

**Sam Sample**  
**09 Jun 2020**

**EXPERT**

# **FINE NINE COMPETENCY FRAMEWORK**



**SOLUTIONS  
SELECTION**



# REPORT STRUCTURE

This report presents Sam Sample's competency profile in the following sections:

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### DISCLAIMER

This is a strictly confidential assessment report on Sam Sample. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of Sam Sample.

The competency profile arises from a self-report questionnaire and must be interpreted in the light of corroborating evidence gained from feedback and in the context of the role in question taking into account available data such as performance appraisals, actual experience, motivation, interests, values, abilities and skills. As such the authors and distributors cannot accept responsibility for decisions made based on the information contained in this report and cannot be held directly or indirectly liable for the consequences of those decisions.



## GUIDE TO USING THIS REPORT

### INTRODUCTION

Organisations use competencies and competency frameworks to identify, develop and reinforce certain types of behaviours that are required to achieve organisational success. Today almost all the Fortune 500 corporations have integrated the concept of competencies in all critical areas of human resources management. The competency focused report aids organisations to identify and develop competency related behaviours.

This report uses Psytech's Fine Nine Competency Framework to predict Sam's typical behaviour in each of the model's competency domains. A competency is defined as the specific set of skills, knowledge and behaviour that is required to complete particular work tasks effectively. Unlike aptitudes or personality traits, which are relatively enduring and stable over time, competencies can be acquired and refined through appropriate mentoring, coaching and training. The report is intended as a tool to facilitate selection decisions. It can be used as a starting point to facilitate behavioural interviews and help elicit evidence of Sam Sample's actual behaviour in the workplace based on the dimensions used in this report.

### CONTEXT

The profile arises from a personality questionnaire. It must be interpreted in the context of other relevant factors such as experience, training, and wider skills. For example, Sam's past performance can be assessed through a critical review of references, her work history and previous qualifications, and via a structured interview. Her level of job specific knowledge can be assessed via the use of work sample tests and simulations, and behavioural interviews. Finally, her skills can be assessed in greater detail through behavioural observation, role-plays and assessment centre exercises.

The profile should also be considered in light of the organisation's own competency framework and culture. While the report uses Psytech's Fine Nine competency framework, users are encouraged to identify and focus on the most relevant competencies to the job of interest.



## DIMENSIONS

The behaviours/dimensions used in the questionnaire are derived from Psytech's Fine Nine competency framework. They were selected to provide a clear picture of a respondent's capabilities within a framework familiar to most HR professionals and trainers, and which could be derived from personality traits and values.

### PERSONAL ATTRIBUTES

**Integrity** - The tendency to be reliable and honest. People who have a strong competency in this area can be trusted to work independently, with only minimal supervision. They tend to avoid taking inappropriate risks and take responsibility for their own mistakes and errors. They are likely to act with due diligence and have a strong sense of business ethics.

**Resilience** - The tendency to cope well with pressure. People who have a strong competency in this area tend to be calm and keep control of their emotions. They are unlikely to get flustered or lose their temper in emotionally charged situations. They would be expected to accept criticism in a constructive manner and not to be disheartened by setbacks.

**Energy and Drive** - The tendency to have high levels of drive, energy and enthusiasm. People with this competency are likely to be lively and energetic and to display passion and pride in their work. They would be expected to be enthusiastic about their work, take the initiative and be self-motivated and committed.

### WORKING WITH PEOPLE

**Interpersonal Skills** - The tendency to build positive working relationships with others. People who have a strong competency in this area have a high level of interpersonal sensitivity and empathy. They tend to be good at building rapport, and promoting and maintaining harmonious relationships. They would be expected to be effective at resolving interpersonal conflicts and are likely to be viewed as being supportive.

**Persuasiveness** - The tendency to communicate in a persuasive, confident manner. People who have a strong competency in this area tend to enjoy public speaking and are effective communicators. They are likely to enjoy socialising and to have a strong social presence. They would be expected to be charismatic and good at bringing people around to their point of view.

### WORKING WITH TASKS AND PROCESSES

**Planning and Organising** - The tendency to organise one's own and others' work and to plan for all contingencies. People who have a strong competency in this area are likely to be tidy and well-organised. They would be expected to plan their work so it can be completed within agreed timeframes and to be happy to delegate work appropriately.

**Quality Orientation** - The tendency to attend to detail and produce work that is accurate and of a high standard. People with this competency are inclined to set themselves high standards, to be detail conscious systematic and orderly in their work. They would be expected to be motivated to see tasks through to the end.

### WORKING WITH CONCEPTS

**Creativity** - The tendency to think in a creative and innovative manner. People who have a strong competency in this area are good at generating novel, innovative ideas. They tend to be adaptable and often come up with original solutions to problems. They are inclined to 'focus on the bigger picture' and to approach problems strategically.

