



Profile: **Match2**

# Interview Guide

by Psychological Consultancy Ltd.

COMPANY NAME: Job Title

Sofie Sample

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# Profile:Match2

# Sofie Sample

## Introduction

### **PURPOSE**

This guide contains a number of interview questions that will help you confirm the individual's competency profile as assessed by PROFILE:MATCH™ and to further establish their fit with the requirements of the job.

### **WHAT TRIGGERS AN INTERVIEW QUESTION?**

Each competency is measured using a blend of various personality scales that make a particular contribution to the specific skills required. If a candidate gets a score on a relevant personality scale that is either too high or too low for that competency then interview questions will appear on this report.

Each 'Area to Explore' highlights a potential concern, so that it is clear what you have to make a judgement about. The accompanying questions are designed to look at the issue in two ways i.e. one question asks for an example of a time the candidate was able to work around the problem and the second asks for an example of a time when the problem surfaced and to consider what the consequences were.

Occasionally, a candidate may not trigger any of the individual personality scales underlying the measurement of a competency. In this case, there will be five questions that address the competency as a whole. This will enable the candidate to provide further proof of their suitability for the role. These questions will ask the individual if they can describe a time when they displayed a proficient use of this competency or if they have encountered problems in this area.

It is also important to note that for some competencies it is possible to get an above average score yet still trigger some 'areas to explore'. This happens when an individual has scored at the optimum level on some contributing personality scales and just missed the optimum on others, resulting in an overall above average score but with some 'areas to explore' for those aspects of personality where the individual scored slightly higher or lower than ideal for that competency.

For every competency included in this report, space is provided for you to make notes about the responses to each Interview Question.

### **SUMMARY**

The summary page may be used to summarise information collected at interview and to condense the candidate's response to the Interview Questions into critical evidence for and against their suitability for the role with space for your final recommendation.

### **APPENDIX**

The Appendix at the back of this Interview Guide contains some useful hints and tips about how to incorporate these questions in to the rest of your interview process.



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## SUMMARY

### COMPETENCY RATING

	VERY POOR MATCH	POOR MATCH		AVERAGE MATCH				GOOD MATCH		VERY GOOD MATCH
	1	2	3	4	5	6	7	8	9	10
PERSUASIVE COMMUNICATION				4						
INTERPERSONAL SKILLS			3							
CREATIVE					5					
DECISION MAKING				4						
FLEXIBILITY					5					
STRATEGIC AWARENESS							7			
PLANNING AND ORGANISING							7			
LEADERSHIP POTENTIAL				4						
MOTIVATION			3							
RESILIENCE			3							

#### Validity of these results

Sofie Sample endorsed 10 items on the PROFILE:MATCH™ Consistency scale. This score indicates that the profile is valid and interpretable.



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Persuasive Communication

## COMPETENCY RATING



## AREAS TO EXPLORE & INTERVIEW QUESTIONS

**Engaging:** Lacks understanding?

**Provide an example of a time when you were able to win someone over by listening to their needs and offering them support.**

- What was the situation?
- How did you support them?
- What was the outcome?

**Outline a time when you found it difficult to build the rapport necessary to persuade someone effectively.**

- What was the situation?
- Why did you find it difficult?
- What was the outcome?
- What did you learn?

**Determined:** Lacks ability to persuade?

**Describe a time when you influenced an individual or a group, motivating them to successfully complete a task.**

- How did you influence them?
- Why do you think you were successful in motivating them?

**Tell me about a time when you found it difficult to persuade others to accept your way of thinking.**

- What was the situation?
- Why did you find it difficult?
- What strategies did you use to overcome this?
- What was the outcome?
- What did you learn?



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Persuasive Communication (continued)

**Original:** Lacks clarity when expressing ideas?

**Describe a time when you had to instruct colleagues how to complete a piece of work.**

- How did you ensure you were clear and concise in your approach?
- How were your ideas received?

**Tell me about a time when you struggled to explain the exact nature of a task to others.**

- What was the situation?
- Why was your idea difficult to explain?
- How did you structure it to make it seem understandable and clear?
- What was the outcome?

