Work Style Assessment℠ | Hiring the Right People

Confidential Candidate Results About
Kathy Jones

Account Manager
ABC Corporation

Assessed on: 12.4.2004

SELECTION
DEVELOPMENT
COACHING
CAREER

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Maximizing Effective Hiring with the Work Style Assessment^{SM} Inventory

WORK STYLE ASSESSMENT INVENTORY

Work Style Assessment: Hiring the Right People is designed to help you maximize your hiring process. This report gives you insights into the candidate's work style, which includes how the person achieves results, deals with people, solves problems, and manages feelings and emotions. To help your organization make accurate and informed selection decisions, PsyMax Solutions^{SM} is providing the following at your request:

- Candidate results that offer a Degree of Fit Summary, Quick Glance Work Style Results, Work Style Assets, Work Style Liabilities, and Next Steps.

- An interview guide that offers interview suggestions and personalized questions to help you evaluate the candidate's standing on important work style behaviors. Worksheets at the end of the guide consolidate relevant information to aid decision making.

Effective selection decisions are based on matching the requirements of the job and the candidate's work style behaviors, knowledge, and skills. Follow best-practice strategies so that your hiring decisions are optimally informed and legally defensible.

SUPPLEMENT RESULTS WITH ADDITIONAL INFORMATION

Good hiring decisions rely on detailed information from multiple sources. What you learn about a candidate based on the Work Style Assessment inventory should always be evaluated in conjunction with other information, including

Prior work history	Job-related technical knowledge	References
Work credentials	Prior job performance	
Personal interviews	Skills or ability measures	

Also, be sure that this report is still timely. Work Style Assessment results should be considered valid for 12 months after the candidate completes the assessment. New work experiences, training, or life changes can shift scores over time. If the results are more than 12 months old, we recommend that the candidate retake the assessment.

HANDLE THESE RESULTS CONFIDENTIALLY

Treat assessment results in a confidential manner consistent with your organization's human resource policies. Store this document in a secure place whether it is in print or electronic format. Shred and/or delete the document when no longer needed.

Degree of Fit Summary

The candidate's Work Style Assessment results are shown below for each of the work style behaviors included in the Success Profile for this job. Your organization created the Success Profile by identifying behaviors that are critical for success in this position.

Pay close attention to work style behaviors on which the organization's need and the candidate's level do not match (that is, your organization has identified the behavior as necessary for success but the candidate scores low or very low on that behavior). The interview guide is designed to help you explore work style behaviors in more depth.

FIT ANALYSIS

SUCCESS PROFILE Work Style Behaviors		CANDIDATE'S LEVEL	CANDIDATE'S FIT
Sociable		Low	—
Organized		Average	
Independent		High	+
Decisive		Very High	+
Confident		Very High	+
Influential		Very High	+
Goal-Oriented		Very High	+
Persuasive		Very High	+

DEGREE OF CANDIDATE FIT

The Degree of Fit index is a summary measure of the overall level of similarity between an organization's Success Profile and a candidate's corresponding work style scores.

81   HIGH FIT

LOW FIT
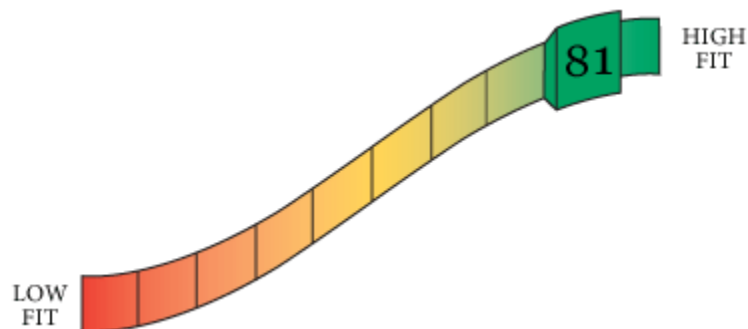
Quick Glance Work Style Results

The candidate's scores for each of the fifteen work style behaviors are presented below. The scales in your organization's **Success Profile** - those work style behaviors that your organization has identified as critical for success in this position - are also highlighted, so that you can compare candidate scores and your organization's needs.

