent to which a proposal is logical and supported by reasoned argument. He should have a preference for evidence and research over opinion and intuition as the basis for any analysis.

**Prudent:** Being a good corporate citizen, Sam may be uncomfortable about breaking with tradition and challenging the values of his organisation. Such people are accepting of the established procedures and will readily conform to expected codes of conduct, so their ability to think beyond that framework may be limited.

**Compliant:** Whether or not Sam is imaginative, his cautious nature and compliance with the established strategic rationale of the organisation may inhibit his capacity to consider radically new strategies. Such people are evolutionary rather than revolutionary in their approach.

**AREAS TO EXPLORE FURTHER**

Is he so focused on immediate practicalities that he is unaware of the big picture and wider strategic issues?

Is he so unquestioning and conventional in his thinking that he lacks the imagination to conceive the radical strategies that may be called for?

Does he have difficulty in thinking outside the accepted traditions and established policies and procedures?

**Further reassurance on these points may be needed from other sources, such as interview, work history or CV.**

## Interview Guide

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The following questions were raised by this PROFILE:MATCH® assessment, although some may not be particularly relevant for the specific job you have in mind. Where they are, however, you are encouraged to take any other available information into account and to use this summary as a prompt for competency based interview questions.

### Creative

Is he comparatively unimaginative?

Does he focus on the immediate practicalities and fail to appreciate the implications of the wider context for creating effective solutions?

Does he look for dramatic impact that enhances his reputation, rather than looking for solutions more appropriate to the situation?

Is he so attached to established traditions or conventions that he may not maximise his capacity for more radical ideas?

### Decision Making

Does he lack the imagination needed to see the bigger picture and to expand the range of options considered?

Is his need for certainty, even when there is little evidence available, and his reluctance to consider more intuitive solutions, likely to prolong decisions unreasonably?

Is he lacking in confidence, indecisive and, as a result, does he tend to rely excessively on the contributions of others in his decision making?

Does he find it difficult to make decisions that involve risk or that stray from a narrow interpretation of company policy?

Is he so logical, rational and detached that he appears to lack an appreciation of less tangible, more intuitive approaches and, for this reason, be missing out on some potentially innovative developments?

### Interpersonal Skills

Does he appreciate that he may seem critical, intolerant of other people's shortcomings and discouraging?

Could his single-minded competitiveness have a negative impact on the effectiveness of his personal relationships?

## Interview Guide

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### **Persuasive Communication**

Is he imaginative or inventive enough to think on his feet when dealing with objections or counter-arguments in a face to face situation?

Will his direct, impersonal style of approach mean that he will find it difficult to establish the rapport needed to win people over?

### **Problem Solving**

Is he so focused on the practicality of the here and now that he misses out on a wider range of possible solutions?

Does he stick to the tried and tested, rather than going back to basics and looking at a problem afresh?

Is he so self-doubting that he lacks the confidence to put forward his ideas, even when he has more interesting ideas to offer than those currently on the table?

Could he be so competitive that he takes on too much, or seeks dramatic, high-profile solutions that enhance his reputation, rather than the simple fix that is required?

### **Resilience**

Does he invest so much emotionally in people, plans or events that his reactions to perceived criticism or disappointment are highly charged and emotional?

Are the inconsistencies in his moods and emotions difficult to deal with and demanding for colleagues?

Is he so self-doubting that there are occasions when his anxieties and suspicions interfere with his performance?

Is he easily discouraged and difficult for others to enthuse and motivate?