



INTERVIEWER'S GUIDE: Mr. Thomas Sample

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Private & Confidential

INTERVIEWER'S GUIDE - PERSONAL PROFILE ANALYSIS

Mr. Thomas Sample

We recommend that the following questions be considered by the interviewer when meeting with Mr. Thomas Sample. These probing questions have been designed to assist the interviewer in gaining a more in-depth understanding of Mr. 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

- What do you believe are the most challenging, most frustrating and least familiar components of your job?
- In your opinion, is your training and work experience compatible with the demands of the role? What are your reasons for claiming this?
- What assessments have been conducted to evaluate your compatibility with the role requirements? Where do you feel there is a good match and where, if anywhere, do you perceive a degree of incompatibility?

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

- The PPA report suggests that you may be experiencing some frustrations at work? How do you relate to this observation?
- How do you interpret the degree of compatibility between your natural work style and the requirements of your current position?
- In what way are your goals, objectives and career plans consistent with those of the organisation? Why do you feel this way?
- Have the organisation's objectives for your role been clearly defined and communicated? How was this done and what was your reaction to them at the time?
- Tell me about your current boss, also give me three motivators, three strengths and three weaknesses of your boss.

- How effectively does the organisation support and implement regular, formal one-on-one appraisal programmes? What was the outcome of your most recent appraisal?

The following series of questions can be used to verify the profile and the extent to which Mr. 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.

- How do you set about planning for, organising and controlling important new assignments or projects?
- How relevant is time management to you in your day to day responsibilities? When has poor time management impacted negatively on your performance? What were the consequences?
- Are you considered by others to be an assertive person? What reasons do they have for feeling this way about you? Do you agree or disagree with them?
- When faced with determined opposition, how do you usually go about achieving the objectives you have set yourself?
- How would your colleagues describe you; stubborn and intractable, or dependable and persistent? Why?
- What are your own specific organisational and planning strengths? Operational or strategic? Describe some recent and meaningful planning sessions in which you have personally participated?
- Meeting tight and demanding objectives and deadlines is often an important role requirement. What experiences have you of working under similar conditions?
- How do you react when suddenly faced with the need to take decisive action which was not expected or planned for?
- Is the ability to speak with relaxed confidence in public, promote products or services, influence and persuade others, a strength or weakness of yours? Your reasons for claiming this?
- As a sincere, loyal and friendly person how do you feel, react and respond when someone close to you disappoints you, or lets you down?

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