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Sam Sample
08 Sep 2025

DECISION MAKER

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 Sample'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 Sample's past performance can be assessed through a critical review of references, his work history and previous qualifications, and via a structured interview. His level of job specific knowledge can be assessed via the use of work sample tests and simulations, and behavioural interviews. Finally, his 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.

FINE NINE COMPETENCY FRAMEWORK DIMENSIONS

Integrity - is defined as 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.

Creativity - is defined as 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 - is defined as 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.

Interpersonal Skills - is defined as 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 effective at resolving interpersonal conflicts and are likely to be viewed as being supportive.

Resilience - is defined as 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.

Persuasiveness - is defined as 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 breaking down barriers and bringing people around to their point of view.

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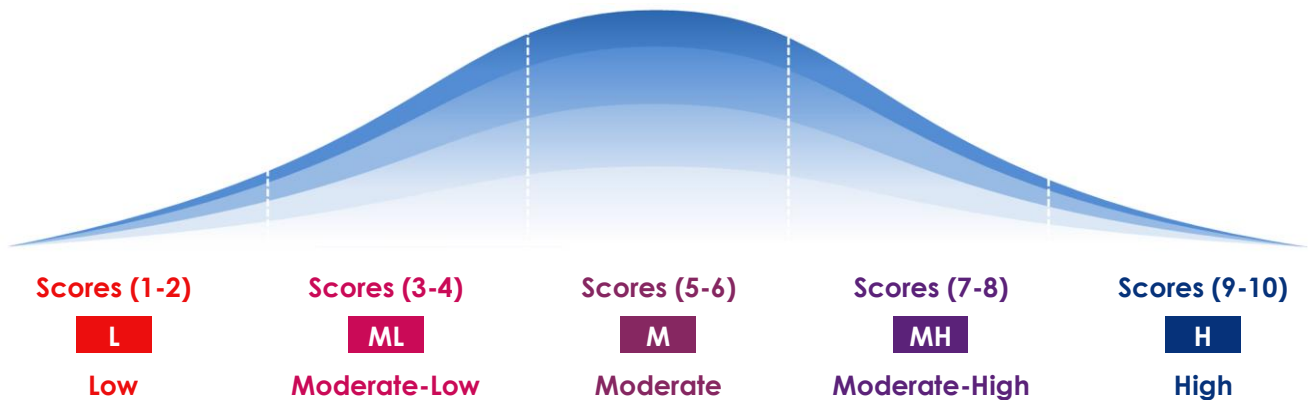
Energy and Drive - is defined as the tendency to have high levels of drive, energy and enthusiasm. People with this competency are likely to be lively and energetic and to display passion and pride in their work. They would be expected to be enthusiastic about their work, take the initiative and be self-motivated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

RESULTS SCALE

A reference group is used to evaluate Sam Sample's results and determine his tendency to exhibit effective workplace behaviours compared to others. His 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.

Scores (1-2)	Scores (3-4)	Scores (5-6)	Scores (7-8)	Scores (9-10)
L	ML	M	MH	H
Low	Moderate-Low	Moderate	Moderate-High	High

