



Interview Guide for Jack Taylor



Professional

Styles

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About this Report

This report is based upon the Styles assessment, which explores an individual's motives, preferences, needs and talents in critical work areas.

The results are based on a comparison with a group of over 9,000 professionals and managers and are presented on a 1 to 10 Sten scale.

Since the questionnaire is a self-report measure, the results reflect the individual's self perceptions. Nevertheless, our extensive research has shown it to be a valid measure of how people will operate in the workplace.

It should be remembered that the information contained in this report is potentially sensitive and every effort should be made to ensure that it is stored in a secure place.

The information contained within this report is likely to remain valid for 12 to 24 months, depending upon circumstances.

The report was produced using Saville Consulting software systems. It has been derived from the results of an assessment completed by the respondent, and reflects the responses they made.

The report has been generated electronically. Saville Consulting do not guarantee that it has not been changed or edited. We can accept no liability for the consequences of the use of this report, howsoever arising.

The application of this questionnaire is limited to Saville Consulting employees, agents of Saville Consulting and clients authorised by Saville Consulting.

Introduction to Interview Guide

This Interview Guide presents appropriate questions based on the results of the assessment completed by Jack Taylor. The questions are designed to gain evidence of the candidate's effectiveness and motivation at work.

Interview Questions for Jack Taylor

Between two and four questions are presented for each of the areas, with fewer questions being given for areas where the candidate has rated themselves as strongly effective. Additional questions that target the candidate's motivation for an area are marked by an asterisk.

For each area, information is provided on how Jack Taylor rated himself on the assessment when compared to others on a 1 to 10 scale. Please note that this is for the interviewer's information only and is not to be fed back to the candidate.

How to use this Interview Guide

Review job description and/or person specification



Select competencies for interview (Page 4)



Select questions



Conduct interview



Record answers



Score and evaluate data



Summarise scores (Page 4)



Make recommendation (Final Page)

Interview Scores Summary

✓	Page	Area Assessed	Assessment Score	Interview Score
<input type="checkbox"/>	5	Evaluating Problems Examining Information (6); Documenting Facts (9); Interpreting Data (4)	6	
<input type="checkbox"/>	6	Investigating Issues Developing Expertise (8); Adopting Practical Approaches (5); Providing Insights (5)	6	
<input type="checkbox"/>	7	Creating Innovation Generating Ideas (8); Exploring Possibilities (8); Developing Strategies (2)	6	
<input type="checkbox"/>	8	Building Relationships Interacting with People (4); Establishing Rapport (5); Impressing People (3)	4	
<input type="checkbox"/>	9	Communicating Information Convincing People (2); Articulating Information (4); Challenging Ideas (7)	4	
<input type="checkbox"/>	10	Providing Leadership Making Decisions (5); Directing People (1); Empowering Individuals (4)	2	
<input type="checkbox"/>	11	Showing Resilience Conveying Self-Confidence (1); Showing Composure (7); Resolving Conflict (5)	3	
<input type="checkbox"/>	12	Adjusting to Change Thinking Positively (5); Embracing Change (6); Inviting Feedback (1)	4	
<input type="checkbox"/>	13	Giving Support Understanding People (6); Team Working (2); Valuing Individuals (1)	2	
<input type="checkbox"/>	14	Processing Details Meeting Timescales (7); Checking Things (7); Following Procedures (3)	6	
<input type="checkbox"/>	15	Structuring Tasks Managing Tasks (4); Upholding Standards (3); Producing Output (8)	5	
<input type="checkbox"/>	16	Driving Success Taking Action (5); Seizing Opportunities (4); Pursuing Goals (3)	4	

Interview Questions

Evaluating Problems

Examining Information (6); Documenting Facts (9);
Interpreting Data (4)



Average

higher potential than about 60%
of the comparison group

Describe an occasion when you had to evaluate a complex problem at work.

- What was the problem?
 - What information was important?
 - Where did you look for information?
 - How did you analyse the information?
 - What technology did you use?
 - How did you weigh up what was most important?
 - How effective was your overall evaluation?
- * What aspect of evaluating problems do you find most interesting?

Tell me about a time when you were required to analyse a large amount of data.

- Who was the end user?
 - How did you evaluate the information?
 - What technology did you use to help you deal with the data?
 - What did you do to summarise the key trends in the data?
 - What were the important messages that you took from the data?
- * How much do you enjoy working with numerical information?

Interview Questions

Investigating Issues

Developing Expertise (8); Adopting Practical Approaches (5); Providing Insights (5)



Average

higher potential than about 60% of the comparison group

When has your job expertise been essential in ensuring a good practical outcome at work?

- What was the situation?
- Why was your expertise important?
- What key issues/information did you need to identify?
- What did you do to make sure the solution was practical?
- What learning did you gain from the experience?

* Which aspects of your job are you most interested in?

Tell me about a time where you identified the need to make practical improvements at work.

- Why did you think that improvements were needed?
- Who else did you involve in the improvement process?
- How did you make the improvements happen?
- What practical knowledge did you use?
- What did you learn from doing this?

* What practical aspects of the issue interested you least?

Give me an example of when you have had to investigate how to improve something.

- What was not working well?
- How did you identify the flaws?
- What was the improvement you suggested?
- What would have happened if the issue had not been addressed?
- How did you know what was the right thing to do?

* What did you least enjoy about investigating the issue?

Interview Questions

Creating Innovation

Generating Ideas (8); Exploring Possibilities (8);
Developing Strategies (2)



Average

higher potential than about 60%
of the comparison group

Tell me about when you have made a real difference with your creative input.

- What was your creative input?
 - What other alternatives did you consider?
 - Why was this option chosen?
 - What were the general trends in how things were changing at the time?
 - How did this influence the strategic direction of the organisation?
- * Which aspect of your creativity do you find most satisfying?

When have you had to apply new thinking to improve strategy?

- What was your role?
 - Why was new strategic thinking important?
 - What did you suggest?
 - What was the outcome?
 - What are the longer term benefits of the changes?
- * How interested are you in strategic developments?

Interview Questions

Building Relationships

Interacting with People (4); Establishing Rapport (5); Impressing People (3)



Fairly Low

higher potential than about 25% of the comparison group

Who have you had to build a really effective, important work relationship with?

- Why was it important?
- What did you do to build the relationship?
- How quickly did you build rapport?
- How effective was the first impression you created?
- How have you maintained contact?

* What do you enjoy about working with new people?

Give me an example of when you created a good impression when it really mattered.

- Why was it important?
- What did you do?
- What feedback did you get on how successful you were?
- What more could you have done to create a positive impression?
- To what extent did you make other people aware of your achievements?

* How important is it to you that people are impressed by you?

Describe a situation where you have initiated a new work contact.

- Why did you choose to initiate this contact?
- How did you first establish contact?
- What did you do to develop the relationship further?
- What were you both enthusiastic about?
- What was the benefit of this relationship for your organisation?

* How do you feel about networking with new people?

When have you had to build rapport quickly at work?

- Why was it important to build rapport?
- What did you do to make people feel welcome?
- What did you do to put other people at ease?
- What worked less well?
- What lasting relationships have you developed through work?

* What do you find most difficult about approaching new contacts?

Interview Questions

Communicating Information

Convincing People (2); Articulating Information (4);
Challenging Ideas (7)



Fairly Low

higher potential than about 25%
of the comparison group

Give me an example of when you have had to communicate important information persuasively.

- Why was it important?
- What were the key points you had to make?
- Which of these points were the most important for your audience?
- What points/misconceptions did you challenge?
- How effective were you?

* What do you enjoy about getting your message across?

When have you had to be influential at work?

- Why was it important that you were influential?
- How did you approach the task?
- What was difficult about it?
- What was the outcome?
- What feedback did you get?

* What aspect of influencing do you least enjoy?

When have you had to deliver a key presentation to an audience?

- What message did you have to present?
- How did you prepare?
- What was the reaction?
- How confident were you in your presentation?
- What would you do differently next time?

* How much do you enjoy giving presentations?

Interview Questions

Providing Leadership

Making Decisions (5); Directing People (1);
Empowering Individuals (4)



Very Low

higher potential than about 5%
of the comparison group

When have you had to provide leadership for others at work?

- What was the situation?
- How did you approach it?
- What was your leadership style?
- How did you motivate others?
- How did people respond to you?
- What key decisions did you have to make?

* What do you enjoy about being a leader?

Describe a situation where you have needed to co-ordinate people at work.

- What leadership was required?
- How did you co-ordinate people?
- What things did you need to take control of?
- How effective was your direction of others?
- What could you have done better?

* What aspect of directing people do you find most difficult?

Give me an example of when you have had to inspire others.

- What was your role?
- Why did you need to inspire others?
- What, in particular, was inspirational?
- How did you encourage others?
- What feedback did you get?

* How important is it for you personally to motivate others?

Tell me about a key decision you have had to make as a leader.

- Why was the decision key?
- What options did you consider?
- How quickly did you reach your conclusion?
- To what degree did you need to alter your decision later?
- How would you do it differently next time?

* How comfortable are you with taking sole responsibility for big decisions?

Interview Questions

Showing Resilience

Conveying Self-Confidence (1); Showing Composure (7); Resolving Conflict (5)



Low

higher potential than about 10% of the comparison group

Where have you had to be resilient at work?

- What was the situation?
 - Why was it challenging?
 - How did you react to pressure?
 - What impact did it have on you?
 - How did your behaviour impact on others?
- * How do you motivate yourself under pressure?

Tell me about a time when it was important for you to be sure of yourself and your abilities at work.

- What was the situation?
 - Why was it important to be sure of yourself?
 - How much did you believe you could control the situation?
 - What did you do to make sure you were in control of events?
 - What difference did your contribution make?
 - What was the outcome?
- * How important is it for you to feel self-confident?

Give me an example of when you have resolved a conflict at work.

- Why was there a conflict?
 - What did you do?
 - What emotions did you have to deal with?
 - How did people respond?
 - What would you do differently next time?
- * How comfortable are you dealing with people when they are emotional?

Interview Questions

Adjusting to Change

Thinking Positively (5); Embracing Change (6);
Inviting Feedback (1)



Fairly Low

higher potential than about 25%
of the comparison group

Tell me about a time when you had to adjust to an important change.

- What exactly was the impact of the change on you?
- How positively did you react?
- How well do you feel the change was communicated?
- What did you do to influence the direction of the change?
- What more could you have fed back to make the change more effective?

* What do you dislike about change?

Give me an example of when you have changed your behaviour based on feedback from others.

- What was the situation?
- Who did you ask for feedback?
- What feedback did you receive?
- How did you react to the critical feedback?
- What did you do as a result of the feedback?

* When have you felt most negatively about feedback you have received? Why?

When has it been important for you to be positive following a setback at work?

- Why was it important?
- How did you feel?
- What did you do to keep thinking positively?
- How did you stay cheerful?
- How did your behaviour impact on others?

* How do setbacks at work impact on your motivation?

Interview Questions

Giving Support

Understanding People (6); Team Working (2);
Valuing Individuals (1)



Very Low

higher potential than about 5%
of the comparison group

Tell me when you have had to go out of your way to support others at work.

- What support did your colleagues need?
- What did you do to help?
- What more could you have done to help with the benefit of hindsight?
- To what extent did helping inconvenience you?
- What was the outcome?

* What do you like about helping people?

Give me an example of when you have really valued people as individuals at work.

- Who did you really value?
- Why did you really value them?
- How did you show your appreciation?
- How much trust did you place in them?
- Which behaviours did you have to tolerate?

* How quickly do you feel comfortable trusting people at work?

When have you found it challenging to work collaboratively in a team?

- What was your role in the team?
- Why was it important to work collaboratively?
- How did you do this?
- What was the most difficult aspect of the team work?

* What did you least enjoy about being a member of a team?

Interview Questions

Processing Details

Meeting Timescales (7); Checking Things (7);
Following Procedures (3)



Average

higher potential than about 60%
of the comparison group

Tell me about when you have had to do something to a high quality level within a fixed timeline.

- What exactly did you have to do?
 - How did you achieve the quality level?
 - What procedures did you follow?
 - What mistakes did you identify?
 - How close to the deadline were you?
- * How much do you enjoy working with details?

When has it been important for you to follow procedures at work?

- What did you have to do?
 - Why did you have to do it this way?
 - How closely did you follow the procedures?
 - Where did you not follow the procedures so closely?
- * How much importance do you attach to following procedures?

Interview Questions

Structuring Tasks

Managing Tasks (4); Upholding Standards (3);
Producing Output (8)



Average

higher potential than about 40%
of the comparison group

Give me an example of when you have had to manage people on a specific project.

- How many people did you manage?
- How did you organise the tasks?
- What potential problems did you account for in your planning?
- What did you do to make sure people maintained high standards of behaviour during the project?
- How much work was completed in the timescale?
- * How much do you enjoy structuring and managing tasks?

Tell me about a situation where it has been difficult for you to act with integrity at work.

- What were the ethical challenges you faced?
- What did you do?
- To what extent did you feel you acted with integrity?
- What issues of confidentiality were involved?
- Who did you talk to?
- * When would you not compromise your principles?

When have you been responsible for planning a complex task?

- What exactly was your responsibility?
- How did you plan the task?
- How did you structure your time?
- What were the conflicting priorities?
- How did you deal with these?
- * How much do you seek responsibility for planning?

Interview Questions

<p>Driving Success Taking Action (5); Seizing Opportunities (4); Pursuing Goals (3)</p>		<p>Fairly Low higher potential than about 25% of the comparison group</p>
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Which of your recent work achievements are you particularly proud of?

- Why have you chosen this example?
- What did you do?
- Why was this important?
- How did you exceed expectations?
- What feedback did you get?

* What drives you to succeed?

Where have you had to demonstrate exceptional drive to achieve a goal?

- What was the goal?
- What did you do that was particularly good?
- When did you have to persist through difficulties?
- When did you demonstrate the greatest determination?
- What was the outcome?

* How do you maintain your motivation to achieve goals?

Give me an example of when you have seized an important opportunity that benefited your organisation.

- What was the opportunity?
- How did you find the opportunity?
- Where did you have to compete with others?
- What did you do to win the opportunity?
- What were the tangible benefits of the opportunity for your organisation?

* How competitive are you?

Tell me about a time when you used your initiative to make things happen.

- What was the background?
- How did you get things moving?
- What were the challenges?
- How did you deal with these?
- How much energy did you have to invest in getting things started?

* What really tends to motivate you to get something moving?

Interview Summary

Candidate Name	Jack Taylor
Interviewer Name(s)	
Interview Date	
Role Applied For	
Signed	

Evidence

Key Evidence Against	Key Evidence For

Recommendation