



## Comprehensive Selection Report

One person, one position

RESULTS SUMMARY  
PERFORMANCE MODEL  
INTERVIEW QUESTIONS



PROVIDED BY

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# INTRODUCTION

This report is intended to help you choose the candidate(s) who may be the best fit for the position of **Consultant**. The Performance Model for this position reflects the attributes typical of high performers in this position. **Jim Kimberly's** personalized information will be compared to the Performance Model, giving you a detailed understanding of how well-suited he may be to this role.

## What's in this report?

<b>RESULTS SUMMARY</b> Candidate's results from the assessment compared to the Performance Model	<b>PERFORMANCE MODEL</b> Range of scores typical for success in the position, with scale and job fit interpretation	<b>INTERVIEW QUESTIONS</b> Series of personalized questions based on the candidate's fit to the Performance Model
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## What is a Performance Model?

The Performance Model for Consultant provides the recommended range of skills and behaviors for the job. This report compares Jim Kimberly's assessment results to the range of scores to show how well he might fit the position. The Performance Model includes:

### THINKING STYLE

- Thinking Style is the ability to process information.
- It includes problem-solving, communication, interaction, and learning skills.
- Results are illustrated on scales ranging from 1 to 10.
- A higher score is not necessarily the best indicator of on-the-job performance.

### BEHAVIORAL TRAITS

- Behavioral Traits are commonly observed actions that help define who someone is.
- Each scale is defined by two opposing, but equally valuable, end points.
- One side of the continuum is not better than the other.

### INTERESTS

- This section may indicate a person's motivation and potential satisfaction with various jobs.
- These are ranked in order from the person's highest- to lowest-scoring interest.

## Distortion was not detected in this report. What does that mean?

Some candidates may answer in a way that is socially desirable or to make themselves look better, rather than respond candidly and risk disapproval. Based on his assessment results, it appears that **Jim answered candidly**.

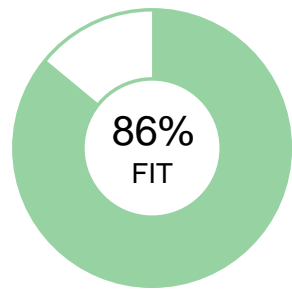
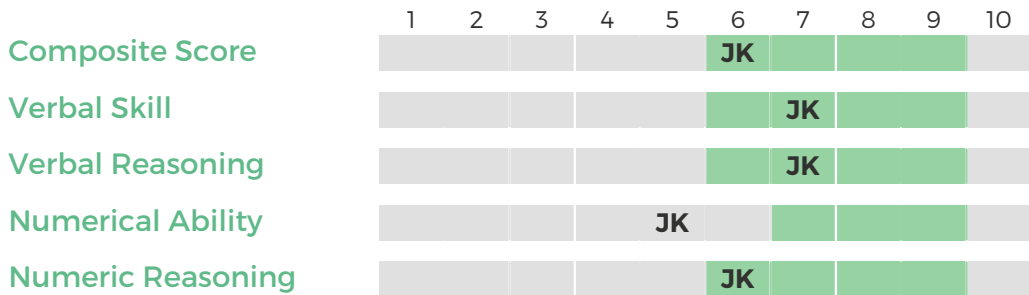
# CONSULTANT