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.
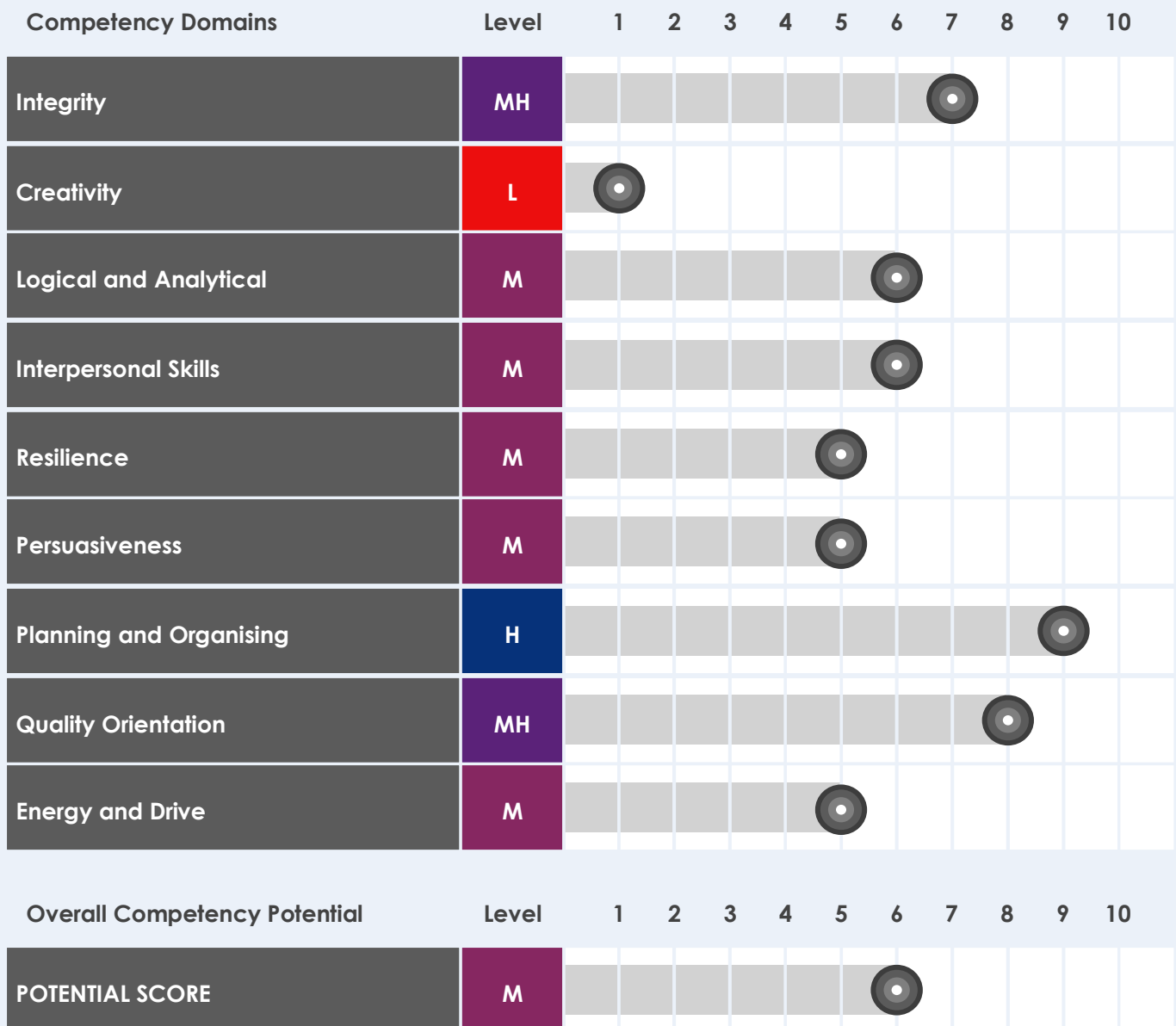
The results indicate that Sam Sample has responded to the questionnaire in an open and honest manner.

COMPETENCY PROFILE

The overall competency potential score estimates Sam Sample'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

Competency Domains	Level	1	2	3	4	5	6	7	8	9	10
Integrity	MH							●			
Creativity	L	●									
Logical and Analytical	M						●				
Interpersonal Skills	M						●				
Resilience	M					●					
Persuasiveness	M					●					
Planning and Organising	H									●	
Quality Orientation	MH								●		
Energy and Drive	M					●					

Overall Competency Potential	Level	1	2	3	4	5	6	7	8	9	10
POTENTIAL SCORE	M						●				

SUMMARY OVERVIEW

The following tables list the major strengths and potential areas of concern that can be inferred from Sam Sample's responses to the questionnaire. Further details are available in the behavioural interview guides.