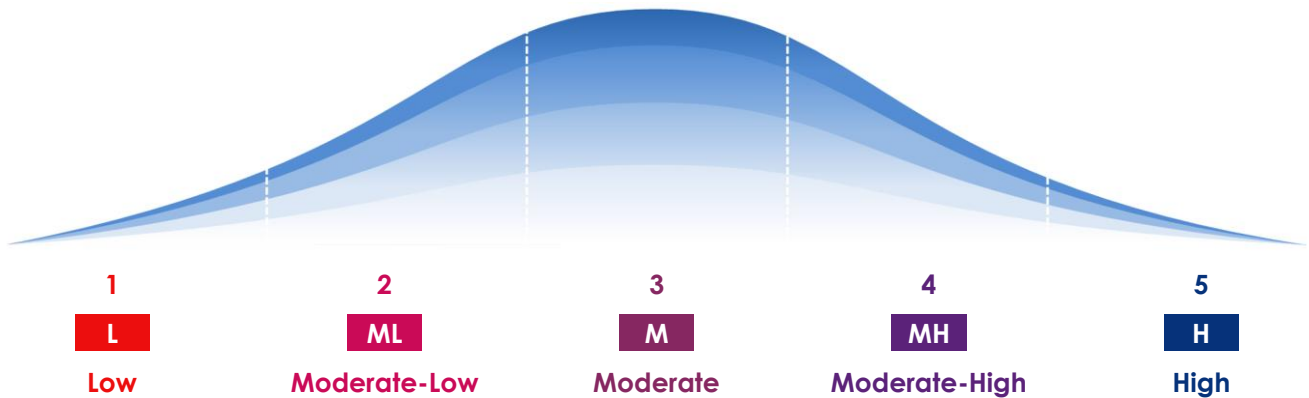
**Logical and Analytical** - The tendency to approach problems in a rational, intellectual manner. People who have a strong competency in this area like to base their decisions on a logical analysis of the available evidence. Their decisions are typically well-considered and thought through. They would be expected to have a well-tuned critical faculty.



## RESULTS SCALE

Reference groups are used to evaluate Sam's results and determine her tendency to exhibit effective workplace behaviours compared to others. Her results are presented as standardised scores on a scale of 1 to 10.

The following chart represents a distribution of individuals on a particular scale, where high scores represent greater tendency to behave in a particular manner and low scores represent a reduced likelihood of behaving in a particular manner. An overall level ranging from a 'Low' to a 'High' tendency is provided to help highlight areas of concern.



## RESPONSE STYLE

The questionnaire contains several scales which measure individuals' test taking attitudes and whether they were committed to portraying themselves accurately. Such measures inform practitioners of the degree to which they can trust and rely on the interpretation of respondents' profiles:

- The response style indicators would suggest that Sam was happy to present herself openly, honestly and without wishing to project a positive or distorted image of herself.



## COMPETENCY PROFILE

The overall competency potential score estimates Sam's tendency to exhibit effective workplace behaviours. The competency scores are weighted composites of the behavioural dimensions that contribute to each of Psytech's Fine Nine competencies. The score any given individual obtains on these scales depends not only upon that person's pattern of strengths and weakness across the behavioural dimensions, but also on the importance of each behavioural dimension in contributing to the particular competency.

### COMPETENCY PROFILE CHART

#### PERSONAL ATTRIBUTES

	Level	Score	1	2	3	4	5
Integrity	ML	2		●			
Resilience	ML	2		●			
Energy and Drive	ML	2		●			

#### WORKING WITH PEOPLE

	Level	Score	1	2	3	4	5
Interpersonal Skills	ML	2		●			
Persuasiveness	ML	2		●			

#### WORKING WITH TASKS AND PROCESSES

	Level	Score	1	2	3	4	5
Planning and Organising	ML	2		●			
Quality Orientation	ML	2		●			

#### WORKING WITH CONCEPTS

	Level	Score	1	2	3	4	5
Creativity	MH	4				●	
Logical and Analytical	M	3			●		

#### Overall Competency Potential

	Level	Score	1	2	3	4	5
POTENTIAL SCORE	ML	2		●			



## BEHAVIOURAL INTERVIEW GUIDE

The report provides structured behavioural interview questions to attempt to elicit information about a respondent's past behaviour. Such a technique is based on the premise that past behaviour is seen as the best predictor of future behaviour. Interviewees' responses are generally considered reliable because they are based on what they actually did, as opposed to offering opinions or hypothetical responses.