Jim Kimberly

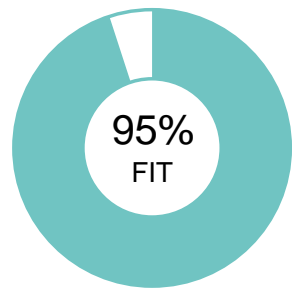
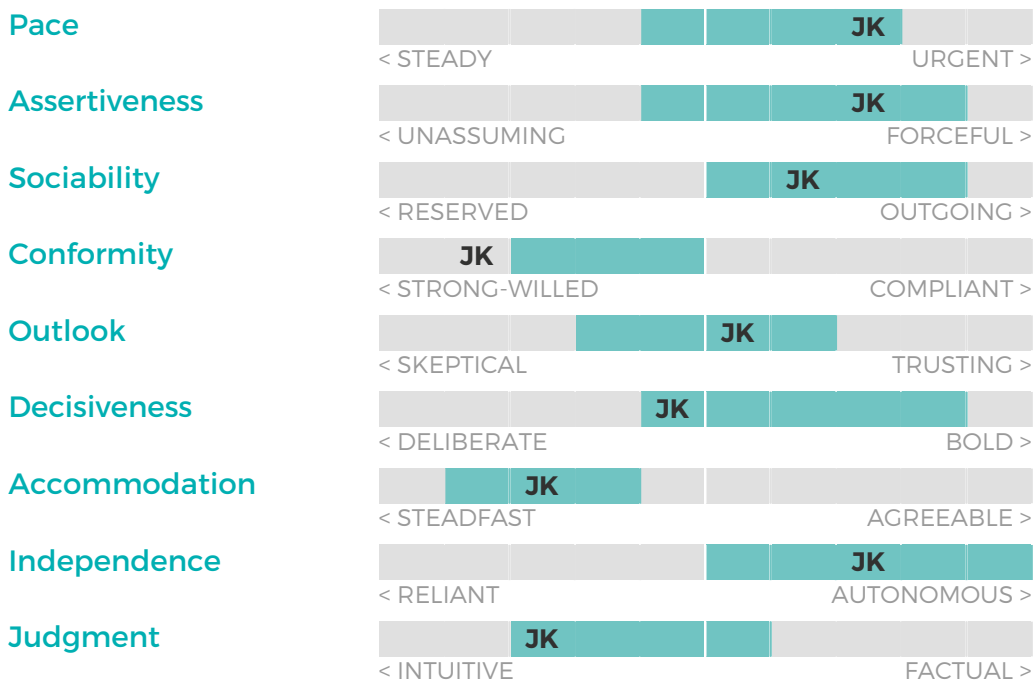


Performance Model = highlighted boxes; Jim's placement = his initials

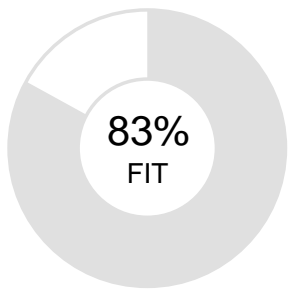
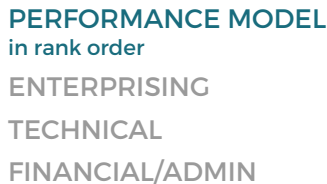
## THINKING STYLE



## BEHAVIORAL TRAITS



## INTERESTS



# PERFORMANCE MODEL

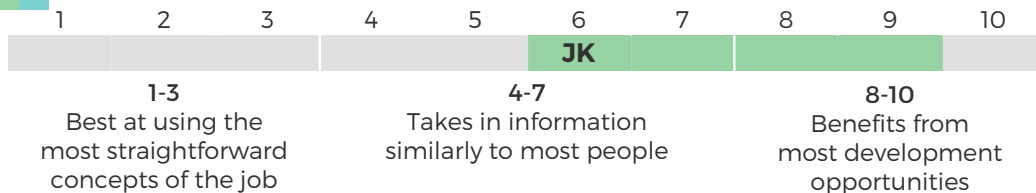
## For Consultant

The highlighted boxes represent the **Consultant** Performance Model, reflecting the specific requirements for this position. Jim's placement is labeled with his initials.

### THINKING STYLE

#### Composite Score

A reflection of overall learning, reasoning, and problem-solving potential

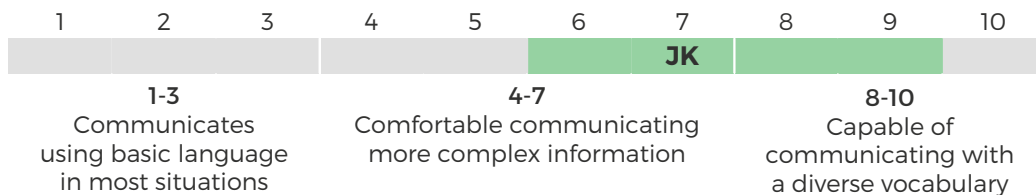


**Ideal Candidate:** Understands complex concepts or information without difficulty.

**Jim: Fits the Performance Model.**

#### Verbal Skill

A measure of vocabulary

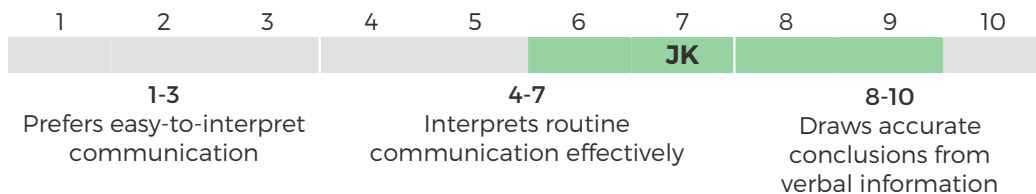


**Ideal Candidate:** Communicates with a wide vocabulary in a variety of settings and can understand sophisticated language.