POTENTIAL STRENGTHS

Level	Competency	Behavioural Dimension
MH	**Probity**	Commitment to following organisational rules
MH	**Probity**	Ability to work without close supervision
MH	**Logical and Analytical**	Preference for approaching problems in a rational and analytical manner
MH	**Interpersonal Skills**	Interest in developing trusting relationships with colleagues
MH	**Planning and Organising**	Desire to be organised and create plans
MH	**Planning and Organising**	Effective time management
H	**Planning and Organising**	Delegation of tasks and responsibilities
MH	**Quality Orientation**	Commitment to producing work of a high standard
MH	**Quality Orientation**	Detail orientation

POTENTIAL AREAS FOR DEVELOPMENT

Level	Competency	Behavioural Dimension
ML	**Probity**	Desire to conform to established principles of right and wrong
L	**Creativity**	Preference for seeking new solutions to problems
L	**Creativity**	Intuition and motivation to generate many ideas
ML	**Creativity**	Preference for considering strategic, 'bigger picture' issues
L	**Creativity**	Adaptability and change-orientation
ML	**Resilience**	Ability to cope well under pressure
ML	**Energy and Drive**	Results orientation

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.

INTERVIEW MODEL

The interview model follows the STAR behavioural interviewing method in which evidence must be gained to indicate the context of the behaviour, the nature of the behaviour and the consequences of the behaviour. STAR is an acronym for:

Situation	**T**ask	**A**ction	**R**esult
What was the context of the behaviour?	What needed to be achieved?	What behaviour resulted from the situation?	What was the outcome?

PROBING

The STAR interview questions are used to probe the individuals' responses from multiple angles. However, in most situations interviewers need only ask the "Situation" question as it is the main question which attempts to elicit examples from past behaviour. Interviewers are only required to use the other questions if the responses to the "Situation" are unclear or incomplete. In such cases interviewers can use the remaining STAR questions to further probe respondents and gain a better understanding of their behaviour, context of the behaviour and outcomes.

Two lines of questions are provided for each dimension of the competency framework. Each line provides a full list of questions to complete the STAR interview model. Interviewers are encouraged to use both lines of questions as they attempt to elicit evidence from different sources.

While the STAR interviewing method provides valid interview questions as well as further structure to how interviews are conducted and how responses are evaluated, interviewers are encouraged to:
- Identify which dimensions listed in the report are related to the organisation's competency framework.
- 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.
- 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: PROBITY

MH	**PROBITY**

MH	**Commitment to following organisational rules**

Profile Description

Having obtained a profile that indicates Sam Sample is likely to set himself high standards of conduct and behaviour in work, he would be expected to be very committed to following organisational rules, regulations and procedures.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Describe a situation when you had to work with or enforce organisational procedures on a project or task.	■ What were the procedures? ■ Why was it necessary to adhere to them?	■ How did you apply the procedures?	■ Ultimately, did adhering to the procedures advance or hinder the work? ■ Please explain your reasoning.
Q2	■ Give an example of doing your best while working on a project you did not feel very committed to.	■ Why work hard on a project you did not feel committed to?	■ What did you do to ensure the success of the project?	■ How successful was the project? ■ How were your efforts received?

ML	**Desire to conform to established principles of right and wrong**

Profile Description

Sam Sample's results indicate he is not strongly inclined to follow social conventions and codes of conduct without question. As a result, he might not be expected to feel a very strong sense of allegiance to the organisation's ethical values and culture.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Describe a situation where you disagreed with you management over their decisions.	■ What were the decisions? ■ Why did you disagree with them?	■ How did you deal with the situation?	■ Why did you deal with the situation in this manner?
Q2	■ Give an example of having to work despite the formalities and protocols of your workplace.	■ Why did you have to deal with such formalities?	■ How did you deal with such formalities?	■ Do you believe that such formalities support or hinder your work?

M   **Ownership and responsibility for own mistakes or errors**

Profile Description

Sam Sample's responses to the questionnaire suggest he is not particularly suspicious and is not as threat sensitive as most. Consequently, he should generally be relatively happy to own up to and take responsibility for his own mistakes or errors.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Describe a situation where you made a mistake or error while working on a project at work.	■ What was the error and how did it affect the project?	■ What did you do about it?	■ Did you fear there would be a fallout due to your error? ■ Why?
Q2	■ Describe a project you were directly involved in and that you felt you could have done better on.	■ What was your objective on the project?	■ What were your shortcomings on the project? ■ What did you do to correct them?	■ To what extent did you feel responsible for the project's outcome and why?

