

Interviewer's Guide

Private & Confidential

04/08/2008

Mr. Thomas Sample

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INTERVIEWER'S GUIDE - PERSONAL PROFILE ANALYSIS

Mr. Sample

We recommend that the following questions be considered by the interviewer when meeting with Mr. Sample. These probing questions are designed to assist the interviewer in gaining a deeper understanding of Mr. Sample, his strengths, possible limitations and behavioral style at work. These questions have been prompted by the information in the PPA Report.

Points To Review

If you have not seen any reference to 'Points to Review' in other Thomas reports, this information is found in the PPA Report and Executive Summary Report. These reports can be generated through the 'Create New Reports' screen on your web account.

Overshift - Graph I

- What are the most challenging, most frustrating and least familiar components of your role?
- In your opinion, is your training and work experience compatible with the demands of the role? What are your reasons for saying this?
- In terms of evaluating your compatibility with the role requirements, Where do you feel there is a good fit? Is there any area where you perceive a degree of incompatibility?

Tight Graph II

- The indications are that conditions at work are very demanding. What are some the internal and external factors that are creating this?
- Your report indicates that you may be facing complex work challenges at this time? Is this so and how are you dealing with this?
- How effectively do you rate your current performance? If below expectations what are the likely causes, and what specific actions can you take to address these? If above expectations, how could you increase performance further?
- Do you have the necessary resources and authority to achieve your objectives? What would you need to do to improve the overall situation?
- Tell me about a situation when you had to make and important decisions under extreme pressure. What did you do? What could you have done differently?

- Are you been happy in your current or previous role? What would you like to have changed?

Tight Graph III

- When executing your duties and responsibilities, are you backed up the necessary resources and level of authority?
- Tell me about your current manager in terms of his management style. What three things would you change about him if you could?
- Do you have the trust and support of your work associates? How do you know this?
- Are you or have you recently reported to more than one manager? If so, what is the reason and how long is the situation likely to continue?
- Have you experienced any major disagreements at work recently? What were the reasons for these and how has this impacted you?
- Is your team or organization performing well currently? Are you satisfied with your own performance?

The following series of questions can be used to confirm the profile and the extent to which Mr. Sample is aware of his impact on others within the working environment. They are also designed to identify whether he is adaptable in terms of modifying his behavior to meet the needs of work associates.

- Do work associates approach you more than others for sensitive workplace advice or for confidential career guidance? Why do you think this is the case? How have you helped in these circumstances?
- When last were you seriously challenged in a competitive situation? What was the nature of the challenge, your response and the eventual outcome?
- What, in your experience, are the most critical factors for effective leadership?
- What characteristics would you define as critical for those people who you would select to work closely with? Why?
- Tell me about a situation recently when your first impressions of someone proved to be wrong? How frequently has this happened to you? With what consequences?
- What are some of the most complex problems you have successfully applied your trouble-shooting capabilities to?
- What is your approach when you have been forced to venture into the unknown and cope with unfamiliar and untested conditions, challenges and responsibilities at work?
- Has your need for regular interaction and social contact with others at work ever interfered with your performance levels? How do you manage this?
- Do you belong to any clubs, associations or societies? What are these and what is your contribution?

And finally, is there anything else you would like to tell me that I have not asked?