### PROBING

While the report provides behavioural interview questions, interviewers are encouraged to:

- identify which dimensions listed in the report are related to the the role candidates are being assessed for,
- develop their own list of questions and not rely solely on the interview questions provided,
- determine what other job related factors are not covered in the report and prepare additional questions to cover those areas,
- gather additional information about respondents from other sources such as background checks, references, role plays, past performance, etc. and
- utilise the evidence gathered from all the sources in order to make a decision.

### SCORING

Scoring forms are provided as part of the interview guide. Interviewers are encouraged to use the forms to take notes and are advised to score responses using the following 5-point scale:

1	2	3	4	5
Only circumstantial evidence gained, or evidence gained which supports a low ability.	No explicit evidence gained, or little evidence gained which supports a low ability.	Explicit evidence gained which supports a moderate ability.	Explicit evidence gained which supports a strong ability.	Detailed evidence gained which supports a strong ability.



## INTERVIEW GUIDE: INTEGRITY

### INTEGRITY PROFILE CHART

Competency	Level	Score	1	2	3	4	5
Integrity	ML	2		●			
Behavioural Dimensions	Level	Score	1	2	3	4	5
Risk Avoidance	L	1	●				
Ethics	MH	4				●	
Responsibility	M	3			●		
Dependability	ML	2		●			
Realistic Self-Assessment	M	3			●		

#### Risk Avoidance

- ❶ Sam expresses limited concern for safety and security and is a risk-taker who is driven to experience life in all its variety. She expresses a very strong need for stimulation and excitement.
- ❶ Sam profiles as a particularly spontaneous, expedient person who may be somewhat careless when attending to detail.

- Give me an example of a time you felt it was necessary to take a risk. How did it turn out and would you do anything differently in hindsight?
- Sometimes things just 'slip through the cracks'. Give me an example of when this happened to you.

#### Ethics

- ❷ Being very respectful of authority and quite inclined to conform to established principles of right and wrong, Sam would be expected to be very committed to an organisation's ethical culture.
- ❸ Having as positive a view of human nature as most people, Sam is as inclined as most to deal with others in an honest and trustworthy manner.

- Give an example of having to follow strict organisational procedures on a project or task. Were there any you felt inclined to disregard and why?
- Have you ever found yourself in a situation in which honesty wasn't necessarily the best policy? What was the situation and what did you do?





Responsibility

- ③ As confident and self-assured as most people, Sam should not be unduly reluctant to take responsibility for her work.
- ③ Sam is no more threat-sensitive and mistrusting of others' motives than most people. Consequently, she should generally feel as safe as most owning up to her mistakes and errors.

- Tell me about a project you were involved in that did not go well. What was your part and how much responsibility did you take?
- Describe a situation where you made a mistake or error while working on a project at work. What were the repercussions and how did you deal with them?

Dependability

- ③ Obtaining results that suggest her work ethic or belief that work is intrinsically rewarding is in the average range, Sam is likely to believe work is reasonably important, and she would be expected to be as committed to work as most other people.
- ③ Being as motivated by recognition and achievement as most people, Sam is as likely as most to attempt to gain the admiration of others as someone who can be depended on to get things done.
- ⑤ Sam profiles as being a very independent, self-sufficient person who may prefer making her own decisions.
- ① Tending to solve problems as they arise rather than follow plans and procedures, Sam is likely to work the most productively with others who can 'dot the i's and cross the t's' on her behalf.

- Tell me about a time your workday ended before you were able to finish your task.
- Describe a situation where you had to set your own objectives and schedules. What were you trying to achieve?
- What advantages are there to working independently of others?
- All jobs have unpleasant tasks. Tell me about the most unpleasant tasks you were required to complete at work.

Realistic Self-

- ② Feeling and subjectivity will influence her rather more than objective analysis and her initial appraisal of her strengths and limitations will tend to be based on her spontaneous, intuitive feelings.
- ⑤ Reasonably secure and self-assured, she should be fairly open to exploring her personal weaknesses or shortcomings without being overly critical of her abilities and achievements.

- Give me an example of receiving negative feedback regarding your performance. How did you receive the feedback?
- Tell me about something specific you did to develop yourself that distinguished you from others?



## INTERVIEW GUIDE: RESILIENCE

### RESILIENCE PROFILE CHART

Competency	Level	Score	1	2	3	4	5
Resilience	ML	2		●			
Behavioural Dimensions	Level	Score	1	2	3	4	5
Adjustment	MH	4				●	
Composure	ML	2		●			
Trustfulness	M	3			●		
Temperance	ML	2		●			
Prudence	ML	2		●			

#### Adjustment

- 5 Having a strong belief in her ability to face difficulties, Sam is likely to be quite resilient and strive to overcome setbacks and challenges.
- 3 No more prone to unpredictable mood swings than most, Sam should be as capable as most of keeping her emotions in check and demonstrating a positive attitude when faced with challenges.