MH   **Ability to work without close supervision**

Profile Description

Sam Sample's profile suggests he is no more or less self-sufficient than most and that he is highly motivated to attend to the detailed requirements of tasks. As a result, he would be expected to be more than able to work independently from others without much need for supervision.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Describe a situation where you had to set your own objectives and schedules.	■ What were you trying to achieve?	■ How did you set the targets and esnure everything we done according to plan?	■ What was the outcome?
Q2	■ Give me an example of a project or assignment you had to complete on your own and without any guidance or supervision.	■ What were you trying to achieve?	■ How did you cope working on your own?	■ What advantages are there to working independently from others? ■ What are the downsides to working autonomously?

INTERVIEW GUIDE: CREATIVITY

L	**CREATIVITY**

L	**Preference for seeking new solutions to problems**

Profile Description

Having obtained a pattern of results which indicates a strong preference for following tried and tested methods, Sam Sample is unlikely to be that motivated to seek out new solutions to problems. Moreover, he may be rather disinclined to accept novel ideas unless their benefits are quite clear.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Tell me of a situation when someone proposed to you an idea or way of working that was unique or unusual.	■ What were they proposing? ■ What made their ideas unique or unusual?	■ How did you respond and why?	■ Were the ideas adopted? ■ What was your role?
Q2	■ Which do you prefer: 'tried and tested' solutions or 'new and different' solutions? ■ Give me an example of when a 'tried and tested' solution failed to work.	■ What was the problem? ■ Why did the 'tried and tested' approach not work?	■ What did you do?	■ What was the outcome?

L	**Intuition and motivation to generate many ideas**

Profile Description

Sam Sample's responses to the questionnaire suggest he is quite pragmatic and concrete in his thinking and is not very intuitive by nature. As a result, he is not likely to be naturally drawn towards idea generation. Tending to take a fairly pragmatic approach to issues, others may view him as being slightly lacking in imagination.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Describe being involved in a creative project/task.	■ What did the project / task involve?	■ What did you contribute to the project/task?	■ Which aspects did you enjoy the most and which aspects did you enjoy the least? Why?
Q2	■ Describe a situation where you considered different options to solve a problem.	■ What were you trying to achieve?	■ What different solutions did you consider?	■ What recommended ideas did you prefer and why? ■ Did you feel it was a waste of time to have to consider several options?

ML **Preference for considering strategic, 'bigger picture' issues**

Profile Description
Sam Sample's profile suggests he is as confident as most of his ability to tackle complex issues. However, having also obtained a pattern of scores that indicates a strong preference for focussing on detail, he may at times not fully appreciate the 'bigger picture'.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Give an example of working on a project that required you to manage the 'bigger picture' as well as attend to the details of matters?	■ What was the project and what did it involve?	■ How did you go about working on such a project?	■ Did you prefer attending to the details or managing the 'bigger picture'?
Q2	■ Tell me of a situation where you neglected to consider the 'bigger picture'.	■ What were you trying to achieve?	■ What did you fail to consider and why?	■ What impact if any did this have on your overall achievement?

L **Adaptability and change-orientation**

Profile Description
As his profile suggests he is no more or less rigid than most, Sam Sample may not always find it easy to adjust to new working practices and procedures, particularly if they involve a marked break with the past.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Tell me about a time when you had to work under constantly changing conditions.	■ What were the working conditions and why were they constantly changing?	■ How did you respond to the changing conditions? ■ Why did you respond this way?	■ What was the outcome?
Q2	■ Describe a situation where you questioned your organisation's protocols.	■ What protocols did you question and why?	■ How did you question the protocols? ■ Did you feel uncomfortable questioning them? Why?	■ What response did you get from your management? ■ How did you justify your position?

INTERVIEW GUIDE: LOGICAL AND ANALYTICAL

M	LOGICAL AND ANALYTICAL

M	Interest in solving problems and contributing to intellectual debates

Profile Description

Sam Sample's profile suggests he is as intellectually orientated as most and has an average level of confidence in his ability to understand complex ideas. As such, he would be expected to contribute as actively as most people to intellectual debates and discussions.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Give an example of a situation where you took the initiative to work on a difficult problem.	■ What was the problem? ■ Why did you take the initiative to work on it?	■ How did you tackle the problem?	■ What was the outcome? ■ Would you put yourself in such a situation again? Why?
Q2	■ Tell me about a situation where you had to explain a complex/technical concept to others.	■ What did you have to explain?	■ How did you go about explaining the concept?	■ Were you able to convey the information clearly? ■ What did you do to ensure understanding?