**Jim: Fits the Performance Model.**

#### Verbal Reasoning

Using words for reasoning and problem solving

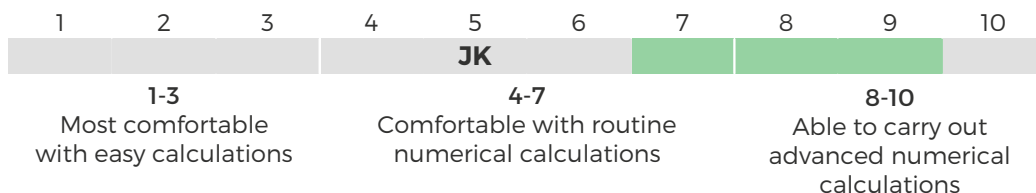


**Ideal Candidate:** Able to easily analyze complex verbal information and recognize unspoken inferences.

**Jim: Fits the Performance Model.**

### Numerical Ability

A measure of numerical calculation ability

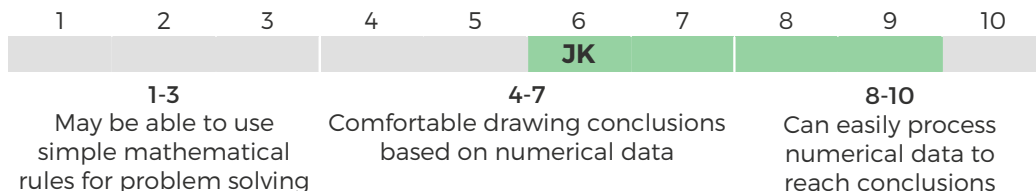


**Ideal Candidate:** Performs intricate calculations easily and is comfortable communicating complex data to others.

**Jim:** May not be as proficient as the position requires in working with data and performing calculations, which could lead to some frustration.

### Numeric Reasoning

Using numbers as a basis in reasoning and problem solving



**Ideal Candidate:** Very capable of analyzing even the most complex numerical data and arriving at accurate and sophisticated conclusions as a result.

**Jim:** Fits the Performance Model.

## BEHAVIORAL TRAITS

### Pace

Overall rate of task completion



**Ideal Candidate:** Responds well to time constraints and generally works at a brisk pace.

**Jim:** Fits the Performance Model.

### Assertiveness

Expression of opinions and need for control

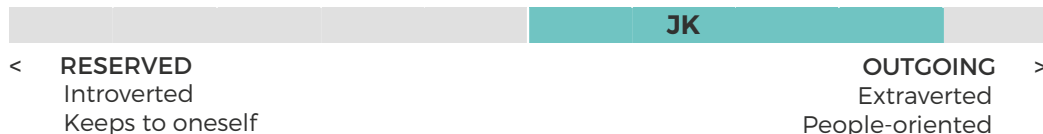


**Ideal Candidate:** Enjoys influencing others but is still willing to follow direction from someone else when necessary.

**Jim:** Fits the Performance Model.

### Sociability

Desire for interaction with others

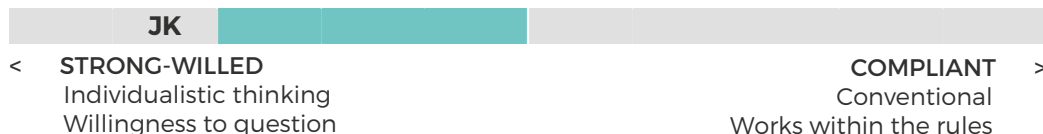


**Ideal Candidate:** Strongly motivated by the chance to work with others, actively seeking out opportunities for teamwork.