- Tell me about some of the obstacles you had to overcome to reach your present position?
- There are times when we can feel overwhelmed by constantly changing circumstances. Tell me about a time this happened to you.

#### Composure

- 3 Sam is no more affected by feelings than most other people. While generally capable of coping with stress, she may find it difficult to control her emotions under more intense situations.
- 2 Sam may come across as being somewhat tense. Scoring in this range, she may have difficulty maintaining her composure when things go wrong.

- Tell me about a time you did not handle a stressful situation well.
- When was the last time you lost your cool or composure at work? Tell me about the situation.



Trustfulness

- ③ Not particularly suspicious or sceptical, Sam is likely to give people the benefit of the doubt when receiving advice or feedback. She should, however, understand that people cannot always be taken at face value and therefore may exercise some caution with people who have previously let her down or with individuals she does not know.
- ③ As confident and self-assured as the average person, she is no more prone than most to be upset by critical comments. Consequently, she should be capable of accepting constructive feedback from others.

- Tell me about a team experience where you felt you could not completely trust other members with a task.
- Give me an example of a situation where you felt others were being overly critical regarding your performance at work.

Temperance

- ③ Sam's profile suggests she is as laid-back as the average person. As a result, she should be fairly patient when dealing with others.
- ② Sam may come across as being somewhat temperamental. At times, people with this profile can have a low tolerance for petty inconveniences. Scoring in this range, she may become annoyed or irritable when dealing with slow or indecisive people.
- ① Forceful and vocal in expressing her opinion, Sam is more likely than most people to generate conflict and discord in those around her.

- Tell me about a situation or time when something or someone got 'under your skin'.
- Mention a challenging situation that you have had to face and which caused you to become annoyed.
- Tell me about a disagreement that you found difficult to handle. What was it about and what did you do?

Prudence

- ④ Having a profile that suggests she is a naturally restrained person, Sam is likely to avoid impulsive action; preferring more guarded responses to opportunities that come her way. This preference may, however, prevent her from taking advantage of opportunities.
- ① Sam profiles as a particularly spontaneous, expedient person who may be somewhat irresponsible when making decisions.
- ① Her responses to situations are also likely to be affected by her strong need for adventure and excitement. Drawn to situations in which there is an element of risk or danger, she may not accurately assess the risks involved when responding to situations.

- Tell me about a time an opportunity presented itself at work. What did you consider before taking action?
- Give me an example of a situation when you made a decision despite missing some information. How did you reach your decision?
- Describe the riskiest work-related decision you have ever made. Why did you make the decision and were you successful?



## INTERVIEW GUIDE: ENERGY AND DRIVE

### ENERGY AND DRIVE PROFILE CHART

Competency	Level	Score	1	2	3	4	5
Energy and Drive	ML	2	[Progress bar to 2]		●		
Behavioural Dimensions	Level	Score	1	2	3	4	5
Self-Motivation	ML	2	[Progress bar to 2]		●		
Energy	ML	2	[Progress bar to 2]		●		
Results Orientation	M	3	[Progress bar to 3]			●	
Initiative	ML	2	[Progress bar to 2]		●		
Motivating Others	ML	2	[Progress bar to 2]		●		

#### Self-Motivation

- ③ Sam rates achievement as highly as most people and will gain as much satisfaction from succeeding in her work as most others.
- ② Slightly less enthusiastic about work than most, Sam may tire more easily than most.
- Give me an example of how you have taken control of your career.
- Give me an example of an being assigned a task or project that didn't interest you. How did motivate yourself to get it done?

#### Energy

- ② Sam's profile indicates that she has a relatively low level of personal drive and energy. Less enthusiastic about work than most, Sam may not have sufficient stamina to meet demanding work schedules.
- All jobs have unpleasant tasks. Tell me about the most unpleasant tasks you were required to do at work and how you found the motivation to complete them.

#### Results Orientation

- ③ Sam should gain as much satisfaction from succeeding in challenging tasks as her peers.
- ③ Sam's profile suggests she should strive to balance work and personal interests. While she is likely to set sets herself goals that are as ambitious as most, she will rarely take on more work than she can handle.
- Tell me about an important goal you set for yourself at work and what you did to achieve it.
- Tell me about a time you were given a goal by someone else that you felt was impossible to achieve.



Initiative

- ② Having a relatively low level of personal drive and energy, Sam may not be as driven as some to take initiative.
- ③ Balancing a relaxed attitude towards work with a need to influence events and get things done, Sam should be as motivated as most to take initiative.
- Give me an example of a project you initiated in the past year. Why was it needed and why did you take the initiative?
- Describe a project or idea that was implemented/completed primarily because of your efforts. What was your role in ensuring its completion?