MH	Preference for approaching problems in a rational and analytical manner

Profile Description

Sam Sample's responses to the questionnaire suggest he is relatively tough-minded and unsentimental, and is likely to prefer to approach problems in a fairly rational and analytical manner rather than an intuitive one.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Tell me of a situation where you were able to identify logical flaws in proposed solutions or courses of action.	■ What flaws did you identify?	■ What corrective actions did you propose?	■ What impact did this have?
Q2	■ Give an example of having to track progress or performance on a project.	■ What were you required to achieve?	■ How did you know who or what was performing well?	■ How did you use this information?

M	**Preference for balancing practical and theoretical approaches to problem solving**

Profile Description

The pattern of results Sam Sample obtained on the questionnaire indicates he is very pragmatic and concrete in his thinking. Consequently, he would be expected to have a strong preference for focusing on what he considers to be practical/realistic matters rather than approach problems in an abstract theoretical way. It should be noted that the quality of his appraisal of how realistic solutions to problems are, will depend in part on his level of reasoning ability which he rates as highly as most others.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Tell me about a situation where you had to work on a problem which you did not particularly enjoy.	■ What was the problem? ■ What were you trying to achieve?	■ What was your role and what did you dislike about it?	■ Were there aspects of solving the problem that you wished you were more involved with? ■ Please explain.
Q2	■ Describe a situation where you used your fact-finding skills to solve a problem.	■ What was the problem?	■ How did you contribute?	■ Were there aspects of solving the problem that you wished you were more involved with? ■ Please explain.

INTERVIEW GUIDE: INTERPERSONAL SKILLS

M	**INTERPERSONAL SKILLS**

M	**Interest in establishing rapport with colleagues and clients**

Profile Description
Having a profile which indicates he is as warm and sympathetic as most people, Sam Sample is not likely to experience undue difficulty establishing rapport with colleagues and/or clients.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Tell me about a situation where you helped or supported a colleague at work.	■ Why did they need help?	■ What did you do?	■ How do you know they received the help they needed from you? ■ What do you think you could have done to better support them?
Q2	■ Give me an example of trying to establish rapport with someone regardless of your differences.	■ What were the differences?	■ What did you do?	■ How would you describe your relationship now?

M	**Collaboration with others**

Profile Description
While Sam Sample's results suggest he may not be as assertive as some, he is not expected to experience particular difficulty pressing uncooperative colleagues into action when this is called for.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Describe a time when you acted as a cooperative team member.	■ What were your team's goals?	■ What was your role?	■ How sccommodating were you? ■ Why did you participate in such a manner
Q2	■ Tell me about a time you worked as part of a team that did not get along well.	■ Why was the team dysfunctional?	■ What was your role?	■ How did the team resolve their issues?

M	**Tact and diplomacy**

Profile Description

Sam Sample's responses to the questionnaire suggest he is unlikely to be overly forthright and plain-speaking or unduly circumspect and diplomatic in his dealings with others. While his profile indicates he will generally wish to avoid confronting others unnecessarily, he should nonetheless be capable of being direct and to the point if this is called for.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Tell me about a situation where you had to convey bad news or poor performance related results to someone.	■ What did you have to convey? ■ Why did you decide to share it?	■ How did you go about communicating the information? ■ What did you decide to tell them and why?	■ What was their reaction and how did you deal with it?
Q2	■ Give me an example of having to mediate between two or more individuals or groups who were in conflict at work.	■ Why were the parties in conflict, and what was your role?	■ How did you mediate between them?	■ Which did you rely on most, being open and forthright or being tactful and diplomatic? ■ Please explain.

MH	**Interest in developing trusting relationships with colleagues**

Profile Description

Sam Sample's pattern of results suggests that he has no greater need for company than most and is inclined to be relatively trusting of others. Consequently, it should not take him any longer than most to develop trusting relationships with his colleagues.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Give me an example of working as a team member.	■ What was your objective as a team?	■ What was your relationship with the other team members? ■ How did you interact wit them?	■ Would it have been better to work on your own? ■ Please explain.
Q2	■ Tell me about an experience where you were had to get others to work together as a team.	■ What were you trying to achieve?	■ How did you build commitment and get others to work as a team?	■ How did the team members respond?