KEY

■	Candidate's Score
◎	Success Profile Behaviors

	VERY LOW	LOW	AVG	HIGH	VERY HIGH
Achieving Results: How an individual gets things done and accomplishes results					
◎ **Goal-Oriented** — Pushes self and others to achieve high-level results through determination and tenacity					■
◎ **Organized** — Gets things done in an orderly, systematic, and procedural fashion			■		
◎ **Influential** — Leads others, takes charge, and exercises authority					■
Straightforward — Confronts difficult situations in a candid manner and communicates directly		■			
Dealing With People: How an individual interacts with and relates to others					
Supportive — Acts in a friendly and comfortable manner, demonstrates concern, and assists others			■		
Collaborative — Emphasizes cooperative partnering and team-oriented interactions				■	
◎ **Sociable** — Relates to others using an engaging, expressive, and lively style		■			
◎ **Persuasive** — Promotes and advocates ideas in a convincing fashion					■
Solving Problems: How an individual approaches problems and makes decisions					
Analytical — Uses logic to solve problems and anticipate long-term consequences		■			
Creative — Addresses issues in an innovative, resourceful, and imaginative manner			■		
◎ **Decisive** — Demonstrates a sense of urgency and responds quickly to issues					■
Managing Self: How an individual handles feelings and emotions					
Tough Minded — Demonstrates resilience in the face of criticism and does not take negative feedback personally	■				
Controlled — Displays an even temperament and maintains control over emotional reactions		■			
◎ **Confident** — Projects self-confidence and optimism for the future					■
◎ **Independent** — Operates in a self-sufficient manner with a high degree of freedom and autonomy				■	

PERCENTILE   0 10 20 30 40 50 60 70 80 90 99

Work Style Assets

Work style assets are behavioral skills that a candidate possesses. The behavioral tendencies listed below are likely work style strengths of Kathy Jones. The candidate is likely to exhibit these behaviors in typical work settings and to express them consistently. Carefully review each description and consider what impact these behaviors would have on your organization.

KEY

🎯 Success Profile Behaviors

WORK STYLE	CANDIDATE LEVEL	BEHAVIORAL TENDENCIES
🎯 Persuasive	Very High	• Convinces others when selling ideas and advocating positions. • Publicizes achievements to gain visibility and recognition. • Is able to effectively change the opinions of others. • Caution: May need to guard against being perceived as superficial, overly self-promotional, and manipulative.
🎯 Goal-Oriented	Very High	• Focuses intensely on achieving goals through hard work and determination. • Persists in the face of obstacles, thus accomplishing challenging objectives. • Sets very demanding performance targets and emphasizes need to meet these elevated expectations. • Caution: May need to guard against setting unrealistic goals, being too demanding, and failing to adjust.
🎯 Influential	Very High	• Exercises authority comfortably; enjoys being in command. • Takes charge eagerly and influences situations authoritatively. • Readily acts in an assertive fashion to influence others. • Caution: May need to guard against being viewed as too controlling, overbearing, and intimidating.
🎯 Confident	Very High	• Presents a very positive and self-assured image. • Evaluates personal skills, ideas, and future possibilities optimistically. • Maintains a strong focus on success and positive aspects of life. • Caution: May need to guard against appearing arrogant, unrealistic, and naïve about real obstacles.
🎯 Decisive	Very High	• Makes decisions and takes action very quickly. • Attempts unfailingly to resolve issues and make things happen. • Responds to requests or opportunities without hesitation. • Caution: May need to guard against being impulsive or making decisions without soliciting appropriate input from others.
Collaborative	High	• Establishes cooperative partnerships. • Focuses on common objectives within the group. • Generally works to ensure that group goals and objectives are met through teamwork.

Work Style Liabilities

The descriptions below characterize the lowest scores for Kathy Jones. Lower scores suggest potential liabilities that can reduce a candidate's effectiveness. Review the candidate's behavioral tendencies in relation to your organization's needs.

