

ejemplo  
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Took test on: Jun 7, 2014  
Test completion: Normal

**Response Style: Genuine**

Explanation of response style:

- **Genuine:** If questions are answered in a sufficiently varied manner.
- **Social Desirability:** If questions are answered in a socially desirable manner for more than 60% of the questions.
- **Central Tendency:** If more than 60% of the questions are answered as 'neither agree nor disagree'.
- **Acquiescence:** If questions are answered in a 'strongly agree' or 'agree' manner for more than 60% of the questions.

**EXECUTIVE SUMMARY**

 **Key Competencies**

- **Stress Management:** Cannot always actively cope with workplace stress and may sometimes become passive when faced with it. Likely to get frustrated in difficult situations & get discouraged by setbacks.
- **Stability:** Is not diligent, hardworking and committed to one's job, rarely investing a lot of effort in one's work. May not have the required organization and persistence to carry out one's tasks successfully.
- **Ethical:** Cannot be relied upon to carry out assignments efficiently. Is extremely likely to compromise on professional ethics and policies to complete tasks, especially when it is inconvenient.
- **Team Player:** Unlikely to be a good team player and may be unable to have harmonious and cooperative relationships with team members as is not trusting and attuned to their emotions.

 **Red Flags**

- **Ethical:** Likely to bend rules and policies to get the work done.
- **Team Player:** Unlikely to be a good team player.
- **Stability:** Not likely to sustain at the organization for long.

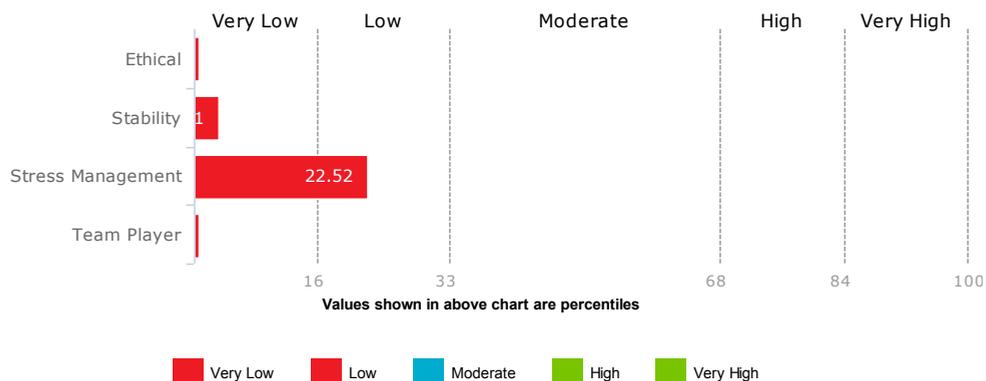
 **Strengths**

- NONE

 **Areas of Development**

- **Ethical:** Be ethical in your approach to work. Learn to follow rules regularly and develop a sense of duty.
- **Team Player:** Be understanding and accommodating of others' views when working in a team.
- **Stability:** Learn to sustain at an organization for long by developing a sense of responsibility and commitment to one's work.

**Key Competencies**



**Ethical: Very Low**

Unlikely to adhere to moral and ethical imperatives to fulfill obligations so much that the focus on results is rarely driven by a sense of duty to those for whom one is working. Can not be relied upon to carry out assignments efficiently. Is extremely likely to compromise on professional ethics and policies to complete tasks, especially when it is inconvenient.

**Suggested Interview Questions****1. Can you share an incident when you experienced a loss for doing what is right.**

- (a) Give us details about your experience.
- (b) Are there certain situations where being honest or ethical may have negative impact? Give examples.
- (c) What were the consequences of doing what you thought was right?

**2. Can you recall an incident when your integrity was questioned?**

- (a) What were the circumstances under which it was questioned?
- (b) How did you deal with the situation?
- (c) What did you learn from the experience?