INTERVIEW GUIDE: RESILIENCE

M	RESILIENCE

M	Emotional stability

Profile Description
Sam Sample's results indicate he is no more likely than most to be prone to unpredictable mood swings that may adversely affect his performance at work or have a negative impact on those around him.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Have you ever changed your mind or gone back on a decision? ■ Describe the situation.	■ What changed since making your decision?	■ What did you have to do to make the change?	■ Thinking back would you have still changed your mind?
Q2	■ Describe a situation where you were very concerned about a potential crisis though felt others seemed oblivious to your concerns.	■ What was the potential crisis? ■ Why were you concerned about it? ■ Why did others seem oblivious to it?	■ How did the lack of concern from others make you feel? ■ How did you respond to the situation?	■ How did you resolve the situation?

ML	Ability to cope well under pressure

Profile Description
While Sam Sample's responses to the questionnaire indicate he is no more prone to mood swings than most, his results also indicate he is likely to have slightly lower levels of frustration tolerance than many, which might make him prone to becoming irritated if people are being particularly slow or indecisive. Consequently, he may experience more difficulty than many in controlling his emotional reactions to situations.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Tell me about a situation or time when something or someone got 'under your skin'.	■ What caused you to become annoyed?	■ How did you respond to the situation?	■ How was the situation resolved, and what affect did your attitude have?
Q2	■ Describe a situation where you faced great setbacks and delays.	■ What caused the delays?	■ How did you respond to the situation and deal with the cause of the delays?	■ Were you able to achieve your targets on time and how?

M	**Confidence**

Profile Description

As Sam Sample's results suggest he is as confident and self-assured as most, he is not likely to be unduly threat sensitive. Consequently, he would be expected to be no more prone than most to be upset by critical comments.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Give an example of a situation where you were given negative feedback on your accomplishments or performance.	■ Why did you get negative feedback ■ How did this make you feel?	■ What was your reaction to the feedback?	■ Did you address any of the issues that were raised in the feedback? ■ What did you do?
Q2	■ Describe a situation where a mistake occurred on a project or task you were working on.	■ How did it occur?	■ How much responsibility did you take and why?	■ How did you deal with the mistake?

INTERVIEW GUIDE: PERSUASIVENESS

M	**PERSUASIVENESS**

M	**Social Presence**

Profile Description
Having obtained a pattern of scores that suggests he is no more or less inclined than most to feel anxious in social settings and has average levels of social boldness, Sam Sample is likely to have as strong a social presence as most. His scores further indicate he is likely to feel relatively comfortable speaking in front of groups even if he does not know them that well. As a result, he should be capable of being as persuasive a speaker as most people should he be required to take on such roles.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Describe a situation where you had to present to a large audience.	■ What did you have to present? ■ How did the idea of presenting to others make you feel?	■ How did you prepare? ■ How was your presentation?	■ What challenges did you encounter during your presentation? ■ How did you overcome them?
Q2	■ Give an example of attending a conference or work function where you met new people.	■ Why did you attend the function? ■ Did you meet many people?	■ Did you start conversations with others or did you wait for them to initiate the contact? ■ How did this happen?	■ Were you able to benefit from these contacts? ■ What did you benefit?

M	**Empathy and support**

Profile Description
Sam Sample's results indicate he has average levels of empathy and warmth; with others being unlikely to view him as being overly cool, distant or aloof. Therefore, it would be expected that people would view him as being as good a listener as most. While he is unlikely to be naturally drawn to roles that require supporting others, encouraging them and promoting their personal development, he should be capable of being at least as effective as most people in such roles.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Tell me about a situation where you were able to identify with a colleague's difficulties at work.	■ What difficulties affected your colleague? ■ How did you find out?	■ Did you do anything to help your colleague? ■ What did you do?	■ Ultimately, how was your colleague's issue resolved?
Q2	■ Give an example of a situation where you took your time to listen to a colleague and give them advice.	■ Why do you feel your colleague approached you for advice?	■ How did you get involved and why?	■ Did they take on your advice? ■ How did you know they took it on?