KEY

⊚ Success Profile Behaviors

WORK STYLE	CANDIDATE LEVEL	BEHAVIORAL TENDENCIES
Tough Minded	Very Low	• Generally fails to respond to criticism and rejection in an objective fashion. • May be excessively affected by negative remarks. • Can experience significant difficulty recovering from setbacks.
Straightforward	Low	• Hesitant to approach people, problems, and conflicts directly. • May fail to address conflict quickly or squarely. • Is unlikely to confront tough issues or communicate with candor.
Controlled	Low	• May spontaneously express emotions and feelings at times. • Sometimes reacts with strong emotion when under stress. • Could be perceived as unpredictable or emotionally inconsistent.
⊚ Sociable	Low	• May be somewhat reserved. • Hesitates before initiating conversations with others. • May not have an energizing impact upon others.
Analytical	Low	• Typically does not stress in-depth and technical analysis. • May inconsistently consider the big picture when studying issues. • May make decisions with insufficient planning or failure to consider related consequences.

Next Steps

Now that you have this picture of the candidate's work style behaviors, turn to Work Style Assessment: Interviewing for Excellence (included as a separate document). This guide can help you further evaluate the candidate.

Supplement this report and the interview guide with other data (e.g., job-related technical knowledge, prior job performance, references, etc.) before making a hiring recommendation. Tapping multiple sources of information makes it more likely that your hiring decision will be sound.

If you have any questions about how to appropriately use or interpret the information contained in this report, please contact your human resource department or PsyMax Solutions at 866-774-2273.

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Maximizing Your Interview

An effective interview is a good way to determine how well a candidate meets your organization's needs. Below are some tips for maximizing your interview using this *Interviewing for Excellence* guide.

GET READY

- Review the job description and all of the candidate's materials, noting areas where you want further information and clarification.
- Review your company's policies on nondiscriminatory questioning (e.g., avoid questions about age or marital status).
- Read through the following pages and note areas that you most want to cover in the interview. Each work style behavior page includes issues to investigate, questions for your use, and examples of positive and negative responses.
- Develop an outline for the interview: determine what you want to address and how much time you want to devote to each topic; make sure you plan sufficient time for your top priorities.
- Schedule the interview for a time and in a location where distractions will be minimal.

GET OFF TO A GOOD START

- Welcome the candidate and try to make him or her comfortable.
- Provide a brief overview of what you want to cover in the interview.

GATHER IMPORTANT INFORMATION

- Guide the interview so that the candidate does most of the talking.
- Ask your key questions, then listen carefully to the candidate's responses and observe his or her mannerisms.
- Probe and ask for examples to get specific information.
- Take notes.
- Ask if the candidate has questions for you.

AFTER THE INTERVIEW

- Complete the "Notes" portion of each work style behavior page in this guide.
- Summarize what you observed and heard by filling in the Candidate Summary page.
- Evaluate the candidate using the Candidate Rating page at the end of this guide.
- After you have completed your interviews of all the candidates for the position, review the summary and rating pages for each candidate. Make a recommendation about the candidate at that time.

Interview Suggestions for Exploring Persuasive Behavior

PERSUASIVE BEHAVIOR
Promotes and advocates ideas in a convincing fashion

This work style has been identified as critical for success in your organization.
Candidate's Level: Very High

INVESTIGATE KEY ISSUES

Will this individual be able to gain visibility, influence others, and achieve recognition? Will this person be able to take convincing stances and advocate strongly for his/her point of view? Will this person be able to effectively promote himself/herself?

FOCUS THE INTERVIEW

- How have you generated enthusiasm among coworkers for your ideas? Please give specific examples.
- Tell me about a time when you were highly successful in persuading someone to adopt your point of view.
- Describe a situation in which you were dealing with a person who resisted your ideas or failed to respond to them. What did you do to win that person over? Were you successful? Would you do anything different next time? If so, please describe your revised approach.
- Describe a situation in which you gained visibility and made an impact on others. How did you get your ideas and accomplishments recognized? Please be specific.