**Sociable:** Unable to engage others?

**Provide an example of a time when you were required to engage effectively with others in order to influence their viewpoint.**

- How did you ensure your voice was heard?
- What did you achieve?

**Provide an example of a time when you found it difficult to network with others in order to gain their support.**

- What was the situation?
  - Why did you find it difficult?
  - What strategies did you put in place to overcome this?
  - What was the outcome?
- What did you learn?



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## Interpersonal Skills

### COMPETENCY RATING



### AREAS TO EXPLORE & INTERVIEW QUESTIONS

<b>Assertive:</b> Relaxed about building and maintaining relationships with others?	
<b>Tell me about a client relationship that has required a lot of effort on your part to maintain.</b>	
<ul style="list-style-type: none"> <li>·What was the situation?</li> <li>·What strategies did you use to ensure it was maintained?</li> <li>·How did you feel about it?</li> <li>·What was the outcome?</li> </ul>	
<b>Describe a time when you found it difficult to make a strong first impression on others.</b>	
<ul style="list-style-type: none"> <li>·What was the situation?</li> <li>·Why was it difficult?</li> <li>·What impact did this have?</li> <li>·What was the outcome?</li> </ul>	
<b>Engaging:</b> May appear insensitive or critical when dealing with others?	
<b>Give an example of a time that required you to be particularly sensitive towards an individual or others you were working with.</b>	
<ul style="list-style-type: none"> <li>·What was the situation?</li> <li>·Why was it important to remain sensitive to their needs?</li> <li>·How did you feel about it?</li> <li>·What was the outcome?</li> </ul>	
<b>Provide an example of a situation where you upset someone after coming across as more critical or intolerant than necessary.</b>	
<ul style="list-style-type: none"> <li>·What was the situation?</li> <li>·How did the individual respond?</li> <li>·What did you do to rectify the situation?</li> <li>·What did you learn?</li> </ul>	



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## Interpersonal Skills (continued)

**Sociable:** Social reticence makes it difficult to initiate relationships?

**Tell me about a time when you effectively initiated a relationship with a colleague or client.**

- What was the situation?
- How did you feel about it?
- Why did you think it was important?
- What was the outcome?

**Provide an example of a situation where you found it difficult to network with others at a busy event.**

- What was the situation?
- Why did you find it difficult?
- How did you attempt to overcome this?
- What was the outcome?
- What did you learn?



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Creative

## COMPETENCY RATING



## AREAS TO EXPLORE & INTERVIEW QUESTIONS

**Imaginative:** Fails to consider practicalities of ideas?

**Tell me about a time when you came up with a practical idea that led to the success of a project or service.**

- What was your idea?
- How did you ensure it was practical?
- What other options did you consider?
- What was the outcome?

**Describe a time when you struggled to find a practical solution to a problem?**

- What was the situation?
- Why did you find it difficult?
- Why do you think it was important to be practical?
- Were any of the solutions you considered impractical?
- What was the outcome?

**Driven & enthusiastic:** Lacks the drive necessary to implement ideas?

**Provide an example of a creative idea you implemented and followed through until you had successfully reached an end result.**

- What was the idea?
- What challenges did you face along the way?
- How did you feel about it?
- What did you learn?

**Give an example of a situation when competition from others made it difficult for you to implement your own idea.**

- What was the idea?
- Why did the competition make it difficult?
- How did it make you feel?
- What was the end result?



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Creative (continued)

**Individualistic:** Preference for convention prevents new ideas being implemented?

**Describe a time when you identified a new idea or concept that significantly changed a product or service.**

- What was the situation?
- How did the product change?
- How did the change make you feel?
- What did you learn?

**Tell me about a time when you found it difficult to accept that changing a product or way of working would be beneficial.**

- What was the situation?
- Why did you find it difficult?
- How did you feel about the change?
- What was the outcome?