ML   **Balanced negotiation style**

Profile Description

As his results suggest he is slightly lacking in assertion, he might be expected to experience slight difficulty pressing uncooperative colleagues into action. Sam Sample's responses further suggest that he might occasionally be a little inclined to concede ground. Having said this, his sufficiently diplomatic and restrained nature should enable him to pick up on the subtle nuances of the situation and adapt accordingly.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Give an example of a situation where you had to get others to work on a project with you.	■ Why did you have to involve others?	■ How did you convince them to collaborate with you on the project?	■ How accommodating were you in dealing with them and why? ■ Was there a need to be more assertive? Why?
Q2	■ Tell me about a situation where you tried to convince others of your point of view.	■ What were you trying to convince them of?	■ What tactics did you use to convince them? ■ How did you deal with objections?	■ What were you able to convince them of? ■ Was there a need to compromise? ■ What did you compromise and how?

INTERVIEW GUIDE: PLANNING AND ORGANISING

H	PLANNING AND ORGANISING

MH	Desire to be organised and create plans

Profile Description

Sam Sample's profile suggests he is very organised by nature. As a result, he would be expected to be very keen to carefully plan his work for maximum efficiency. His results further suggest he will be quite motivated to create detailed plans that account for all future contingencies, rather than respond to problems as they arise.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Give an example of a current assignment which required a great amount of planning.	■ What was the assignment? ■ Why did you have to do a great amount of planning?	■ How did you go about the planning? ■ What did you consider and why?	■ How effective was your plan? ■ ow did you measure the effectiveness of your plan?
Q2	■ Give me an example of a time when you used a systematic process to define your objectives.	■ Why did you use a process to define your objectives?	■ What was your process and how did you work through it?	■ Did the process help you or impede you? ■ Please explain.

MH	Effective time management

Profile Description

Sam Sample's responses to the questionnaire indicate he is likely to be fairly meticulous and be quite strongly motivated to organise his time efficiently.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Give an example of setting priorities and managing your time at work.	■ What did you have to accomplish?	■ What did you prioritise and why?	■ Did you achieve your objective(s)? ■ What do you think worked well? ■ What would you have done differently?
Q2	■ Tell me about a situation at work which required you to work efficiently.	■ What were you trying to achieve? ■ Why did you have to be efficient?	■ How did you handle the situation?	■ What was the outcome? ■ How did you measure your effectiveness?

| **H** | **Delegation of tasks and responsibilities** |

Profile Description

Sam Sample's results indicate he is likely to be fairly trusting and should be happy to delegate tasks to others. However, when delegating work, he would be expected to be concerned to ensure that others complete their work to his own exacting standards.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Give me an example of having to coordinate the efforts of others.	■ What were you trying to achieve?	■ How did you monitor performance and progress? ■ What information did you rely on and why?	■ How closely did the progress match your plans? ■ What did you attribute this to?
Q2	■ Tell me about a situation where you delegated tasks or assignments to others.	■ Who did you delegate the tasks or assignments to and why?	■ How did you keep track of the delegated assignments?	■ Did the resulting work meet your expectations? ■ What would you have done differently?

INTERVIEW GUIDE: QUALITY ORIENTATION

MH	QUALITY ORIENTATION

MH	Commitment to producing work of a high standard

Profile Description
Having obtained a pattern of results that indicates he is committed to producing work of a high standard, Sam Sample would be expected to approach tasks in a well-organised and systematic way.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Give me an example of doing something to raise your or your team's work standards.	■ What were the standards? ■ Why did they have to be raised?	■ What did you do to raise the standards?	■ What impact did the new standards have on the work?
Q2	■ Give an example of a time where you had to choose between maintaining quality standards and meeting a deadline.	■ What were you trying to achieve?	■ What did you do?	■ How did you justify your actions to the recipient(s) of your work?

MH	Detail orientation

Profile Description
Sam Sample's profile indicates he is quite methodical and meticulous by nature. As a result, he is likely to be reasonably motivated to diligently attend to detail and to check his work carefully to ensure it is error-free.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ It is important that some aspects of work are completed perfectly. Describe a situation where you tried to prevent errors.	■ What errors were you trying to prevent and why?	■ What did you do to prevent errors?	■ What impact did your actions have on the occurrence of errors?
Q2	■ Tell me about a situation at work which required you to be exacting and meticulous.	■ What were you trying to achieve? ■ Why did you have to be meticulous?	■ How did you handle the situation?	■ What value did being meticulous add to the work?

M	**Commitment to finishing tasks**

Profile Description

The results he obtained on the questionnaire indicate Sam Sample is likely to have a little less strong sense of duty than many. However, his scores also suggest he is likely to be very attentive to detail and, as a result, would not be expected to experience undue difficulty persevering with boring, repetitive tasks.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Give an example of a job that you had to finish even though everyone else had given up.	■ What was the job? ■ Why did everyone else give up?	■ What did you do to finish it?	■ Was the job completed? ■ Please elaborate.
Q2	■ Describe a situation where you were personally inconvenienced by being asked to work beyond your job description.	■ Why did you have to work beyond your job description? ■ How did this make you feel?	■ How did you respond?	■ Why did you respond in this manner?

INTERVIEW GUIDE: ENERGY AND DRIVE

M	ENERGY AND DRIVE

M	Ability to cope with setbacks

Profile Description

The pattern of results Sam Sample obtained on the questionnaire suggests he is no more prone to feelings of despondency or depression than most. Consequently, he would be expected in general to be able to maintain his energy when faced with routine setbacks and challenges.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Give me examples of some of the setbacks or disappointments you have faced during your career.	■ What were the setbacks? ■ How did they affect you?	■ How did you overcome them?	■ What was the outcome?
Q2	■ Tell me about some of the work related challenges which have put you off over the years.	■ What were the challenges? ■ How did they affect you?	■ How did you respond to the challenges?	■ What was the outcome?

M	Excitement and enthusiasm

Profile Description

Having a profile that indicates he is as active and participative as most, Sam Sample should not experience undue difficulty if he is required to motivate and enthuse those around him. However, he may find himself feeling depleted and drained if he is cast in such a role for extended periods of time.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Tell me about a situation in which you had to adjust to uncontrollable changes that occurred in your workplace.	■ What were the changes that occurred?	■ How did you adjust to the changes?	■ What impact, if any, did the changes have on you?
Q2	■ Describe some of the most appealing jobs you have been involved in.	■ What was your role?	■ Why were the jobs so appealing?	■ How do you maintain your enthusiasm for such jobs in the long run?

ML	**Results orientation**

Profile Description

Sam Sample's responses to the questionnaire indicate he is likely to be relatively accommodating and that he has a slight preference to avoid confrontation. As a result, he may experience a little difficulty if he is required to push others into action. Sam Sample's profile further suggests he may be a little inclined to let others take the lead. As a result, his more assertive colleagues may at times view him as being slightly lacking in initiative.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Describe a competitive work situation you found yourself in.	■ Why did you regard the situation to be competitive?	■ How did your respond to the situation?	■ What was the outcome?
Q2	■ Give me an example of a project or initiative of yours that never came to light.	■ What was the project or initiative?	■ What did you do on the project?	■ Why was it not adopted?

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 Probity	☐	☐	☐	☐	☐
2 Creativity	☐	☐	☐	☐	☐
3 Logical and Analytical	☐	☐	☐	☐	☐
4 Interpersonal Skills	☐	☐	☐	☐	☐
5 Resilience	☐	☐	☐	☐	☐
6 Persuasiveness	☐	☐	☐	☐	☐
7 Planning and Organising	☐	☐	☐	☐	☐
8 Quality Orientation	☐	☐	☐	☐	☐
9 Energy and Drive	☐	☐	☐	☐	☐
Scores from additional measures not included as part of the behavioural interview guide:					
10	☐	☐	☐	☐	☐
11	☐	☐	☐	☐	☐
12	☐	☐	☐	☐	☐
13	☐	☐	☐	☐	☐
14	☐	☐	☐	☐	☐
15	☐	☐	☐	☐	☐
OVERALL SCORE	☐	☐	☐	☐	☐

Comments