**Stability: Very Low**

Unlikely to be considerate and concerned towards others. Does not work hard for the benefit of the group, by overlooking one's own interests. May not have the required organization skills and persistence to carry out one's tasks successfully. Is not diligent, hardworking and committed to one's job, rarely investing a lot of effort in one's work.

**Suggested Interview Questions****1. Tell me a how you first decided to take a job in this department/organization.**

- (a) What motivates you to work for this organization?
- (b) What do you think might not be so positive about this organization?
- (c) Where do you see yourself three years down the line?

**2. What career progression goals would you like to set?**

- (a) What makes you feel this organization will help you attaining your career goals?
- (b) How do you think this organization will help you achieve these goals?
- (c) What do you think, how long will it take you to achieve these goals?

**Stress Management: Low**

Likely to get frustrated in difficult situations & gets discouraged by setbacks, not putting effort to ensure timely and efficient completion of tasks. Unlikely to remain optimistic and may give up if unsuccessful in some tasks. Cannot always actively cope with workplace stress and may sometimes become passive when faced with it.

**Suggested Interview Questions****1. Sometimes it is difficult to keep one's cool due to unfortunate circumstances at work. Share with us an incident when you struggled maintaining your composure.**

- (a) What was the situation and where did it arise from?
- (b) How did you react in that situation?
- (c) What were the consequences of your reaction?

**2. Can you share an incident when you were not in your comfort zone.**

- (a) What bothered you most about the situation?
- (b) How did you deal with the uncomfortable environment?
- (c) What did you learn from this experience?

**Team Player: Very Low**

Unlikely to be a good team player and may be unable to have harmonious and cooperative relationships with team members as is not trusting and attuned to their emotions. May be highly unable to understand and appreciate individual differences among team members and is not likely to adjust one's work style accordingly. Is not always honest and straightforward and may be unable to correctly assess and utilize the strengths of all the team members while completing a task.

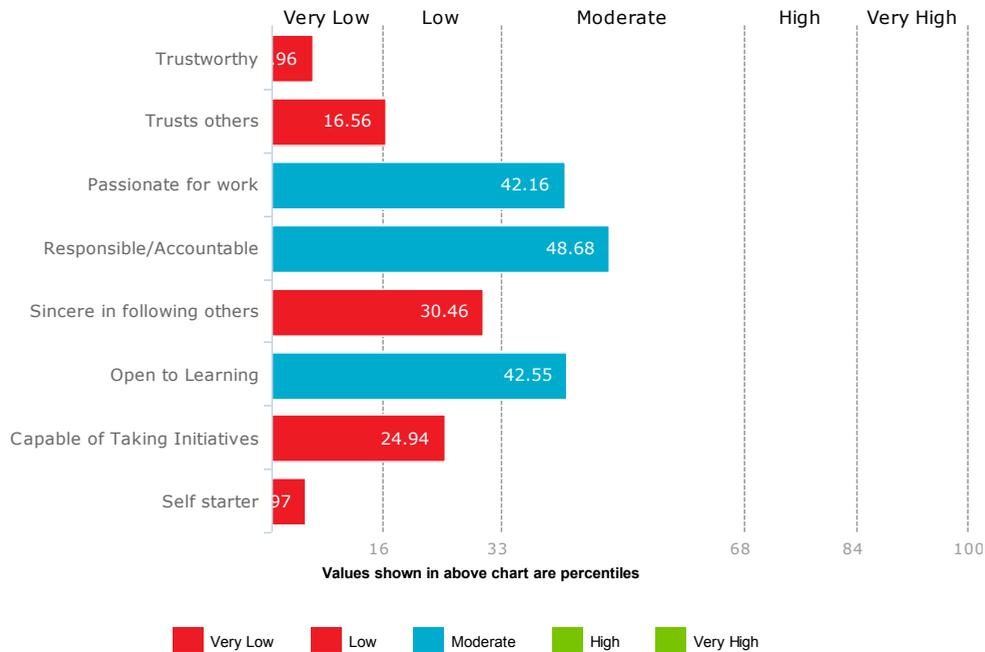
**Suggested Interview Questions****1. Share an experience when you motivated your team members to accomplish a goal or meet a critical deadline.**

- (a) What all steps did you take to motivate them?
- (b) How did you manage to accomplish this?
- (c) What was the result/outcome?