INTERPRET INTERVIEW RESPONSES

Negative Examples:

- Describes a hesitancy to self-promote and instead, lets performance speak for itself.
- Conveys past failures to create energy, optimism, and excitement among others.
- Does not describe instances in which he/she made strong attempts to influence others.
- Describes encountering strong resistance and failing to overcome it when trying to sell ideas.

Positive Examples:

- Describes instances when he/she successfully advocated positions in spite of resistance.
- States examples when he/she was able to create energy and enthusiasm among employees.
- Sells ideas and advocates positions by being persuasive, convincing, and verbally influential.
- Describes having effectively promoted himself/herself.

NOTES:

Interview Suggestions for Exploring Goal-Oriented Behavior

GOAL-ORIENTED BEHAVIOR
Pushes self and others to achieve high-level results through determination and tenacity

This work style has been identified as critical for success in your organization.
Candidate's Level: Very High

INVESTIGATE KEY ISSUES

Is this individual sufficiently results-driven? Will this person put adequate pressure upon himself/herself and others to accomplish goals at consistently high levels? Will this person persist and persevere in the face of challenges and obstacles? Is this person determined to achieve success?

FOCUS THE INTERVIEW

- Describe a situation in which you had to push people to achieve a goal. What was the outcome of your efforts? Please provide details.
- What is your approach when someone or something blocks you from accomplishing an important goal? Please give a specific example.
- Recall a time when you encountered many difficulties accomplishing something important. How did you handle the situation? What was the outcome?
- What is the best example of your achieving a goal through sheer determination and willpower? Please be specific.

INTERPRET INTERVIEW RESPONSES

Negative Examples:

- Fails to describe setting goals or moving toward outcomes.
- Describes a lack of perseverance or even giving up in midstream.
- Appears hesitant to push others; describes low performance expectations for self and others.
- Does not mention goal-oriented behaviors such as setting high standards, maintaining determination, and striving for quality when describing personal motivation.

Positive Examples:

- Describes energizing an under-performing group or individual.
- Explains effective approaches to confronting and working through roadblocks, resistance, rejection, and recurring frustrations.
- Discusses persevering through important but repetitious or routine tasks.
- Sets ambitious goals and high standards of performance for self and others.

NOTES:

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Page 5

Interview Suggestions for Exploring Sociable Behavior

SOCIABLE BEHAVIOR
Relates to others using an engaging, expressive, and lively style

This work style has been identified as critical for success in your organization.
Candidate's Level: Low

INVESTIGATE KEY ISSUES

Will this individual evoke positive emotions, such as intensity, inspiration, and enthusiasm in others? Will this person avoid being perceived as excessively serious or reserved? Will this person readily initiate and engage in conversations with others? Is this person expressive and energetic?

FOCUS THE INTERVIEW

- Describe a time when you needed to energize and motivate a group of individuals. How did you accomplish this? Please be specific in describing your interactions with these individuals as well as the outcome of your efforts.
- Describe a boss for whom you have worked who had charisma and a social presence. Compare this individual's approach to your own work style. Be specific in detailing the similarities and differences.
- Tell me about a time when you were in a new work setting and you did not know any of your coworkers. How did you meet these individuals and get to know them?
- Do you prefer an organization in which employees are encouraged to be outgoing and talkative or one in which frequent coworker interaction is not highly emphasized? Please explain and give an example.

INTERPRET INTERVIEW RESPONSES

Negative Examples:

- Fails to describe an instance when he/she successfully motivated others.
- Indicates that he/she does not take the social initiative to meet new people.
- Describes a very reserved and quiet approach, fully lacking in impact and expression.
- Explains that coworker interaction is not valued.

Positive Examples:

- Describes successfully generating intensity, enthusiasm, and excitement in others.
- Describes efforts to make work fun for coworkers and employees.
- Indicates that he/she enjoys meeting new people and interacting with others at work.
- Notes sincere attempts to encourage and inspire low-energy or unmotivated individuals.