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## Decision Making

### COMPETENCY RATING



### AREAS TO EXPLORE & INTERVIEW QUESTIONS

<b>Informed:</b> Decision making delayed by need to acquire information?	
<b>Provide an example of a time when you made a decision based on your own personal experience rather than researching and acquiring information.</b>	
<ul style="list-style-type: none"> <li>·What was the situation?</li> <li>·Why was it important to make this decision?</li> <li>·What was the outcome?</li> </ul>	
<b>Tell me about a time when you struggled to make a decision with little time to look at the relevant information beforehand.</b>	
<ul style="list-style-type: none"> <li>·What was the situation?</li> <li>·How did it make you feel?</li> <li>·How did you reach a decision?</li> <li>·What was the outcome?</li> <li>·What did you learn?</li> </ul>	
<b>Questioning:</b> Tends to over-analyse information before reaching a decision?	
<b>Provide an example of a time when you were required to make a quick decision regarding the best way to carry out a project.</b>	
<ul style="list-style-type: none"> <li>·What was the situation?</li> <li>·How did you ensure that your decision was implemented within the allocated time?</li> <li>·What other ideas did you consider?</li> <li>·What was the outcome?</li> </ul>	
<b>Describe a time when you found it difficult to make a final decision on which of your ideas to implement.</b>	
<ul style="list-style-type: none"> <li>·What was the situation?</li> <li>·What were your ideas?</li> <li>·Why was it difficult to decide on the best one?</li> <li>·What was the outcome?</li> </ul>	



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## Decision Making (continued)

**Self-confident:** Lacks confidence to communicate effectively?

**Describe a situation that required you to make an important decision independently.**

- What was the situation?
- How did you feel about it?
- What was the outcome?

**Tell me about a time when it took you longer than necessary to make an important decision and as a result you missed an opportunity.**

- What was the situation?
- Why did you struggle to make the decision?
- What did you learn?
- What strategies do you put in place when you feel indecisive?

**Compliant:** Unwilling to make decisions that stray from standard procedures or policies?

**Tell me about a time when you made a decision that was not in line with your organisation's usual procedures.**

- What was the decision?
- How did you think it would benefit your organisation?
- What was the outcome?

**Provide an example of a situation where you struggled to make a decision that involved taking a risk, and as a result your organisation missed out on an opportunity.**

- What was the situation?
- Why did you struggle?
- What was the outcome?
- What did you learn?



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Flexibility

## COMPETENCY RATING



## AREAS TO EXPLORE & INTERVIEW QUESTIONS

**Resilience:** Struggles to remain resilient during times of change?

**Describe a time when you made a decision that involved taking a risk or doing something very different.**

- What was the decision?
- How did you feel about it?
- What was the outcome?

**Provide an example of a time when you were apprehensive or worried about a new way of working.**

- What was the situation?
- How did you overcome your concerns?
- What was the outcome?

**Individualistic:** Inflexible when it comes to making independent decisions?

**Tell me about a time when it was necessary for you to make an important decision without consulting your colleagues/supervisor.**

- What was the decision?
- How did it make you feel?
- What was the outcome?

**Provide an example of a time when you missed an opportunity because you felt it was necessary to consult others before taking it.**

- What was the situation?
- Why did you struggle to make the decision?
- How did others respond?
- What did you learn?



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Flexibility (continued)

**Predictable:** Apprehensive about changing approach to work?

**Describe a time when you changed a rule or procedure at work in order to achieve the desired result.**

·What was the situation?  
·How did you feel about changing this rule?  
·What was the end result?

**Describe a time when you struggled to change a procedure at work in order to reach a desired outcome.**

·What was the situation?  
·Why did you struggle?  
·How did it make you feel?  
·What was the end result?



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## Strategic Awareness

### COMPETENCY RATING



### AREAS TO EXPLORE & INTERVIEW QUESTIONS

**Ambitious:** Too reticent to present their views with sufficient authority to have their due impact?

**Describe a time you have taken the lead in strategic planning.**

- What was your contribution?
- What was the outcome?

**Do you ever struggle to make your voice heard when discussing strategic planning?**

- Can you give me an example?
- How does this make you feel?
- What would you change?

**Evidence Based:** So concerned about gathering further information or research that overall strategy is neglected.

**Can you make strategic decisions without having all the facts at your fingertips?**

- Can you describe a time this has happened?