**2. Tell us about an event when you were frustrated with a team member/colleague.**

- (a) What were the reasons you were frustrated with him/her?
- (b) What did you do about it?
- (c) What were the consequences?

### Other Relevant Critical Competencies



#### Trustworthy: **Very Low**

Unlikely to be seen as being diligent, confident and responsible towards one's work. Can't be relied upon to complete tasks in a meticulous and persistent manner while cautiously thinking through one's decisions and actions. Unlikely to adhere to ethics and rules.

#### Suggested Interview Questions

1. *Share an incident when you had to go "the extra mile" to acquire and develop trust among co workers/team members/managers.*

- (a) Why do you think it was important to build a trusting relationship?
- (b) What were the consequences/result of it?
- (c) What did you learn from this experience?

2. *Can you describe how you earned the trust of your team leader/manager/co worker to agree with your idea of handling an important project.*

- (a) What steps did you take to gain their trust?
- (b) What steps did you take to ensure that they would continue to trust you?
- (c) What were the consequences of it?

#### Trusts others: **Low**

Not very likely to believe that most people are honest and sincere. May at times see others as trying to take advantage of people and may not be able to forgive others easily.

#### Suggested Interview Questions

1. *It is important to develop trust and have faith in your team members, but sometimes it just does not happen. Share an incident when you were not able to build a successful relationship with your team members.*

- (a) What were the reasons you could not have faith on them?
- (b) What are you more likely to do: Trust a person because you feel so or think through and logically analyze if the person is trustworthy based on his past records?
- (c) Do you think it is important to have an open and honest relationship with the team?

2. *What do you do to establish trust with your team?*

- (a) Share with us an example when you had a hard time trusting a colleague/teammate.
- (b) Why did you not trust him?
- (c) Would you still trust person if you know that person is not trustworthy based on his past records?

#### Passionate for work: **Moderate**

Moderately likely to be capable & efficient in one's work with an urge to keep oneself busy most of the time. May occasionally display passionate and motivated behavior, sometimes working towards performing better & achieving excellent results.

#### **Suggested Interview Questions**

**1. Share an incident when you thought you were going to miss an approaching critical and very important target deadline, process or procedure you had committed to.**

(a) What were the reasons you thought you were going to miss the deadline or not complete the assignment on time?

(b) How did you deal with the stress that followed?

(c) What was the outcome?

**2. What are your standards for success and achievement in your job?**

(a) What have you done so far to evaluate and improve these standards?

(b) How religiously do you follow your passion at work?

(c) Where do you see yourself 5 years down the line?

#### **Responsible/Accountable: Moderate**

Moderately likely to be responsible, disciplined and motivated when carrying out tasks. May at times be meticulous and systematic in one's work.

#### **Suggested Interview Questions**

**1. What are the procedures and methods you use to ensure your work is error free?**

(a) Share a few examples where you used these methods and procedures.

(b) Are these methods effective in reducing the errors?

(c) How important is it for you to ensure error free work?

**2. Can you recall an incident when your manager/team leader may have assigned a task to you which you thought was impossible.**

(a) What were the reasons you thought that the task was impossible to do? If not, how did you make sure that you accomplish that assignment/project?

(b) What were the ways you handled the project?

(c) How would you assess your effectiveness in this regard?

#### **Sincere in following others: Low**

Is not very likely to be compliant towards seniors as may not be very obedient and accommodating. May rarely give priority to the goals of the group rather than one's own personal goals.

#### **Suggested Probing Questions**

**1. Can you think of a time when you did something just because everyone else was doing it in the team?**

(a) How comfortable/uncomfortable were you when you gave in to group think?