NOTES:

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Kathy Jones
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Page 6

Interview Suggestions for Exploring Organized Behavior

ORGANIZED BEHAVIOR
Gets things done in an orderly, systematic, and procedural fashion

This work style has been identified as critical for success in your organization.
Candidate's Level: Average

INVESTIGATE KEY ISSUES

Does this individual rely upon structure and procedures to accomplish tasks in a systematic way? Will this individual be able to handle operational detail? Will this candidate give information to others in an organized manner and be perceived as credible?

FOCUS THE INTERVIEW

- Describe a situation in which you felt particularly effective at organizing something. Describe the task and how you went about organizing it. How did you know you were effective? Please be specific.
- How would others rate your ability to organize things and to operate with focus and efficiency? Please provide examples when explaining your answer.
- Please describe a time when you were asked to give a presentation to a group. Explain the steps that you took to prepare for and deliver the presentation.
- Which work situation do you prefer: One in which you must follow set procedures and work in a systematic way or one in which there are few procedures and policies and the environment is unstructured? Explain your choice.

INTERPRET INTERVIEW RESPONSES

Negative Examples:

- Describes an unsystematic or confusing approach to work.
- Places little emphasis or value on methodical tactics and indicates a preference for completing projects off-the-cuff.
- Fails to describe structure and organization as major strengths; gives no examples of successfully applying a structured work style.
- Describes situations in which he/she failed to follow procedures or strict guidelines.

Positive Examples:

- Provides examples of operational consistency and predictability.
- Describes ability to stay focused on administrative detail and processes.
- Notes minimizing mistakes because the consequences of error are unacceptable and too costly.
- Provides examples of establishing order or completing tasks in a systematic manner.

NOTES:

Interview Suggestions for Exploring Independent Behavior

INDEPENDENT BEHAVIOR
Operates in a self-sufficient manner with a high degree of freedom and autonomy

This work style has been identified as critical for success in your organization.
Candidate's Level: High

INVESTIGATE KEY ISSUES

Will this individual be able to act self-sufficiently? Will this person be able to perform in roles that require autonomy or provide limited resources? Will the candidate be able to support a valid but controversial perspective? Will this person be able to explore the boundaries of his/her role or grow within a position?

FOCUS THE INTERVIEW

- Do you prefer a job that requires you to work alone and chart your own course, or one in which you can work with others and be part of a team effort? Please explain.
- Describe a situation in which you had to take personal responsibility for an important project. What was the outcome?
- Tell me about a time when you had to show conviction and courage in supporting an unpopular opinion. Please be specific in describing how you addressed the situation.
- Have you ever received feedback that independence was either a strength or weakness for you? Please give some specific examples. How have you worked to address any weaknesses in this area?

INTERPRET INTERVIEW RESPONSES

Negative Examples:

- Provides examples that reveal unnecessary dependency on other resources or a reluctance to take responsibility for outcomes.
- Expresses a willingness to accept the authority of others without reasonable evaluation.
- Describes conforming behavior and agreement at all costs.
- Reveals a desire to follow the crowd and expresses discomfort operating independently.

Positive Examples:

- Expresses self-sufficiency and acceptance of personal responsibility.
- Demonstrates the ability to maintain one's position in the face of dissent.
- Gives examples of independent decision making.
- Describes progress or project completion with little dependence on others.

NOTES:

Interview Suggestions for Exploring Decisive Behavior

DECISIVE BEHAVIOR
Demonstrates a sense of urgency and responds quickly to issues

This work style has been identified as critical for success in your organization.
Candidate's Level: Very High

INVESTIGATE KEY ISSUES

Will this individual make decisions in a timely fashion and respond to pressing needs, problems, or opportunities with urgency? Will this person willingly set a direction for others so that things move forward with appropriate speed? Will this candidate consider commonsense, immediate solutions in favor of those that are more elegant but impractical?

FOCUS THE INTERVIEW

- Describe the manager for whom you have worked who was best at making decisions. How is your approach similar or dissimilar? Be specific in your response.
- Describe a situation in which you took charge of a group by making a timely decision and setting a direction. Please be specific.
- How do you go about making an important decision? Please give a recent example.
- Describe a situation in which you had to respond immediately to a request, opportunity, or emergency. Please detail your actions and describe the outcome.