**Jim:** Fits the Performance Model.

### Conformity

Attitude on policies and supervision



**Ideal Candidate:** Effective without direct management, yet welcomes some structure and supervision as needed.

**Jim:** Tends to be less willing to follow standard procedures than is required for best performance in this position.

### Outlook

Anticipation of outcomes and motives



**Ideal Candidate:** Demonstrates a generally positive attitude, yet will express doubt on occasion.

**Jim:** Fits the Performance Model.

### Decisiveness

Use of speed and caution to make decisions



**Ideal Candidate:** Balances timeliness and deliberation, but is comfortable making quick decisions when necessary.

**Jim:** Fits the Performance Model.

### Accommodation

Inclination to tend to others' needs and ideas

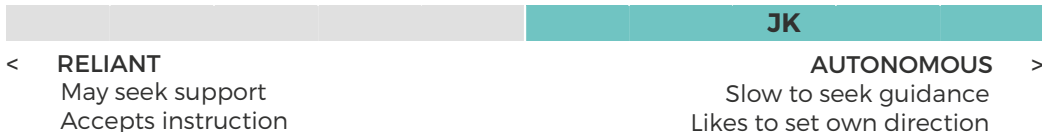


**Ideal Candidate:** Works best when encouraged to persistently pursue objectives and freely defend opinions.

**Jim:** Fits the Performance Model.

### Independence

Level of preference for instruction and guidance



**Ideal Candidate:** Performs best when provided minimal direction and given the room to make decisions independently.

**Jim:** Fits the Performance Model.

### Judgment

Basis for forming opinions and making decisions



**Ideal Candidate:** Uses judgment that balances common sense and practical experience.

**Jim:** Fits the Performance Model.

## INTERESTS

The assessment measures six possible Interests, which appear below from Jim's highest- to lowest-scoring interest. The **top three Interests for the Performance Model** are noted. Two-way and three-way ties are indicated if present.

This list of interests is obviously not exhaustive, and because interests are often something that can be satisfied outside of work, they make up only 20% of the candidate's overall job fit score (Thinking and Behavioral each make up 40% of the overall score). Still, a person's interests can sometimes provide insight into how easily motivated he or she will be concerning different tasks, and how much enjoyment he or she may find in a particular role.

### JIM'S ORDER OF INTERESTS

- Ordered from his highest- to lowest-scoring interest
- Consultant Performance Model Interests are indicated
- Ties are indicated if present

#### **Enterprising** [PERFORMANCE MODEL INTEREST]

An Enterprising interest suggests the enjoyment of leadership, presenting ideas, and persuading others. Individuals with this interest may desire responsibility and exercise initiative, ambition, and resourcefulness.

TIED

#### **Mechanical**

A Mechanical interest suggests the enjoyment of building and repairing things and working with machinery or tools. Individuals with this interest may like tasks that involve using their hands, being outdoors, and/or breaking a sweat.

#### **People Service**

A People Service interest suggests the enjoyment of collaboration, compromise, and helping others. It may indicate a strong sense of empathy and support and a knack for bringing people together.

TIED

#### **Technical** [PERFORMANCE MODEL INTEREST]

A Technical interest suggests the enjoyment of learning technical material, interpreting complex information, and solving abstract problems. Individuals with this interest may enjoy working with numbers, data, and/or computer programs.

#### **Financial/Admin** [PERFORMANCE MODEL INTEREST]

A Financial/Admin interest suggests the enjoyment of working with numbers, organizing information, and office routines such as record-keeping and completing paperwork. It could indicate an eye for detail and a desire for accuracy.

TIED

#### **Creative**

A Creative interest suggests the enjoyment of imaginative and artistic activities. It often involves personal expression, emphasis on aesthetics, and novel ways of solving problems, producing ideas, and designing new things.



# INTERVIEW QUESTIONS

Jim Kimberly & Consultant

## CHALLENGE AREAS FOR THIS JOB FIT

Next you will find what could be Jim's top challenge areas for this position. The selection is based on how Jim scored on the assessment compared to the specific requirements for Consultant.

### Numerical Ability

BELOW PERFORMANCE MODEL

He can use basic calculations, but may not be as comfortable with complex data.

→ **Listen for: whether he identifies a personal limitation with numerical calculations and seeks help when needed.**

1. Tell me about a time when you've gotten stuck in your work when trying to figure out a calculation. What did you do to solve it? How did you ensure the results were accurate?
2. Describe the last time you had to make a calculation on the spot. How did you do it? Were you on target?

### Conformity

MORE STRONG-WILLED THAN PERFORMANCE MODEL

He may dispute procedures and policies, particularly if he doesn't agree with them.

→ **Listen for: whether he can temper his own opinions and goals without becoming too frustrated or resentful.**

3. Tell me about a time when you had to work with a leader you didn't respect. How did that relationship evolve over time?
4. Describe a time when you didn't agree with the direction a project was taking, but couldn't change it. How did you react to that situation?

## AREAS OF STRENGTH FOR THIS JOB FIT

Next you will find what could be Jim's top areas of strength for this position. The selection is based on how Jim scored on the assessment compared to the specific requirements for Consultant.

### Outlook

#### FITS PERFORMANCE MODEL

He tends to be fairly optimistic and trusting.