(b) What kind of behaviour/action was it?

(c) What was the result?

**2. Share an experience where you did not comply towards seniors.**

(a) What were the reasons you did not comply with them?

(b) What was the result?

(c) What do you generally do if this was not the situation, are you likely to comply with the managers?

#### **Open to Learning: Moderate**

Moderately likely to be willing to consider new ideas and opportunities and acquire more knowledge. Is average on imagination and originality and can occasionally bring in new insights to situations and add new dimensions to work projects. May at times seek out new and unconventional ideas and experiences which can bring an edge to work assignments and lead to improvements.

#### **Suggested Probing Questions**

**1. Can you tell us the steps you may have taken in the past year to improve your skills, knowledge and performance in some area.**

(a) What is that area?

(b) Can you tell us in brief about you learning?

(c) How can this learning be used in the current or future assignments?

**2. Tell us about an incident when you had to learn something new in a short duration of time.**

(a) What created the situation?

(b) What were the specific skills/processes/theories/logic you had to learn?

(c) What was your approach to learning/How did you learn?

#### **Capable of Taking Initiatives: Low**

Not very likely to be open to new experiences and opportunities and is not highly capable of taking new initiatives. Is not very flexible or driven when dealing with novel ideas. Can seldom express own views and convince and direct others when needed.

**Suggested Probing Questions**

1. *If we give you an assignment to do, and along with it, provide you with the previous assignments on the same line for reference, how are you likely to go about it?*

- (a) Will you follow the trend and do it exactly the way it has been done in the past?
- (b) How have you demonstrated taking new initiatives in the past organization?
- (c) How easy/difficult was it to convince others to try out a different approach?

2. *Sometimes, we fail to acknowledge a process or a way of carrying out an assignment because it is unconventional or untested. Tell us a situation similar to this you found yourself in.*

- (a) What was your approach to deal with such a dilemma?
- (b) What were the consequences of the decisions you took?
- (c) How did you feel throughout the process?

**Self starter: Very Low**

Is unlikely to have an optimistic outlook towards one's work, not looking forward to deriving success and satisfaction from it. Is not high on energy and can't keep oneself involved in a number of activities simultaneously, not even enjoying exploratory and risk taking tasks. Is unwilling to go beyond the conventional approaches at work or bring in new perspectives by being imaginative and open-minded.

**Suggested Probing Questions**

1. *Are you a self-starter?*

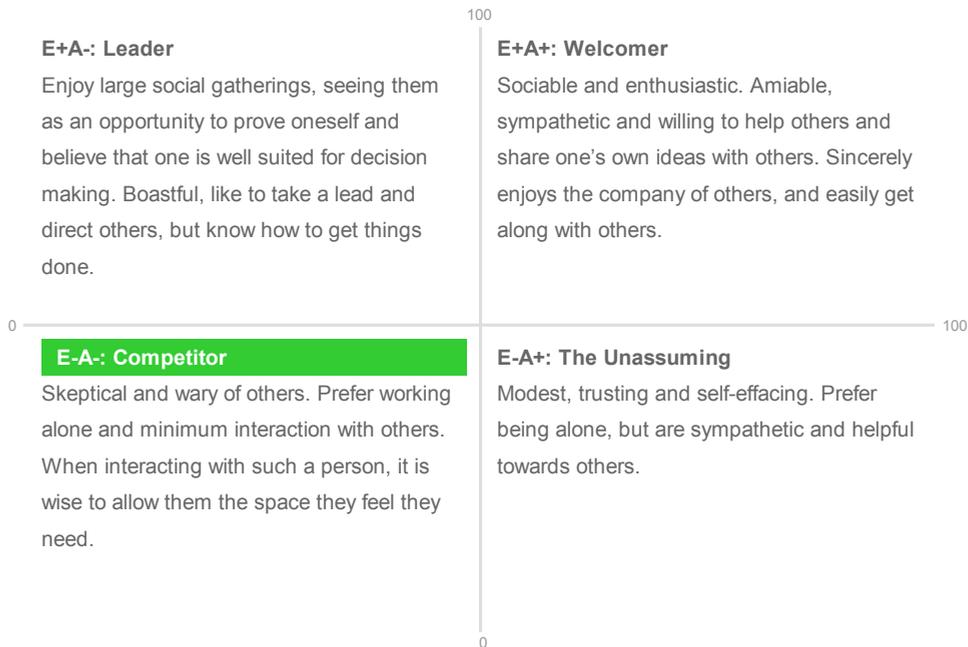
- (a) If yes, give us an example of your ability to be a self-starter.
- (b) How did it create an impact on other team members?
- (c) Were you able to set an example to reinforce taking initiatives?