Motivating Others

- ① Being rather dour and lacking a sense of fun, Sam may find it difficult to engender enthusiasm and excitement in others.
- ③ Sam is as likely as most to enjoy influencing others and encouraging them to do their best.
- Describe a situation in which your team experienced low morale. Were you able to motivate them and improve morale?
- Give me an example of motivating others by catering your message to their needs.



## INTERVIEW GUIDE: INTERPERSONAL SKILLS

### INTERPERSONAL SKILLS PROFILE CHART

Competency	Level	Score	1	2	3	4	5
Interpersonal Skills	ML	2		●			
Behavioural Dimensions	Level	Score	1	2	3	4	5
Empathy	M	3			●		
Appropriate Assertion	M	3			●		
Diplomacy	L	1	●				
Building Relationships	ML	2		●			
Interpersonal Support	ML	2		●			

#### Empathy

- ③ No more or less caring or empathic than most people, Sam should be fairly capable of being attentive to others' needs. While she isn't expected to be distant in her interpersonal interactions, she may take time to open up to others and form close personal relationships.
  - ① Considerably more genuine and forthright than most people, Sam is likely to lack awareness of the nuances of social situations and may find it difficult to anticipate others' reactions to events/situations.
- Tell me about a situation where you helped or supported a colleague at work.
  - Tell me about a situation where you had to 'read' a situation or anticipate another person's reactions in order to respond accordingly.



Appropriate Assertion

- 4 As a very assertive individual, Sam is expected to be vocal in expressing her opinion. At times, she may need to consciously step back, so as to ensure that other less assertive individuals can have their say.
- 5 As composed as the average person, Sam should be as capable as most of ignoring petty inconveniences. While she may feel frustrated at times, she should rarely lose her temper when trying to get things done.
- 1 Sam's responses to the questionnaire suggest she is extremely forthright and plain-speaking. Consequently, she is very likely to express herself in a rather direct manner without giving sufficient regard to the sensitivities of the setting she finds herself in.

- Tell me about a situation where you had to assert yourself and take charge in order to get others to work with you.
- Others' work ethics are sometimes in conflict with our own. Tell me about a time this happened to you. How did you assert your perspective?
- We all have experiences working with people we don't get along with. Give me an example of when you had to deal with one such situation.

Diplomacy

- 1 Sam profiles as being direct and to the point in her communications. While some situations may call for a more open and forthright approach, she may distance others unnecessarily by coming across as excessively blunt and off-hand. Probably tending to speak first and think later, she may be seen as lacking tact.

- Give me an example of a time when you have had to mediate between two or more individuals or groups who had conflicting opinions.

Building Relationships

- 1 Sam profiles as being a very autonomous, self-sufficient person. With such a strong preference for working on her own she is likely to avoid team settings and may be reluctant to ask others for help or involve them in her work.
- 5 Sam's profile indicates that she is as likely as most people to project a friendly and personable nature and be attentive to the needs of others. Consequently, Sam is likely to be as good as most at building close personal relationships with colleagues and clients.
- 3 No more cynical about human nature than most other people, Sam is as likely as most to foster trust and goodwill in her relationships.

- Describe a team experience you found particularly disappointing.
- Give me an example of a time when you had to build rapport with colleagues or clients.
- Tell me about a situation where you mistrusted a colleague at work. What effect did it have on your relationship and what did you do?

Interpersonal Support

- 3 Her profile she has average levels of empathy and warmth. While she is unlikely to be naturally drawn to roles that require supporting others, she should be capable of being as considerate as most in such roles.
- 2 Sam's results indicate that she rates altruism as being of fairly low importance. Believing that people are better served if they take responsibility for themselves, she may not be sufficiently accessible to others and responsive to their needs.

- Tell me about a situation where you were able to identify with a colleague's difficulties at work and offered them help.
- Give me an example of when you were approached by a client or colleague who was anxious about something. How did you handle the situation?



## INTERVIEW GUIDE: PERSUASIVENESS

### PERSUASIVENESS PROFILE CHART

Competency	Level	Score	1	2	3	4	5
Persuasiveness	ML	2		●			
Behavioural Dimensions	Level	Score	1	2	3	4	5
Social Presence	M	3			●		
Listening Skills	L	1	●				
Communication Skills	M	3			●		
Written skills	L	1	●				
Coaching	M	3			●		

#### Social Presence

- ③ Sam's profile indicates is no more or less inclined than most to feel anxious in social settings and has average levels of social boldness. As a result, she is likely to have as strong a social presence as most, though may feel a little uncomfortable if she is suddenly put on the spot in front of groups she does not know that well.
  - ③ Sam's profile suggests that she is as likely as most to enjoy convincing others of her point of view. While she should be interested in work that involves influencing others, she is likely to need to believe in the ideas, products or services she is offering in order to effectively persuade others.
- Tell me about a situation where you attended a meeting or work function and had to reach out to meet new people.
  - Describe a situation where you were able to successfully persuade a colleague or customer and win them over.