➔ **Listen for: whether he thinks critically about others' ideas without dismissing them prematurely or accepting them too readily.**

5. When considering others' ideas, what steps do you take to evaluate the ideas? Give me some specific examples.
6. What impacts have you seen from a lack of trust in the workplace? What benefits have you seen when trust is high? Give me some examples of both scenarios.

### Accommodation

#### FITS PERFORMANCE MODEL

He is usually willing to express disagreement and defend his opinions.

➔ **Listen for: how he determines when to state his own position and when to compromise.**

7. Which is more important in the workplace—disagreement or compromise? Why? Give me examples from your own experience.
8. How do you typically resolve a conflict between you and a colleague?

### Independence

#### FITS PERFORMANCE MODEL

He seldom seeks guidance and likes to set his own direction.

➔ **Listen for: the level of guidance he prefers and whether he has been satisfied with guidance in the past.**

9. For work you've done in the past, when has following a very structured procedure been beneficial? When has it been better to develop your own approach?
10. Describe an example of the ideal level of guidance you received at the start of a new assignment. Tell me about a time when you were frustrated with the level of guidance.

## QUESTIONS FOR REMAINING SCALES

You will find suggested interview questions for the remaining scales below.

<b>Verbal Skill</b>	<b>FITS PERFORMANCE MODEL</b>
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He is comfortable communicating more complex information.

☞ **Listen for: how he connects with others who have different levels of verbal skill.**

11. How do you decide when it's appropriate to use advanced, technical, or specific language instead of communicating more casually or simply?
12. What do you do to ensure that your written reports, emails, or other communications are correct, clear, and easy for your audience to understand?

<b>Verbal Reasoning</b>	<b>FITS PERFORMANCE MODEL</b>
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He is able to analyze more complex verbal information.

☞ **Listen for: how he assesses and applies information for different settings, tasks, and people.**

13. Describe a situation in which you received instructions that seemed to lack key steps or were incomplete. What did you do to fix the situation and make sure that you were completing the task correctly?
14. Tell me about a time when you discovered there had been a miscommunication. How did you figure out there was a problem, and what did you do to resolve the issue?

<b>Numeric Reasoning</b>	<b>FITS PERFORMANCE MODEL</b>
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He is reasonably efficient using numerical data in decision making.

☞ **Listen for: the complexity of the numerical problem-solving techniques used and how readily he can explain the details of those techniques.**

15. Describe a situation where there were changes to the way you had to work with or report data. What did you do to make the adjustment and to ensure accuracy?
16. Tell me about a time when you used numerical data to find a solution to a problem or convince others to change the way they were doing things.

**Pace****FITS PERFORMANCE MODEL**

He tends to be driven and fast-paced.

☞ **Listen for: how willing he is to adjust his own work pace and help others achieve a team goal.**

17. Describe a time when you and your colleagues were working toward an aggressive deadline. How did you manage your own workload? How did you help your team meet the goal?
18. When you are assigned a task to complete without a specific deadline and with little oversight or supervision, what are some ways you keep yourself motivated?

**Assertiveness****FITS PERFORMANCE MODEL**

He tends to be very comfortable sticking up for his opinions and needs.

☞ **Listen for: how successfully he determines when to push forward and when to refrain from action.**

19. Describe a recent experience where you had to be assertive with a colleague. How did you determine how much you needed to push to get what you needed?
20. When you work with someone who is highly forceful or demanding, what approach do you take to maintain an effective working relationship with this person?

**Sociability****FITS PERFORMANCE MODEL**

He tends to be fairly extraverted and people-oriented.

☞ **Look for: how he recognizes when to be more or less outgoing to fit the needs of the situation.**

21. Describe a time when you had to act more or less outgoing than is natural for you. What did you do to adapt?
22. Do you prefer to work with others on assignments or complete tasks by yourself? Tell me about an assignment or project that best fits your work style.

**Decisiveness****FITS PERFORMANCE MODEL**

He may prefer to deliberate and make informed decisions, but is also capable of timely responses.

☞ **Listen for: whether he can identify when to adapt his decision-making style to suit the circumstances.**

23. How would you handle having to make an important decision without being given enough time to deliberate?
24. If you had to make a difficult decision, would you rather do it right away or have a week to think it over? Why?

**Judgment****FITS PERFORMANCE MODEL**

He probably relies on his intuition and experiences to make decisions.

☞ **Listen for: his preference to use either facts or intuition when making decisions, depending on the circumstances.**

25. Some people make decisions based on facts, while others use their intuition. When working with a group of both types of decision-makers, what do you find to be the most constructive approach?
26. How would you make a decision if the facts pointed you toward one choice, but your instincts pointed you in the opposite direction?