2. *Give an example of when you initiated a task and took the lead.*

- (a) What was the outcome?
- (b) Were you able to achieve the desired goals?
- (c) What were the challenges you faced?

**Behavior Co-ordinates**

**INTERACTION STYLE**



\*Extraversion (percentile: 9.27) on vertical axis, Agreeableness (percentile: 0.66) on horizontal axis

**PREFERRED WORK STYLE**



Energetic, adventurous and happy-go-lucky. Spontaneous and act on the spur of the moment, constantly looking for thrill and fun.

Ambitious and assertive, productive and efficient. Work with zeal and is precise in one's approach to work. May seem pushy if trying to impose one's style on others.

**E-C-: Lethargic**

Not highly ambitious and enthusiastic. Rarely take initiative and lack the required motivation to complete tasks. Only act when under pressure.

**E-C+: Plodder/ Slow but effortful**

Methodical and serious. Concentrate on tasks at hand, working at a slow and steady pace. Can be counted on to finish tasks at hand, but can't be pushed to work faster.

\*Extraversion (percentile: 9.27) on vertical axis, Conscientiousness (percentile: 5.96) on horizontal axis

**PSYCHOLOGICAL WELL-BEING**

**E+N-: Highly Emotional**

Experience both positive and negative emotions, rapidly shifting between the two. Get easily carried away by feelings leading to disturbed interpersonal relationships.

**E+N+: Optimist**

Cheerful, not bothered by problems and enjoy life to the fullest. Can cope with problems effectively and focus more towards the future.

**E-N-: Pessimist**

Lead a gloomy, sad and dark life, with a little that makes them happy. Unable to cope with stressful circumstances.

**E-N+: Low-Keyed**

Emotionally stable but indifferent to people and events around them, nothing having much effect on them. Interpersonal relations may suffer due to this coldness.

\*Extraversion (percentile: 9.27) on vertical axis, Emotional Stability (percentile: 22.52) on horizontal axis

**PROFESSIONAL INTERESTS**

**E+O-: Mainstream Consumer**

Verbose and enjoys large parties, sports and events where one gets an opportunity for social interaction. Prefers working on simple tasks rather than those which involve originality and innovation.

**E+O+: Creative Interactor**

Tenacious, eloquent and have wide and unconventional interests, who enjoys exploring new ideas and likes sharing it with others. Enjoys public speaking, group discussions, and interaction with people from different backgrounds.