**Have you ever spent so much time researching something that the opportunity for strategic change is missed?**

- Can you describe what happened?
- Is there anything you would do differently now?



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Strategic Awareness (continued)

**Critical & challenging:** Too many impractical ideas or unworkable solutions?

**Describe a strategic plan you have put in place that has helped to guide the future development of your organisation.**

- What was the plan?
- How did you ensure it was both achievable and practical?
- How did it help develop your organisation?
- What was the outcome?

**Tell me about a time when you suggested an idea that proved much more difficult to implement than you had imagined.**

- What was the situation?
- Why did you struggle?
- How did you overcome the challenges you faced?
- What should you have done differently?
- What was the outcome?

**Prudent:** Struggles to take risks or make quick decisions regarding change?

**Provide an example of a time when taking a risk at work was necessary to get a client on board.**

- What was the situation?
- What was the risk?
- How did you feel about it?
- What was the outcome?
- What did you learn?

**Describe a time when you were hesitant about changing a standard approach and missed an opportunity as a result.**

- What was the situation?
- Why were you hesitant?
- What did you do to rectify the situation?
- What did you learn?



## Strategic Awareness (continued)

**Compliant:** Analysis constrained by preference for established policies and procedures?

**Describe a time when you suggested modernising or improving an established product at work.**

- What was the situation?
- Why was it important that the issue was addressed?
- How did doing so make you feel?
- What was the outcome?
- What did you learn?

**Describe a time when you struggled to change your approach to a work task, despite realising that the established procedure was not best suited for what you were trying to do.**

- What was the situation?
- Why did you struggle?
- What options did you consider?
- What was the outcome?
- What did you learn?



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## Planning and Organising

### COMPETENCY RATING



### AREAS TO EXPLORE & INTERVIEW QUESTIONS

#### **Conventional:** Inflexible and resistant to change?

**Describe a time when you were required to adapt quickly to a change or reschedule your work.**

- Could you adapt?
- How did this make you feel?
- What was the outcome?

**Outline a situation where you struggled to adjust to a change or new way of working.**

- What was the situation?
- Why did you find it difficult?
- How did you try to overcome this?
- What was the outcome?
- What did you learn?

#### **Reliable:** Struggles to plan work without approval from others?

**Tell me about a time when you independently managed the scheduling and planning of a project at work.**

- What was the situation?
- How did you feel about doing this independently?
- What was the outcome?
- What did you learn?

**Outline a situation when you felt uncomfortable planning and monitoring a project without significant input from others.**

- What was the situation?
- Why were you uncomfortable?
- How did you overcome this?
- What was the outcome?



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Planning and Organising (continued)

## **Committed:** Over-reacts to minor misdemeanors?

**Provide an example of a time when you felt that a colleague had done the right thing despite working outside of standard procedures.**

- What was the situation?
- Why did you feel this way?
- What was the outcome?
- What did you learn?

**Tell me about a time when you over-reacted after a colleague made a minor change to your organisation's project schedule.**

- What was the situation?
- Why did you respond in this way?
- How did this make them feel?
- What was the outcome?

## **Concerned about Quality:** Struggles to focus on detail?

**Provide an example of a time when you took responsibility for ensuring the details of a project were accurate.**

- How did you find completing this task?
- What was the final outcome?

**Tell me about a time when you missed an error during a task that required attention to many small details.**

- What was the situation?
- How was the error overlooked?
- How did you attempt to rectify the situation?
- What was the outcome?
- What did you learn?



**Evidence Based:** Wants all the facts before making decisions?

**Describe a time when you had to make a quick decision without all the necessary information.**

- Did you feel comfortable doing this?
- What was the decision?
- How did this make you feel?
- What was the outcome?

**Tell me about a time when you found it difficult to reach a conclusion in the absence of information to guide you.**

- What was the situation?
- Why did you find it difficult?
- What was the outcome?
- What did you learn?



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## Leadership Potential

### COMPETENCY RATING



### AREAS TO EXPLORE & INTERVIEW QUESTIONS

**Composed & Stress Tolerant:** Becomes emotional and hard to approach after encountering a setback?

**Provide an example of a time when you have encouraged others to maintain a positive outlook after experiencing a setback.**

- What was the situation?
- How did you feel about it?
- How did you encourage them?
- How did they respond?
- What was the outcome?

**Tell me about a time when you may have been difficult to approach during a particularly stressful time.**

- What was the situation?
- Why was it difficult for others to approach you?
- What did you do to change this?
- What was the outcome?
- What did you learn?

**Strategic & Visionary:** Has too many ideas that are not workable?

**Describe a time when you thought about an idea in terms of practicality and how it would appeal to others before implementing it.**

- What was the situation?
- Why were these considerations important?
- What problems did you encounter?
- What was the outcome?

**Give an example of a time when others were not as optimistic about one of your ideas as you had hoped.**

- What was the situation?
- How did others respond?
- Why did you think this was?
- What was the outcome?
- What did you learn?



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## Leadership Potential (continued)

### **Leadership Style 1:** Preference for maintaining a low profile impacts ability to lead or inspire others?

**Describe a time when you successfully inspired others at a networking event.**

- What was the situation?
- How did you feel about it?
- How did you inspire them?
- What was the outcome?
- What did you learn?

**Provide an example of a situation where an experience in the limelight made you feel uncomfortable.**

- What was the situation?
- Why did you feel this way?
- How did you try to overcome this?
- What was the outcome?

### **Determined to Succeed:** Struggles to effectively influence and persuade others?

**Provide an example of a time when you positively influenced and motivated others.**

- What was the situation?
- Why was this important?
- What strategies did you use to motivate them?
- How did they respond?
- What was the outcome?

**Outline a situation where you found it difficult to persuade others about an important issue.**

- What was the situation?
- Why did you find it difficult?
- How did you try to overcome these challenges?
- What was the outcome?



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## Motivation

### COMPETENCY RATING



### AREAS TO EXPLORE & INTERVIEW QUESTIONS

#### **Cooperative:** Uncomfortable adapting style to meet changing requirements?

**Can you describe a time when you felt that altering a rule or regulation was the best way to achieve an objective?**

- What was the regulation?
- What did you do?
- What was the outcome?

**Tell me about a time when you struggled to motivate yourself to make a change at work.**

- What was the situation?
- Why did you struggle?
- How does change make you feel?
- What was the outcome?

#### **Ambitious:** Lacks motivation to achieve goals?

**Provide an example of a time when you were highly motivated to achieve a goal or succeed on a task.**

- What was the goal?
- How did you attempt to achieve it?
- What was the outcome?

**Tell me about a time when you found it difficult to motivate yourself to get to work on a project.**

- What was the situation?
- Why did you struggle
- How did you motivate yourself in the end?
- What was the outcome?



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## Resilience

### COMPETENCY RATING



### AREAS TO EXPLORE & INTERVIEW QUESTIONS

**Trusting:** Seems mistrusting or suspicious of others?

**Describe strategies you have used to build trust with others.**

- What were the strategies?
- How do you feel about placing your trust in others?
- How do you respond when people let you down?

**Provide an example of a time you unnecessarily mistrusted the intentions of a colleague.**

- What was the situation?
- Why didn't you trust them?
- How did you realise you were wrong?
- What was the outcome?
- What did you learn?

**Optimistic:** Becomes discouraged easily and struggles to recover after setbacks?

**Tell me about a time when you were required to quickly recover from a setback in order to achieve the desired outcome.**

- What was the setback?
- How did it make you feel?
- What did you do to stay focused on the desired result?
- What was the outcome?

**Provide an example of a time when you became very discouraged after encountering a setback.**

- What was the situation?
- How did it make you feel?
- What did you do to overcome it?
- What was the outcome?



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Resilience (continued)

**Self-assured:** Becomes discouraged easily and struggles to recover after setbacks?

**Tell me about a time when you were required to quickly recover from a setback in order to achieve the desired outcome.**

- What was the setback?
- How did it make you feel?
- What did you do to stay focused on the desired result?
- What was the outcome?

**Provide an example of a time when you became very discouraged after encountering a setback.**

- What was the situation?
- How did it make you feel?
- What did you do to overcome it?
- What was the outcome?

**Stress Tolerant:** Finds it difficult to cope in stressful situations?

**Tell me about strategies you have used to manage stressful situations appropriately.**

- What are the strategies?
- How well have they worked?
- Give me some examples of stressful situations you have been in.

**Describe a time when you became very stressed while trying to manage a heavy workload.**

- What was the situation?
- Why were you stressed?
- What impact did this have on your work?
- How did you try to overcome this?
- What was the outcome?



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Resilience (continued)

## **Emotional:** Struggles to manage emotions, particularly during times of stress?

**Provide an example of a time when you remained calm during a stressful event.**

- What was the situation?
- What strategies did you put in place to manage your stress?
- How did others respond?
- What was the outcome?

**Tell me about a time when you found it difficult to hide your frustration or anger with someone at work.**

- Why were you upset?
- How do you think this affected others?
- What could you have done differently?
- What did you learn?

## **Even-tempered:** Unpredictable and variable moods?

**Tell me about a time when it was important to hide your irritability or annoyance with someone at work.**

- What was the situation?
- What strategies did you use in attempt to stay calm?
- What was the outcome?
- What did you learn?

**Outline a situation where you found it difficult not to become defensive or irritable after something went wrong at work.**

- What was the situation?
- Why did you find it difficult to remain calm?
- What was the outcome?
- What did you learn?



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Summary page

Candidate name	
Interviewer name(s)	
Interview date	
Position applied for	
Signed	

Critical evidence against	Critical evidence for

Recommendation



### **WHEN TO ASK THE QUESTIONS RAISED ON THE INTERVIEW GUIDE**

Before introducing the questions from the Interview Guide, it is important to ease the candidate gently into the interview and build a sense of rapport. Begin with your usual interview questions such as 'Tell me about yourself' or 'Why do you want to work at our organisation?'. The candidate may then feel more comfortable when it comes to answering the questions raised on the report, which they could find more challenging.

### **INCORPORATING QUESTIONS FROM THE INTERVIEW GUIDE INTO EXISTING INTERVIEW PROCESS**

You may want to introduce the questions from the Interview Guide into the existing interview process by clearly explaining that the questions to follow will be based on the personality assessment taken prior to the interview. You should make it clear that the questions raised on the Interview Guide will be related to competencies that have been identified as key to this role and that this assessment process has highlighted particular points for discussion in relation to these competencies. You should also consider that some individuals may be caught off guard, possibly needing more time to think about their response than they would for more typical interview questions. Candidates should be given some time to think after a question is asked and you should offer encouragement so that they feel more at ease.

### **USING PROBES**

Probing questions, such as 'What was the situation? How did you respond? How did it make you feel...?' have been included alongside the interview questions as they can encourage the candidate to provide further information about a specific experience when the evidence provided is not sufficient. It is important that you use your own judgement in terms of whether the candidate has provided enough evidence, and when it is necessary to use the probes.

### **ADAPTING THE INTERVIEW QUESTIONS**

You may need to modify or develop an interview question to arrive at a confident decision about a candidate's competence. For example, in situations where an individual's experience does not relate to a specific question you will need to be flexible and use your own judgement when deciding how to present the question. Furthermore, the probes provided along with the interview questions are guidelines and may need to be modified depending on the way in which a candidate has responded, or the amount of evidence they have provided.

### **EVALUATING RESPONSES**

The purpose of all the questions is to check an interviewee's self-awareness of the points being raised and whether their personality and individual competencies align with the requirements necessary for effective performance in the job. Taken together these points will allow you to assess whether a candidate is potentially suitable for the role. The points below may be taken into consideration when rating candidates' answers to the questions contained in the Interview Report:

1. Appropriateness of the response, i.e. does it answer the question?
2. Quality of the response in terms of depth and detail, i.e. how well does it answer the question? were all of the probes required?
3. What does the response reveal about the candidate, what impression do they give e.g. pro-active, showing initiative, leadership, impulsivity, good management skills, communicative skills, inappropriate language or behaviour?
4. What does the response reveal about the candidate's self-awareness, e.g. aware of limitations as well as talents?