

# INTERVIEWER'S GUIDE



Thomas Sample

22/10/2009

Private & Confidential

## INTERVIEWER'S GUIDE - PERSONAL PROFILE ANALYSIS

### Thomas Sample

We recommend that the following questions be considered by the interviewer when meeting with Thomas Sample. These probing questions have been designed to assist the interviewer in gaining a more in-depth understanding of Thomas Sample, his strengths, limitations and behavioural style. This exploratory approach has been prompted by the contents of the PPA report.

#### Points To Review

If you have not seen any reference to 'Points to Review' in other Thomas reports, additional information will be contained in the PPA Profile and Executive Summary reports. These may be obtained through the 'Reports' screen.

#### Overshift - Graph I

- How effectively do you feel you are coping with your duties? What are the core responsibilities you are regularly faced with?
- Describe a situation where you felt over extended. How did you overcome that situation?
- Give me details of those parts of your current job that you dislike the most. Why do you dislike them?

#### Tight Graph II

- There are signs that you may be experiencing very challenging times at work. What is your reaction to this observation?
- Please summarise recent performance in your job. How successful, or otherwise, have the results been?
- What range of adverse trading or business conditions impact directly or indirectly on you and your team? What are the consequences of these?
- When last was your performance formally appraised? What was the outcome?
- If you ever feel your own performance levels are below expectation, how do you overcome the problem?
- Tell me about your current responsibilities and the management support that you get from your current boss.
- Give me some examples of things that frustrate you at work. How do you overcome these?

### Tight Graph III

- Are the execution of your duties and responsibilities backed up by the necessary resources and level of authority?
- Tell me about your current boss. Describe his management style. What three things would you change in him if you could?
- Do you believe that you have the trust and support of your workplace colleagues? What evidence is there of this?
- Do you report to, or have you in the recent past reported to, more than one manager? If this is the case for how long and for what reasons? Is this situation likely to continue?
- Have you experienced any major disagreements at work in the recent past? What were the reasons for these?
- In general terms, how well is your organisation performing? Are you satisfied with your own level of performance? Why?

The following series of questions can be used to verify the profile and the extent to which Thomas Sample is aware of his impact on others within the working environment. They are also designed to identify whether he is adaptable in terms of modifying his behaviour to meet the needs of colleagues.

- In the work environment, how do you react when sudden, significant and unexpected changes are introduced? How effective are these responses of yours?
- How do you react when others disagree with you and oppose your views or decisions?
- What, in general, do others say about your behavioural style?
- Where do you see your greatest ability to contribute to the team or organisation? How important is team work and team participation in the achievement of your own goals and objectives. How can you illustrate this?
- Reliability, predictability and dependability are highly sought after values. Are they relevant to the key performance criteria of your own role? In what way are you compatible with these role requirements?
- How comfortable are you when forced to make major adaptations to your plans and priorities in order to complete a set of tasks and achieve your objectives?
- How do you rate yourself at problem solving? With which do you feel most comfortable; operational, technical or strategic problem scenarios?
- In which ways are these problem solving attributes a requirement of your present position, or the position for which you are being considered? Please explain why.
- To what extent does your role require you to be involved in the affairs of your community? And at work? How do you relate to these responsibilities?

And finally, is there anything else you would like to tell me that I have not asked about?