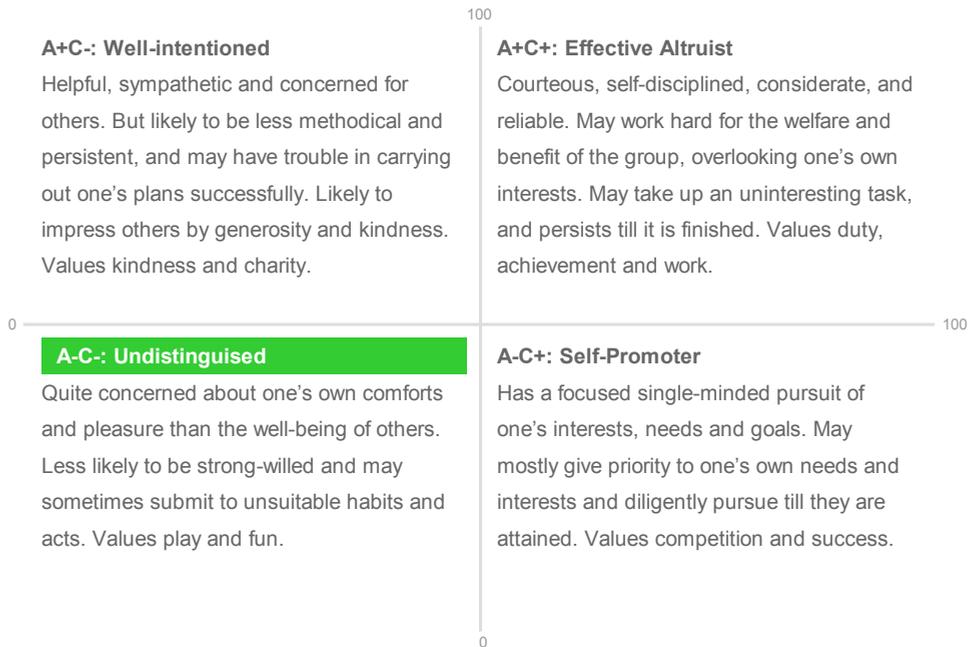
**E-O-: Homebodies**

Less imaginative, less inquisitive, and unadventurous. Prefers to work individually or with a small group. Their vocational interests may include mechanical or domestic work.

**E-O+: Introspector**

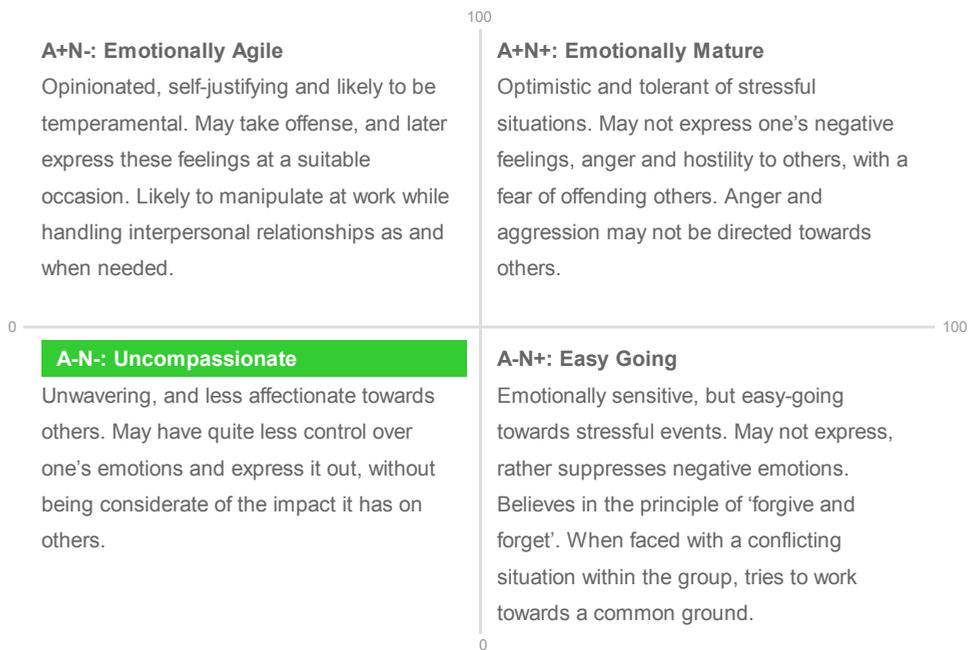
Introspective and thoughtful, prefers activities which involve originality, creativity and challenge, but which can be pursued alone. Likely to get fascinated by music, painting, reading, etc. They prefer occupations that provide both challenge and privacy.