INTERPRET INTERVIEW RESPONSES

Negative Examples:

- Describes a strong orientation toward process instead of results and a desire for a lot of information before making a decision.
- Reveals a reluctance to accept personal accountability or to make decisions.
- Fails to express a strong sense of urgency regarding the need to resolve issues decisively.
- Expresses discomfort with risk or indicates that he/she is unwilling to move ahead of the crowd.

Positive Examples:

- Describes moving projects forward and achieving results.
- Discusses cases when he/she moved quickly to address and ultimately resolve a problematic issue.
- Describes acting with a sense of urgency to achieve immediate tasks and goals.
- Responds rapidly to ambiguity, crisis, or opportunity.

NOTES:

Interview Suggestions for Exploring Tough Minded Behavior

TOUGH MINDED BEHAVIOR
Demonstrates resilience in the face of criticism and does not take negative feedback personally

Candidate's Level: Very Low

INVESTIGATE KEY ISSUES

Will this individual readily recover from short-term setbacks? Will this person be willing to take controversial stances and make unpopular decisions? Will the candidate project a strong image as a result of appropriately dealing with criticism or rejection?

🔍 FOCUS THE INTERVIEW

- Describe a situation in which you took an unpopular or controversial position. How did you convey your position to others? What was the outcome?
- Tell me about a time when you had to deal with criticism in the workplace. What was the criticism and how did you react?
- Give me an example of a significant work-related setback you have experienced. How did you deal with it? Please be specific.
- Describe a situation in which you had to deliver a tough message to someone who you knew would not take it well. Please be specific about how the person reacted to your message. How did you manage the situation, and what was the outcome?

INTERPRET INTERVIEW RESPONSES

Negative Examples:

- Describes being overly sensitive to criticism.
- Reports that he/she takes criticism personally and describes highly emotional reactions to negative remarks.
- Fails to describe a situation in which he/she effectively provided negative feedback to someone or describes having great difficulty giving negative feedback to others.
- Articulates a strong need for support, acceptance, and approval at work.

Positive Examples:

- Describes situations when he/she effectively managed rejection and setbacks.
- Expresses resiliency in the face of critical appraisal.
- Conveys examples of effectively providing negative feedback and resolving interpersonal conflict.
- Describes taking firm stances even if they are unpopular or controversial.

📝 NOTES:

Candidate Summary

Fill in this sheet to summarize information you gathered before and during the interview about the candidate's prior experience, knowledge, skills, and work styles as they relate to important job role requirements.

EXPERIENCE, KNOWLEDGE, & SKILLS

Prior work history related to the current position:

Job-related technical knowledge required in this position:

Work credentials related to this job:

Prior job performance in key areas similar to those associated with this position:

Skills or abilities related to job requirements:

WORK STYLE BEHAVIORS

Persuasive:

Goal-Oriented:

Sociable:

Organized:

Independent:

Decisive:

Tough Minded:

OVERALL IMPRESSION

What impressed you most about this candidate?

What significant concerns do you have about this candidate?

Candidate Rating

Review your notes on the previous pages, especially the candidate summary. Then, for each area listed, put a checkmark (✔) in **one** of the five columns to the right. Rate the work style behaviors based on what you learned during the interview with the candidate. Use "Comments" to note anything unusual or a step you would like to take next. Complete "Recommendation" after you have reviewed the rating forms on all the candidates you interviewed.

	EXTENT TO WHICH CANDIDATE MEETS ORGANIZATION'S NEEDS				
	VERY SLIGHT	SLIGHT	AVERAGE	ABOVE AVERAGE	GREAT
EXPERIENCE, KNOWLEDGE, & SKILLS					
Prior work history					
Job-related technical knowledge					
Work credentials					
Prior job performance					
Skills or abilities					
Other:					
Other:					
WORK STYLE BEHAVIOR					
Persuasive					
Goal-Oriented					
Sociable					
Organized					
Independent					
Decisive					
Tough Minded					

Comments:

Recommendation: