identity
the self-perception questionnaire

Interview Report

Strictly Confidential

Sam Sample

Tuesday, July 24, 2018

This report is designed to support an interview. Typically, behavioural questions that focus on what the candidate has personally done in the past are generally the most predictive for future job performance.
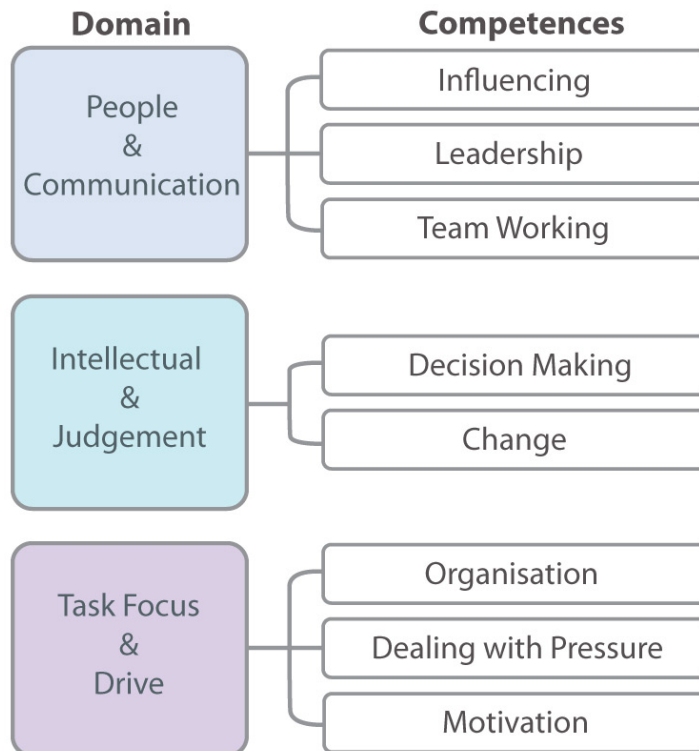
This report is based on Sam's responses to 'identity' - a fully validated psychometric instrument used to gather information about how he sees himself. These self-perceptions are compared with the working population to provide a measure of personality in relation to others.

Please remember these important points about self-perception information:

- Not to be taken as a definitive or absolute statement about the 'nature' or behaviour of the respondent.
- About style and preference, NOT about ability without support from other evidence.
- Although broad patterns are likely to be consistent through time, respondents' profiles can change with experience and roles.
- The accuracy of the profile depends on how the respondent has approached this exercise, please see further for a summary of response style.

Quest Partnership
Business Psychologists

How to use this report

1 Be clear about the key selection criteria and person specification beforehand

2 Map your competences or criteria against the 8 generic indicators that form the structure of this report:

Domain	Competences
People & Communication	Influencing
	Leadership
	Team Working
Intellectual & Judgement	Decision Making
	Change
Task Focus & Drive	Organisation
	Dealing with Pressure
	Motivation

3 When interpreting the graphs, you will need to understand what the scores mean. 5 and 6 reflect an average response. 4 and 7 are slightly outside of the average band (as below) and other scores are more likely to demonstrate a marked individual characteristic. Remember all the scores reflect a comparision with the working population.

Low Response	1	2	3	4	5	6	7	8	9	10	*High Response*

Less need to impress views on others, low interest in influencing others

Influence

Persistently impresses views on others, likes to convince others of own views

4 The narrative supplied will help you interpret the presented graphs.

5 Check the Style Scales page to understand how accurate the profile is likely to be and get tips on how to approach the interview generally.

6 Areas should be explored further using open and probing questions. Some are provided purely as examples under each indicator area. Try to avoid asking leading questions.

7 As you get familiar with the reports, you should become more adept at using only the graphs without needing to read all the accompanying text.

'Quick-Look' Summary of Report

	Page	
Influencing	5	Further Probing?
Leading Others	6	Strong
Team Working	7	Further Probing?
Decision Making	8	Further Probing?
Change	9	Strong
Organisation	10	Further Probing?
Dealing with Pressure	11	Further Probing?
Motivation	12	OK

Key for Response Indicator Headers

"Caution" = Based on the way the canddiate has responded to the questionnaire, their response style may have been less objective or self-critical and therefore further exploration of behavioural preference is recommended

"Further Probing" = One or more scales indicate that this may be an area to explore further and seek behavioural evidence of competence, style or preferences.

"Moderate Strength" = Indicators suggest the candidate is likely to be moderately balanced or have a moderately effective level of orientation towards this competence

"Potentially Strong" = Indicators suggest the candidate is possibly more oriented in this area and will demonstrate a stronger focus in displaying this competence naturally

Recommendations for Interviewer to truly understand 'Accuracy Of Response'

Nothing specific raised from the style scale indicators.
Other indicators in the profile suggest he is more nervous in these situations than most, and he may take a little longer to settle-in and feel comfortable in the interview.

How has the candidate responded to the questionnaire? - Style Scales

Low Response	1	2	3	4	5	6	7	8	9	10	High Response

Self Protecting

More likely to admit personal weaknesses, higher tendency to acknowledge emotional issues — (marker at 4) — Less likely to acknowledge or admit to emotional issues, more rejecting of personal weakness

Social Desirability

Has shown less need to follow what is socially valued in responses, more self-critical — (marker at 4) — Has responded in a more socially valued manner, less self-critical

Self Reviewing

Less reviewing and self-analysis of own behaviour, less focus on past experience — (marker at 8) — Higher reviewing of past behaviours, focused on assessing self and interactions

Reflective

Values first impressions, tends to reflect on matters less, prefers clear, polar opinions — (marker at 9) — Reflective when evaluating matters to a more complex level, more open to new information

Working Population	1	2	3	4	5	6	7	8	9	10	(n=3428)
Response higher than...	1	4	11	23	40	60	77	89	96	99	% of Comparison Group

The questionnaire provides indicators of how objectively and accurately the respondent has approached the exercise. These are the 'response style' scales.

Response style interpretation (for summary - see box below)

Self-Protecting looks at whether the candidate may have avoided, or been selective in admitting personal weakness or potential emotional issues. This candidate has been more open and objective than most, indicating that responses in this area are likely to be accurate.

The **Social Desirability** scale provides a measure of how overly-positive or exaggerating the candidate may have been in presenting more 'desirable' characteristics. In this case, Sam appears to have responded in an objective manner, indicating he has been less inclined to present himself in a positive manner.

The **Self-Reviewing** scale provides an indicator of the insight the candidate is likely to have into his behaviour generally. Sam has reported to be more self-reviewing than the next person, indicating that he is likely to be more focused on assessing and reporting on his behaviour than most.

Some candidates may answer items in this questionnaire with a 'polar' or less reflective fashion. The **Reflective** scale provides an indication of how reflective the candidate may be in outlook. Sam is more inclined than most to reflect on matters to a deeper extent and is more likely to have presented a considered and balanced view in this profile.
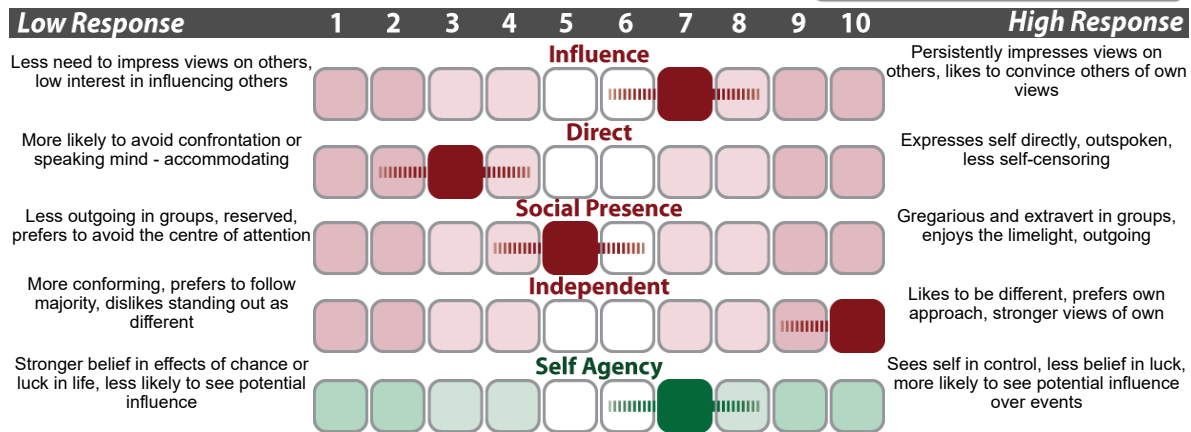

Summary Points for Interviewers

Nothing specific raised from the style scale indicators.
Other indicators in the profile suggest he is more nervous in these situations than most, and he may take a little longer to settle-in and feel comfortable in the interview.

Influencing

Low Response	1	2	3	4	5	6	7	8	9	10	High Response

Influence

Less need to impress views on others, low interest in influencing others — Persistently impresses views on others, likes to convince others of own views

Direct

More likely to avoid confrontation or speaking mind - accommodating — Expresses self directly, outspoken, less self-censoring

Social Presence

Less outgoing in groups, reserved, prefers to avoid the centre of attention — Gregarious and extravert in groups, enjoys the limelight, outgoing

Independent

More conforming, prefers to follow majority, dislikes standing out as different — Likes to be different, prefers own approach, stronger views of own

Self Agency

Stronger belief in effects of chance or luck in life, less likely to see potential influence — Sees self in control, less belief in luck, more likely to see potential influence over events

Interpretation of relevant scales: Sam reports to be more focused than most people on impressing his views and opinions on others, probably seeking to change views and sell ideas more persistently than most. When he has a view on matters, he may tend to be less direct than most and often self-censor his contributions to avoid confrontation or offence.

In terms of social confidence and presence around others, Sam reports to be typically outgoing and to be as comfortable as the next person in the centre of attention. He will be more self-assured in his views and outlook than most, and will be more comfortable to take a different view to others or be seen as different. He will be much more self-assured in his own, independent views and outlook. More happy to be different, he is likely to be more comfortable holding a challenging opinion. The self- score here reflects a stronger belief that he can usefully influence events around him, and this may mean that he is more proactive in seeking to effect matters.

Possible Probing Questions:

Influence: Tell me about a time when it was challenging to 'sell' an idea or point of view to others? How did you convince them? What did you do that was effective? How could you have been more effective?

Direct: What disagreement might you have had recently? How did you tackle this? Have you had to deal with a sensitive issue with a staff member or colleague? How did you find this?
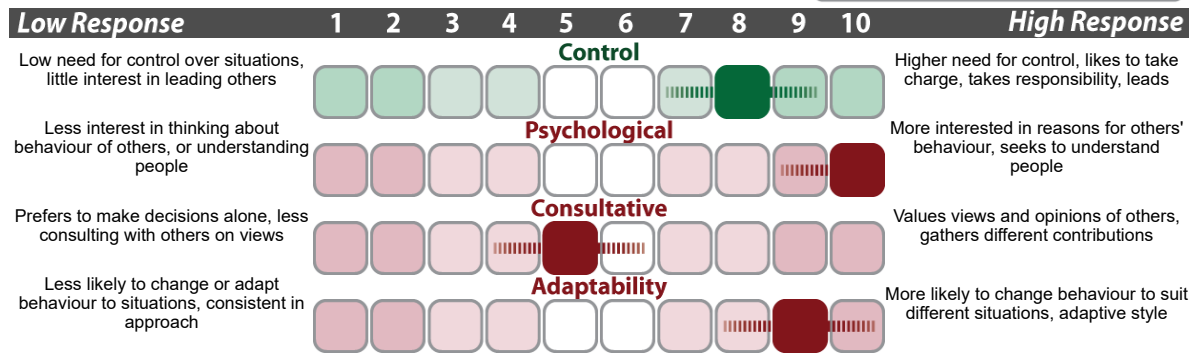
Social Presence: When have you had to interact with a group of people? How would you describe your approach to communicating with others? Have you had to present to people before? How do you find this?

Independent: When have you challenged something - an opinion or idea recently? When have you compromised or changed your view to achieve a consensus? How do you feel about taking a different view to others? How do you seek to influence others?

Self-Agency: Can you give me an example of when you have influenced events significantly by taking action? What is a key achievement that you are proud of, and how did you achieve this?

Leading Others

Strong

Low Response	1	2	3	4	5	6	7	8	9	10	High Response
Low need for control over situations, little interest in leading others											Higher need for control, likes to take charge, takes responsibility, leads

Control

Less interest in thinking about behaviour of others, or understanding people											More interested in reasons for others' behaviour, seeks to understand people

Psychological

Prefers to make decisions alone, less consulting with others on views											Values views and opinions of others, gathers different contributions

Consultative

Less likely to change or adapt behaviour to situations, consistent in approach											More likely to change behaviour to suit different situations, adaptive style

Adaptability

Interpretation of relevant scales: Sam reports to be more concerned than most to assume personal control over matters, and as such may be more likely to take the lead or responsibility at work. As someone who tends to be much more orientated towards understanding and predicting the behaviour of others, hewill probably have a greater insight into how best to manage and lead different people. He may be more effective at understanding the perspectives of others.

When making decisions, he is as likely to consult with others and involve people as most. He will probably operate in a typically democratic and participative manner.

Sam 's score on Adaptability reflects a stronger orientation towards changing his behaviour to suit different situations. He is likely to use a broader repertoire of different approaches to use in different settings, valuing flexibility over consistency.

Possible Probing Questions:

Control: Tell me about a time you have had to step in and take action to help a team move forward? What happened? What is your philisophy to leading / working in a team? Examples of when you have applied this? How do you ensure that people in your team know what is expected of them? How specifically do you manage this?
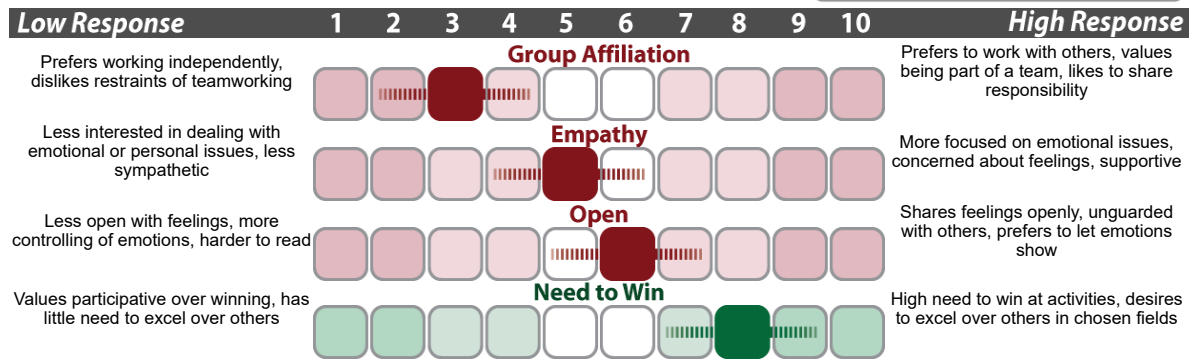
Psychological: How are you perceived by others? What might be some misperceptions about you? How does your style impact on others? Who do you work best with? How do you get the best from team members? What is most important to you when working with people? In terms of leadership, what do you see to be your areas for self-improvement?

Consultative: As a team member or leader, describe how you have worked with others on a key assignment? When do you ask for other peoples opinions, and when do you just get on with it? Why?

Adaptability: Give me an example of when you had to significantly alter your normal approach in dealing with an individual or situation. Why was this necessary? How did you achieve this? When have you had to deal with someone or some people that were very different from yourself? How did you tackle this?

Team Working

Further Probing?

Low Response	1	2	3	4	5	6	7	8	9	10	High Response

Group Affiliation

Prefers working independently, dislikes restraints of teamworking | | | ▣ | | | | | | | | Prefers to work with others, values being part of a team, likes to share responsibility

Empathy

Less interested in dealing with emotional or personal issues, less sympathetic | | | | | ▣ | | | | | | More focused on emotional issues, concerned about feelings, supportive

Open

Less open with feelings, more controlling of emotions, harder to read | | | | | | ▣ | | | | | Shares feelings openly, unguarded with others, prefers to let emotions show

Need to Win

Values participative over winning, has little need to excel over others | | | | | | | | ▣ | | | High need to win at activities, desires to excel over others in chosen fields

Interpretation of relevant scales: In terms of orientation towards teamwork, Sam reports a preference towards individual working, tending to be less comfortable sharing responsibility with other team members. He may be less comfortable working on team-based projects. Despite a preference for autonomy in this respect, he is likely to be fairly interested in the personal feelings or personal issues of fellow team colleagues. He will probably be as focused on addressing this area as much as most. Colleagues will generally find it typically easy to read his feelings about matters, as he reports an average degree of openness with his emotions and feelings.

With regards to his drives for achievement, Sam reports a fairly high competitive need to 'win', which suggests that in a team situation, he may show a stronger interest in achieving personal goals. He may tend to benchmark himself personally, rather than as a member of the team.
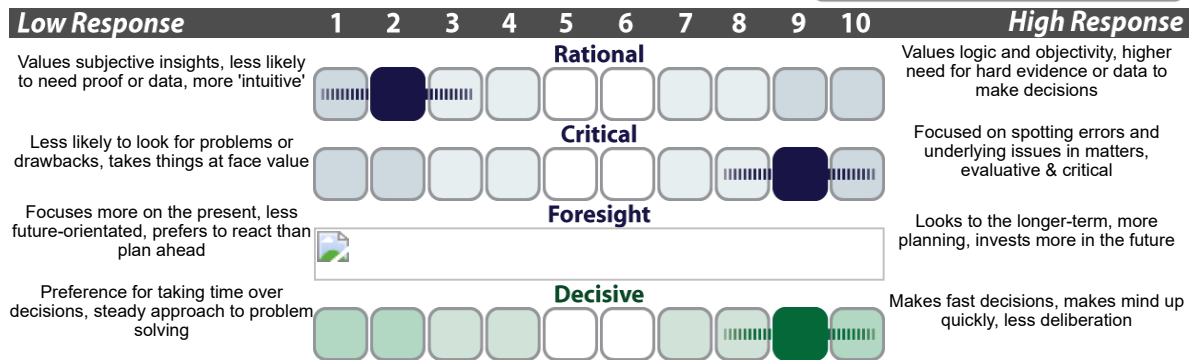
Possible Probing Questions:

Group Affiliation: Tell me about your involvement in a team project recently - what was your role and contribution? What are your strengths in a team setting? What do you see to be your weaknesses in a team setting? How would others describe your team contributions? Please provide specific evidence of these.

Empathy: Can you give me an example of when you have had to deal with a personal problem with a colleague or staff member? When have you had to tackle a sensitive issue? How do you feel about tackling such issues?

Open: To what extent do you express your feelings at work? Tell me about a time you have motivated others - what did you do? How and what did you communicate? When have you shared feedback with a team?

Need to Win - What really motivates you? Tell me about an achievement that you are very proud of? Tell me a time when you have worked as part of a team to achieve some demanding goals? What did you do specifically to achieve this?

Decision Making

Low Response	1	2	3	4	5	6	7	8	9	10	High Response

Rational

Values subjective insights, less likely to need proof or data, more 'intuitive'

Values logic and objectivity, higher need for hard evidence or data to make decisions

Critical

Less likely to look for problems or drawbacks, takes things at face value

Focused on spotting errors and underlying issues in matters, evaluative & critical

Foresight

Focuses more on the present, less future-orientated, prefers to react than plan ahead

Looks to the longer-term, more planning, invests more in the future

Decisive

Preference for taking time over decisions, steady approach to problem solving

Makes fast decisions, makes mind up quickly, less deliberation

Interpretation of relevant scales: Sam reports to have a much more intuitive, subjective approach to making decisions, being much less concerned about data or more objective measures and preferring to use his overall feel for a situation. In terms of his analytical focus, he will probably be more critically evaluative than the next person. He is likely to be good at spotting the errors or flaws in work or proposals that others miss.

His responses to the profile suggest that he will look ahead less than most and as such, may have less inclination to plan into the future in any great detail, and may prefer to take things as they come. In terms of decisiveness, Sam has reported to be much less concerned than most with deliberating over information, preferring to act quickly. He is likely to be more comfortable responding rapidly and thinking on his feet, and will jump into decisions quickly.

Possible Probing Questions:

Rational: Describe how you dealt with a recent complex issue. What factors did you consider to be important? Tell me about your experience in dealing with more ambiguous situations? How did you feel? What did you learn?
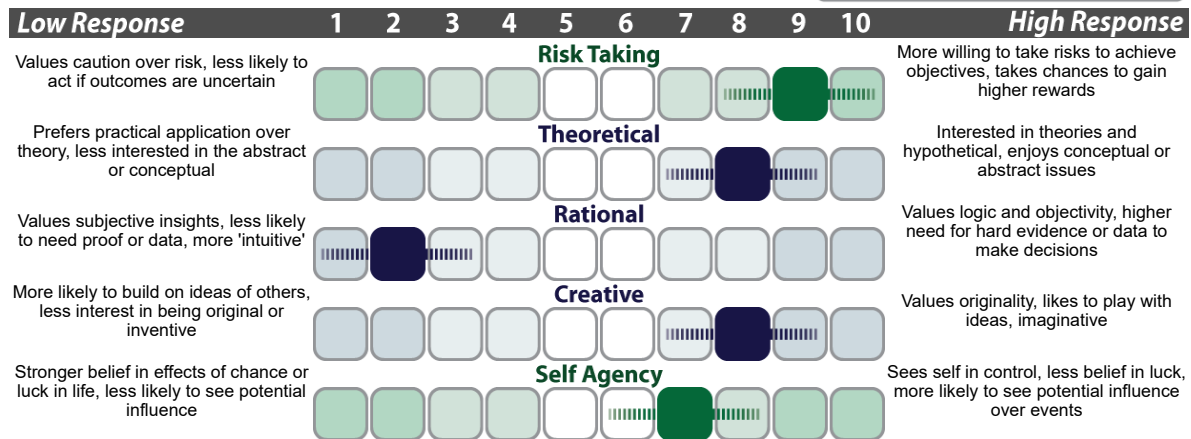
Critical: Tell me about a time you dealt with a complex proposal or issue? What did you do about this? Tell me about a time when you did not sufficiently evaluate the situation or its implications. What was your learning? Do you like taking on the evaluative role?

Foresight: Talk me through how you have planned a recent key project? What are the key objectives in your current position? What are your plans for your career? Have you been involved in more strategic/long-term planning? Tell me about the plans you have made for the key objectives in your current position?

Decisive: Can you provide an example of when you have had to think on your feet or make a speedy decision recently? How would you describe your decisiveness? Have you recently had to focus on a detailed problem or convoluted issue? How did you use this information? Tell me about a time, when in hindsight you had made a poor decision? What was your learning from this?

Change

Strong

| Low Response | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | High Response |

Risk Taking

Values caution over risk, less likely to act if outcomes are uncertain — More willing to take risks to achieve objectives, takes chances to gain higher rewards

Theoretical

Prefers practical application over theory, less interested in the abstract or conceptual — Interested in theories and hypothetical, enjoys conceptual or abstract issues

Rational

Values subjective insights, less likely to need proof or data, more 'intuitive' — Values logic and objectivity, higher need for hard evidence or data to make decisions

Creative

More likely to build on ideas of others, less interest in being original or inventive — Values originality, likes to play with ideas, imaginative

Self Agency

Stronger belief in effects of chance or luck in life, less likely to see potential influence — Sees self in control, less belief in luck, more likely to see potential influence over events

Interpretation of relevant scales: An important attribute seen in those who are change-focused is an ability to act when outcomes are less certain. Sam is likely to be much more comfortable acting in risky or more ambiguous areas, being more focused on the potential benefits of upsetting the status quo. There may be a tendency however, for this candidate to take risks without sufficient thought or more systematic assessment. He tends to orientate himself towards the more conceptual or theoretical side of matters. This may mean he is more likely to look at possibilities or hypotheticals that might drive change.

Driving and potentially enhancing Sam's focus on change is his much lower need for objective data or rationally-based evidence before acting. He will be more focused on using an overall feel or more subjective information. In reference to personal creativity and innovation, he has reported to be more orientated in this area than most people, seeing himself as imaginative and often original.

In general outlook, the 'self-agency' scale reflects his belief that he can usefully influence events around him, and this may mean that he can be more focused on change and influencing his work area.

Possible Probing Questions:

Risk-Taking: How have you contributed to organisational changes? What risks did this entail? How would you describe the level of risk to you and the organisation? How did you feel about this?

Theoretical: When have you applied a concept or idea to improve working processes? What have ideas have you implemented? What concepts or new methods could be introduced to our industry / your current role to improve things? Example?
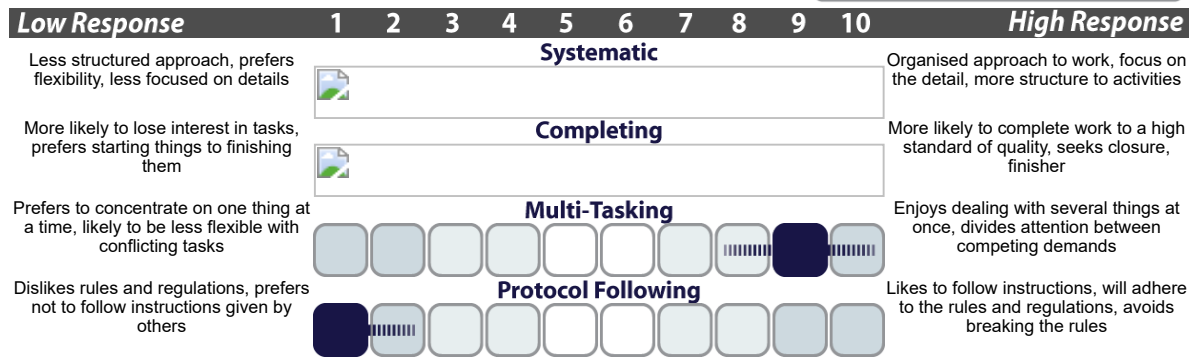
Rational: When have you gone with your 'gut-feel' or intuition about something? Tell me when you might have experimented with a new idea? When have you acted without having all the facts about something?

Creative: Tell me about a creative idea you have produced - what happened to it? How have you contributed to change; what was your input specifically?

Self-Agency: What are some of the issues that you have encountered in your current role? What can we do about these? What effect do you think you could have on the role / this organisation? To what extent do you believe you can really change things? How? Examples?

Organisation

Further Probing?

Low Response	1	2	3	4	5	6	7	8	9	10	High Response

Systematic

Less structured approach, prefers flexibility, less focused on details

Organised approach to work, focus on the detail, more structure to activities

Completing

More likely to lose interest in tasks, prefers starting things to finishing them

More likely to complete work to a high standard of quality, seeks closure, finisher

Multi-Tasking

Prefers to concentrate on one thing at a time, likely to be less flexible with conflicting tasks

Enjoys dealing with several things at once, divides attention between competing demands

Protocol Following

Dislikes rules and regulations, prefers not to follow instructions given by others

Likes to follow instructions, will adhere to the rules and regulations, avoids breaking the rules

Interpretation of relevant scales: Sam reports to assume a less structured and systematic approach to his work. He will be less interested in details and prefers just to start work rather than think about structure first. In terms of finishing work, he will probably be less focused in this area than most. He will be more interested in the conception and starting of work, and will be more likely to lose interest in assignments if they become protracted. This preference may also suggest that the candidate can be more flexible than most, being more open to changing tack once embarked on a course of action.

The profile suggests that he will be much less adept or comfortable with following instructions or protocol. In terms of multi-tasking, he will prefer to have a good deal of things on the go at once, relishing the challenge of prioritising and dealing with many demands on his time. He will probably thrive in a dynamic and demanding environment.

Possible Probing Questions:

Systematic: Can you describe your approach to managing your workload? Can you give me some concrete examples of when you have demonstrated this style?
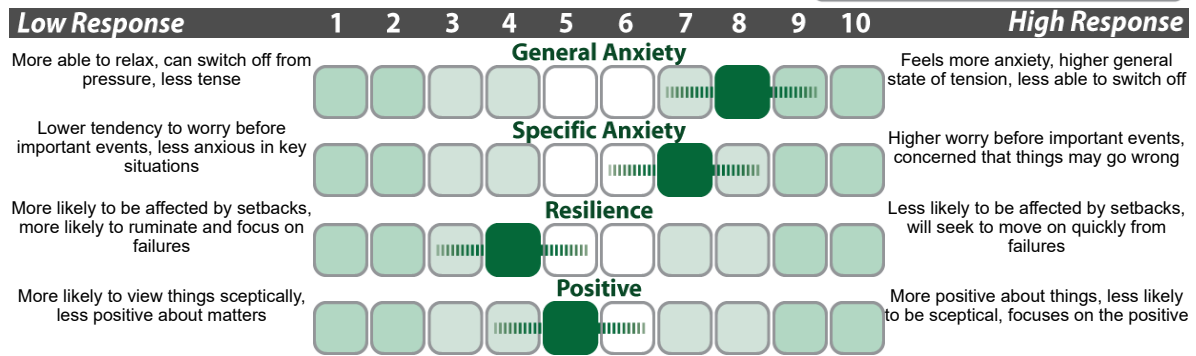
Completing: Tell me about a task where you had some challenging deadlines to meet? Tell me about a time when you had to adapt the way you were doing something. What was the challenge here? Give me an example of when you have had to deal with changes in demands quickly?

Multi-Tasking: Can you provide an example of when you have managed a lot of different demands upon your time or projects? How do you approach your work, and prioritise what needs to be done?

Protocol-Following: How do you feel about rules and regulations? When have you undertaken a task that has required strict adherence to instructions or regulations? When have you rejected a rule or a procedure in order to get something done differently?

Task Orientation & Drive

Dealing with Pressure

Low Response	1	2	3	4	5	6	7	8	9	10	*High Response*

General Anxiety

More able to relax, can switch off from pressure, less tense — [filled at 8] — Feels more anxiety, higher general state of tension, less able to switch off

Specific Anxiety

Lower tendency to worry before important events, less anxious in key situations — [filled at 7] — Higher worry before important events, concerned that things may go wrong

Resilience

More likely to be affected by setbacks, more likely to ruminate and focus on failures — [filled at 4] — Less likely to be affected by setbacks, will seek to move on quickly from failures

Positive

More likely to view things sceptically, less positive about matters — [filled at 5] — More positive about things, less likely to be sceptical, focuses on the positive

Interpretation of relevant scales: Sam reports to feel more tension and anxiety than others most of the time, probably finding it harder to switch off from his work objectives and relax. With regards to more specific sources of anxiety, he will worry more than most before specific events, tending to be more nervous and concerned about things going wrong.

Related to resilience, Sam reports to be more sensitive to setbacks or problems than most. He will tend to reflect more on past failures, and may take a little longer to bounce back from issues. With regards to his overall outlook on events, he will probably take a balanced view between perceiving things positively and adopting a more questioning or possibly sceptical stance.
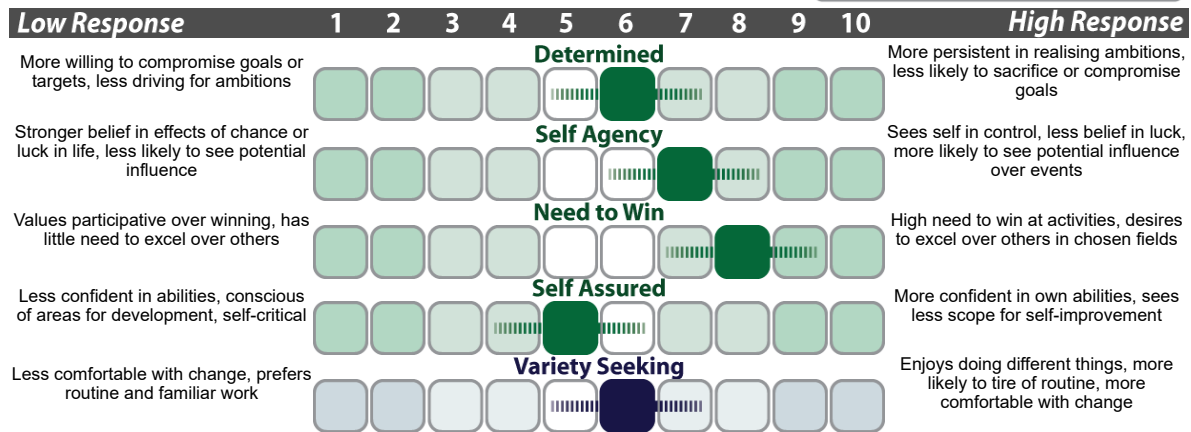
Possible Probing Questions:

General Anxiety: How do you balance the stresses of work? Can you talk me through a time you had a significant problem at work which created a lot of pressure? What happened and what did you do to rectify it? Explore evidence for managing pressure and maintaining a focus on broader issues.

Specific Anxiety: Tell me about a challenge you undertook recently or an important event that you really needed to go well - how did it go and how did you feel as you were managing it? How did you ensure it went well?

Resilience: Tell me about a significant setback you have had recently? How did you feel about this at the time? Has this changed anything? What would you do next time in a similar situation?

Positive: Would you describe your outlook as being more optimistic or pessimistic. Why is this? What do you think the future holds for this job, for this work area? What are the threats or opportunities for us? What are your aspirations for the future?

Motivation

Low Response	1	2	3	4	5	6	7	8	9	10	High Response

Determined

More willing to compromise goals or targets, less driving for ambitions — More persistent in realising ambitions, less likely to sacrifice or compromise goals

Self Agency

Stronger belief in effects of chance or luck in life, less likely to see potential influence — Sees self in control, less belief in luck, more likely to see potential influence over events

Need to Win

Values participative over winning, has little need to excel over others — High need to win at activities, desires to excel over others in chosen fields

Self Assured

Less confident in abilities, conscious of areas for development, self-critical — More confident in own abilities, sees less scope for self-improvement

Variety Seeking

Less comfortable with change, prefers routine and familiar work — Enjoys doing different things, more likely to tire of routine, more comfortable with change

Interpretation of relevant scales: Sam has reported a typical level of determination to achieve goals, and will probably seek a balance between stretching himself and ensuring that goals are realistic and not overly pressuring. He indicates a more competitive drive than most, wanting to win and be seen to do well against others. He will probably be more concerned to excel over others than most.

At this time, he is likely to see an average amount of self-improvement possible in his approach. He reports to be as self-assured in his abilities as the next person.He has a typical motivation towards variety and trying out new roles and work areas. The area of 'Self Agency' also provides an angle on possible motivation levels. his score here reflects a stronger belief that he can usefully influence events around him, and this may mean that he is more proactive in seeking to effect matters.

Possible Probing Questions:

Determined: Give me an example of when you have achieved a goal that was challenging. What were the obstacles you overcame? How have you changed your goals or adapted your plans?

Self-Agency: Give me an example of when you have influenced the course of your development or career significantly - what did you do and what effect did it have? Tell me about a recent experience that did not go particularly well - what was the cause (does the candidate take responsibility appropriately?)? How did you feel about this at the time? What did you learn?

Need-To-Win: Tell me about a time you have shared success with others, maybe in a team? How do you benchmark your performance and how do you know when you are doing well? How would you describe your level of competitiveness and need to achieve? Can you give an example?

Self-Assured: How would you like to develop in this post? What are you looking to improve? Can you tell me about a time you moved out of your comfort-zone ?

Variety-Seeking: To what extent do you need change and variety in your role? When have you dealt with fast changing work? When have you dealt with more routine or protracted assignments? How did you ensure that results were achieved?