### CHARACTER



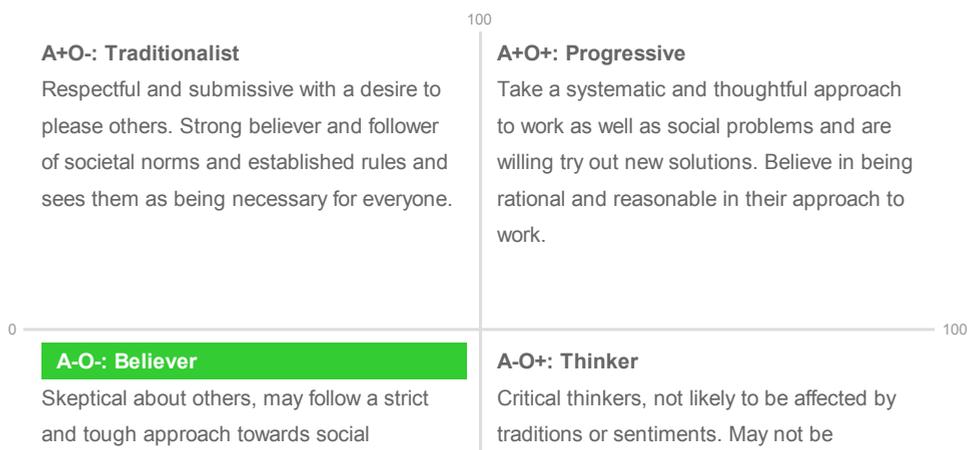
\*Agreeableness (percentile: 0.66) on vertical axis, Conscientiousness (percentile: 5.96) on horizontal axis

### ANGER MANAGEMENT



\*Agreeableness (percentile: 0.66) on vertical axis, Emotional Stability (percentile: 22.52) on horizontal axis

### ATTITUDE TOWARDS WORK



problems. Have firm and rigid beliefs about personal and social morality and rules.

considerate of others' feelings in pursuing one's own beliefs.

0

\*Agreeableness (percentile: 0.66) on vertical axis, Openness to Experience (percentile: 0.66) on horizontal axis

### LEVEL OF IMPULSE CONTROL

#### C+N-: Over controlled

Practical, meticulous and detail-oriented. Has a strong urge of self-control, and is able to handle distress in a balanced manner. Sometimes may set unrealistic goals, and is susceptible to obsessions.

#### C+N+: Directed

Perfectionist and directed. Has a clear sense of one's goals, pursue them even under unfavorable circumstances. Unlikely to deter from one's plans and takes setbacks and frustrations in stride.

100

0

100

#### C-N-: Under controlled

Informal and quite impulsive. Unlikely to resist one's urges and desires, and may sometimes regret one's actions later. Susceptible to getting involved in undesirable behavior.

#### C-N+: Relaxed

Habitual, may not always be very meticulous, and sometimes not predictable. Likely to look for an easy way to exert control over one's behavior. May require to be pushed to undertake tasks involving additional efforts.

0

\*Conscientiousness (percentile: 5.96) on vertical axis, Emotional Stability (percentile: 22.52) on horizontal axis

### LEARNING PATTERNS

#### C+O-: By-the-Book

Conventional, methodical, and diligent. Prefers to follow step-by-step instructions for a task. Likely to find it difficult to handle tasks that demand innovativeness and abstractedness. Has a high need for structure and closure.

#### C+O+: Good student

Industrious, and perfectionist, with a strong desire to excel. Is often creative and original in problem solving. Likely to be academically intelligent and diligent, and is a good learner.

100

0

100

#### C-O-: Reluctant Scholar

Not quite methodical, may not be very reasonable and likely to focus more on short term goals. May need extrinsic motivation to take up a new task, and help to organize one's work and to schedule one's work.

#### C-O+: Dreamer

Unconventional, imaginative and a day-dreamer. Busting with innovative ideas and likely to develop elaborations out of it, but may sometimes gets engrossed in fantasy. May tolerate uncertainty and ambiguity at work.