Listening Skills

- ③ No more or less caring or empathic than most other people, Sam should be fairly capable of being attentive to other's needs. The situation may, however, have an effect over her ability to listen to others and pick up on their needs.
- ① Sam profiles as being a very autonomous, self-sufficient person. With such a strong preference for individual activity, she may not always see the need to consult others or keep others informed.
- ① Being very assertive, Sam would be expected to be vocal in expressing her opinions and may, as a result, dismiss points of view that differ from her own views.

- Describe a work situation that required you to listen to someone who was telling you about a personal/sensitive issue.
- How much weight do you give to the opinions of others when making a decision? Please provide an example.
- Have you ever dismissed the opinions of someone who you felt did not know what they were talking about? Please provide an example.

Communication Skills

- ③ Enjoying opportunities to communicate her point and influence others as much as most, Sam is as likely as most to be an effective speaker.
- ④ Intellectually orientated and somewhat confident of her ability to understand relatively complex ideas, she would be expected to be fairly capable of distilling information and communicating what is important.

- Give me an example of a time you were able to effectively communicate with others even when you felt they did not value your perspective.
- Describe a situation where you were asked to explain a complex/technical concept to others.

Written skills

- ① Sam's profile suggests that she is less systematic and detail-conscious than most people. As a result, she would not be expected to show much concern for the organisation and structure of her written arguments.

- Tell me about a time someone misunderstood what you wrote. What did you do to clarify your message?

Coaching

- ③ Sam's profile suggests that while she is unlikely to be naturally drawn to roles that require coaching others, she should be as capable as most of providing helpful feedback as well as recognising and reinforcing people's developmental efforts.
- ② Rating altruism as being of fairly low importance, Sam may not be as motivated as some people to regularly meet with employees in order to review their development goals and progress.
- ③ Sam appears sufficiently trusting and would be expected to be comfortable sharing information with others and trusting them with responsibilities.

- Tell me about a time you coached or mentored someone at work.
- What have you done recently to encourage the development of your staff?
- Give me an example of a time when you have effectively shared information with others.



## INTERVIEW GUIDE: PLANNING AND ORGANISING

### PLANNING AND ORGANISING PROFILE CHART

Competency	Level	Score	1	2	3	4	5	
Planning and Organising	ML	2	[Progress bar to 2]					
Behavioural Dimensions	Level	Score	1	2	3	4	5	
Planning	L	1	[Progress bar to 1]					
Time Management	ML	2	[Progress bar to 2]					
Delegation	H	5	[Progress bar to 5]					
Prioritisation	L	1	[Progress bar to 1]					
Future Orientation	M	3	[Progress bar to 3]					

#### Planning

- ❶ Sam's profile suggests she is not very organised by nature. As a result, she is likely to much prefer to deal with problems as they arise rather than create detailed plans.
- Give an example of a recent assignment which required a great amount of planning.

#### Time Management

- ❶ Sam's responses to the questionnaire indicate she is not likely to be as meticulous as most people. Consequently, she may be inclined to give less priority than most to time management issues.
- ❸ Obtaining results that suggest her work ethic is in the average range, Sam is likely to believe work is reasonably important, and she would be expected to be as committed to meeting deadlines as most other people.
- Tell me about a situation where you were overwhelmed with too many things to do.
- Please provide me with an example that demonstrates your ability to get more done in less time than others.



Delegation

- ⑤ Striking a balance between being relaxed and hard-driving, Sam should be capable of assigning tasks to others and overseeing their completion.
  - ⑥ Sam's profile suggests that she is likely to be as trusting of others as most people and therefore is as likely as most to trust others with responsibilities. Her profile further suggests that her balanced level of trust should enable her to realise if and when her trust is misplaced in order to take corrective action.
- Give me an example of managing a major project which was made up of many components. How did you decide what tasks to delegate to which people?
  - Give me an example of a time you could have delegated a task or assignment but chose not to.

Prioritisation

- ① Sam's results indicate she has a strong preference for being spontaneous. As a result, she is likely to approach tasks in an expedient and casual manner, and may not give due consideration to prioritising tasks or setting clear work targets.
- Give an example of a time when you have set priorities and managed targets.

Future Orientation

- ③ Sam's profile indicates that she achieves a balance in her focus on short-term and long-term objectives. As a result, Sam should be as capable as most at incorporating future contingencies into her plans.
- Give me an example of some of the long-term objectives you were able to identify and achieve for yourself.



## INTERVIEW GUIDE: QUALITY ORIENTATION

### QUALITY ORIENTATION PROFILE CHART

Competency	Level	Score	1	2	3	4	5
Quality Orientation	ML	2		●			
Behavioural Dimensions	Level	Score	1	2	3	4	5
High Standards	ML	2		●			
Detail Consciousness	L	1	●				
Task Finishing	M	3			●		
Task-Focus	M	3			●		
Systematic	L	1	●				

#### High Standards

- ❶ Preferring to approach tasks in a casual manner, Sam is less likely than most to set high standards for herself and others and may be inconsistent in the quality of work she produces.
- ❸ The need for achievement, success and gaining the recognition of others is likely to be as strong a motivator as most for Sam to produce work of high quality and standard.
- Describe a situation where you sacrificed quality for the sake of meeting an important and looming deadline. What did you sacrifice and how did you ensure that what you produced was satisfactory?
- Give me an example of doing something recently to raise your or your team's work standards.

#### Detail

- ❶ Profiling as a particularly spontaneous, expedient person, Sam is not inclined to attend to the detailed requirements of tasks and is more likely than most to make mistakes due to carelessness.
- Describe a time when you didn't pay as close attention to detail as you should have. What was the outcome and what did you do to resolve the situation?



Task Finishing

- ③ Sam's results indicate that she is likely to have as strong a need for achievement as most. Consequently, it would be anticipated that she will feel at least as committed as most people to finishing tasks she has started.
- ③ Obtaining results that suggest her work ethic is in the average range, Sam is as likely as most to go above and beyond (e.g. work longer hours or take on responsibilities outside the scope of her work) to see tasks through to the end.

- Give an example of a job that you had to finish even though everyone else had given up.
- Describe a situation where you had to go above and beyond the call of duty in order to get a job done.

Task-Focus

- ① Sam's profile suggests she is likely to be considerably less conscientious than most, it would be anticipated that she may experience difficulty persevering with boring or repetitive tasks.
- ⑥ Sam's profile indicates that she is likely to adopt a balanced approach to managing the number of tasks and responsibilities she undertakes, which should improve her ability to focus on what is important.

- Give me an example of working on a boring or repetitive task. How did you manage?
- Give me an example that demonstrates your approach to working on multiple tasks at once.

Systematic

- ① Sam's profile suggests she is quite unstructured and is not disposed to approach tasks in a particularly systematic and methodical manner.

- Tell me about a system or process you design or improved.



## INTERVIEW GUIDE: CREATIVITY

### CREATIVITY PROFILE CHART

Competency	Level	Score	1	2	3	4	5
Creativity	MH	4				●	
Behavioural Dimensions	Level	Score	1	2	3	4	5
Innovation	MH	4				●	
Idea Generation	H	5					●
Holistic Thinking	MH	4				●	
Adaptability	H	5					●
Strategic Thinking	M	3			●		

#### Innovation

- 5 Open to experimentation, Sam is more likely than most to search for new and inventive solutions to problems.
  - 4 Having a strong interest in creative and abstract ideas, Sam is more likely than most to be viewed as a creative and imaginative individual. Oriented towards the world of creativity and imagination, she may become engrossed in her own ideas to the exclusion of practical realities.
  - 4 Sam's profile indicates that she is likely to respond to situations and events at an intuitive, emotional level. This preference, however, may cause her to overlook practical realities.
  - 3 Sam appears to be sufficiently trusting and would be expected to be comfortable sharing and exchanging information with others.
- Which do you prefer: 'new and different' solutions or 'tried and tested' solutions? Give me an example of that best demonstrates your preference.
  - Tell me about a situation where you had to work on a project/task which required imagination/creativity.
  - Give me an example that demonstrates creative thinking process.
  - Give me an example of a time when you openly exchanged ideas and information with others to bring about innovation.



Idea Generation

- 5 Having a preference for questioning the status quo, Sam is likely to favour new, radical approaches.
- 5 Having a profile which suggests she is quite imaginative, Sam is likely to be motivated to generate lots of ideas. As idea generation should come relatively naturally to her, she is likely to make a significant contribution to brainstorming sessions.
- 5 Give an example of providing multiple solutions/options to problems your department/organisation was facing.
- 5 Give me examples of some of the innovative ideas you proposed to solve problems faced at work.