0

\*Conscientiousness (percentile: 5.96) on vertical axis, Openness to Experience (percentile: 0.66) on horizontal axis

### BEHAVIOR UNDER PRESSURE

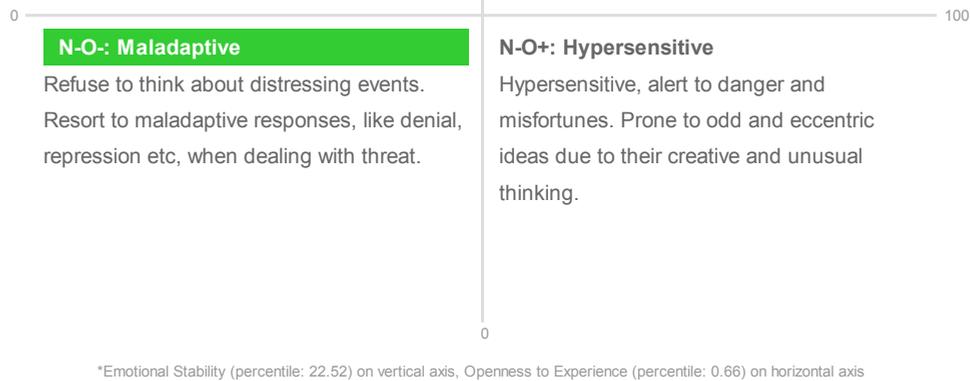
#### N+O-: Hyposensitive

Rarely experience negative emotions. Focus on concrete action to deal with threats rather than just dwelling and worrying about it.

#### N+O+: Adaptive

Aware of stressors and threat, but use these situations as a source of creative inspiration. Deal with problems actively and intelligently.

100



## Test Log

02:59 am Started the test with Personality Inventory

03:02 am Finished the test

## APPENDIX

"Know Thyself" is the key to professional growth and personal development. Carefully reviewing this report will give an insight into a person's personality at work, which will help in

- Gaining an understanding of the person's strengths and growth opportunities.
- Gazing how his or her behavior influences himself or herself and others.
- Having a better understanding of his/her leadership styles and how to manage one's work through one's leadership attributes.

### **How to interpret the reports?**

*When interpreting the results, it is important to remember that the scores are not good or bad, only more or less appropriate to certain types of work. Since the results are based on one's own view of behavior, the accuracy of the results depends upon both honesty and self-awareness while taking the test.*

1. The scales for all the factors range from 'very high' to 'very low' based on the normal probability curve.
2. The descriptions for all the factors are easy to comprehend and self-explanatory. In case any further clarification needed, please feel free to contact us.
3. Response style suggests the tendency of a person to respond to the psychometric test in a particular manner.

## How to use the interview guide

### **The Purpose of this Guide:**

The Guide has been created to help the respective interview panel for conducting employment interviews and making decisions about the suitability of applicants, while validating the test scores on the competencies. It seeks to explain and clarify some of the best ways to enhance the quality of information gathered during interviews and therefore increase the fairness and effectiveness of the selection process.

For each level of competency, "**Suggested Probing Questions**" have been designed. There is one main question followed by probing questions. The interviewer must make sure that he/she probes the interviewee and let the interviewee do most of the talking.

### **Points to be considered while evaluating the candidates:**

- Look for more than one piece of evidence.
- Look for trends and supporting evidence.
- Attempt to understand conflicting evidence.

**Sources of Error When Evaluating and Rating Candidates:**

When using the rating scale remember that the following factors can distort assessments:

- **Halo effect** –this is the tendency to rate candidates highly on one criterion because they have impressed on other criteria.
- **Central tendency** - tendency to give candidates a middle rating rather than using the E or D rating which clearly indicate that the candidate strongly demonstrated the competency or did not demonstrate it at all.
- **Response bias** - a tendency to under or over rate.
- **Logical error** - not making a clear distinction between two competencies.
- **Contrast effect** - rating one candidate against another instead of against the competency.