Holistic Thinking

- 4 With a strong interest in abstract, theoretical ideas, Sam should be naturally inclined to look beyond the obvious facts in a given situation. Strongly interested in understanding fundamental principles and concepts, she may overlook practical considerations.
- 5 The pattern of scores Sam obtained indicates that she is flexible. As a result, it is not expected that Sam would focus on details to such an extent as to lose sight of the 'bigger picture'.
- 5 Describe for me a time when your ability to find relationships between things helped you solve a problem.
- 5 Describe a situation where you were able to consider 'bigger picture' issues.

Adaptability

- 5 Sam's results suggest that she is likely to be excited by experimentation and change. As a result, she is likely to adapt well to changes in her environment and is likely to look for ways to make changes work.
- 4 Considerably more spontaneous and expedient than most people, Sam will tend to resolve issues as they arise rather than follow a detailed plan of action. Approaching tasks in an expedient, casual manner, she may be somewhat disorganized and even a little chaotic.
- 5 Give an example of experimenting with new ideas or ways of working in order to solve a problem.
- 5 Describe a situation where you had to adapt your plans or working practices to constantly changing conditions.

Strategic Thinking

- 3 Balancing short-term and long-term considerations, Sam is as likely as most to be influenced by strategic concerns when solving problems.
- 4 Naturally drawn to look beyond the obvious in search of broader possibilities and perspectives, Sam is more likely than most to realise the impact of her ideas on the organisation.
- 5 Tell me about a time where your ability to keep your eye on the future benefitted your organisation.
- 5 Give me examples of some of the strategies you identified for yourself or your work.



## INTERVIEW GUIDE: LOGICAL AND ANALYTICAL

### LOGICAL AND ANALYTICAL PROFILE CHART

Competency	Level	Score	1	2	3	4	5
Logical and Analytical	M	3			●		
Behavioural Dimensions	Level	Score	1	2	3	4	5
Critical Appraisal	MH	4				●	
Rationality	ML	2		●			
Analytical Thinking	M	3			●		
Decision making	M	3			●		
Numerical Skills	MH	4				●	

#### Critical Appraisal

- ③ No more or less sceptical and cynical than others, Sam should be as motivated as most in critically appraising information presented to her.
- ④ Sam's profile suggests she is fairly intellectually orientated and is fairly confident of her ability to understand relatively complex ideas. As such, she would be expected to be fairly motivated to critically appraise new ideas and information.
- Give me an example that best describes your ability to scrutinise and critically appraise new information or ideas.
- What steps do you follow to analyse information before making a decision? Please provide an example.

#### Rationality

- ② Sam's responses to the questionnaire suggest she is relatively sentimental. As a result, she is likely to prefer to adopt a fairly subjective approach to problem solving; basing her judgements on whether or not things 'feel right' rather than on a logical analysis of the facts.
- ④ Sam's relatively strong confidence in her intellectual abilities may improve her capacity to appreciate logical arguments.
- Describe a situation where your analysis was viewed as being faulty or illogical.
- What is the process you follow when you are solving problems?





Analytical Thinking

- ② Sam's pattern of results indicates that she is quite abstract-minded and very conceptually orientated. Consequently, she would be expected to have a strong preference for approaching problems from a theoretical perspective.
- ④ Fairly intellectually orientated and confident of her ability to understand relatively complex ideas, she would be expected to be fairly eager to contribute to analysis and problem solving.

- Tell me about a time when you were able to solve a problem by looking beyond the obvious facts.
- Give an example of a situation where you took the initiative to work on a difficult problem.

Decision making

- ③ Sam's profile suggests she is no more or less self-assured than most. As a result, she is as likely as most to strive to overcome difficulties and is only likely to be decisive when making decisions.
- ④ Sam's ability to exercise good judgement when making decisions will depend, in part, on her level of confidence in her intellectual abilities which is relatively high compared to others.

- What are a few significant types of decisions you've had to make in your past job.
- Give me an example of a decision you made that if you had to do it again you would do differently.

Numerical Skills

- ④ Sam's relatively strong confidence in her intellectual abilities may improve her capacity to interpret numerical data. Given her fairly strong grasp of numerical concepts, she should be able to cope with the demands of majority of jobs which require dealing with numerical information and basing decisions upon numerical data.

- Talk me through an example of how you have used data to improve your advantage.



# INTERVIEW SCORING

Use the following forms to calculate the overall interview score. Check (✓) the box corresponding to the appropriate score for each competency/dimension being assessed.

Dimension	Score				
	1	2	3	4	5

Scores measured through the behavioural interview guide:

1	<b>Integrity</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	<b>Resilience</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	<b>Energy and Drive</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	<b>Interpersonal Skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	<b>Persuasiveness</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	<b>Planning and Organising</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	<b>Quality Orientation</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	<b>Creativity</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	<b>Logical and Analytical</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Scores from additional measures not included as part of the behavioural interview guide:

10		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>OVERALL SCORE</b>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments