



TALENT STRENGTHS
PERSONALITY QUESTIONNAIRE

The Invent Series™ Competency Potential Report - Interview Guide

Computer Programmer Job - October 2014

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Introducing the Talent Strengths Personality Questionnaire™(TSPQ) and Invent Series™

The TSPQ is a personality questionnaire designed for accurate and efficient profiling in the workplace. It forms part of a broader suite of tools called the Invent Series™ constructed to give robust scientific insights into people's behaviours in business and in organisations. The questionnaire has been standardised to provide a broad representation of the well-established Big 5 personality domains and contains a flexible compendium of 47 scientifically validated personality scales. As the name suggests, practitioners are provided with the means to “invent” tailored personality questionnaires using only the scales that they desire. The result is a shorter more pleasing candidate experience and a more focussed and targeted profile for the practitioner to use in their evaluations. The Talent Strengths Software System builds and configures a tailored questionnaire instantly, enabling the practitioner to deploy their tailored questionnaire in a recruitment or employee development campaign almost immediately.

For practitioners unsure of the personality traits they wish to measure, The Invent Series™ includes a Job Competency Analysis Questionnaire that helps identify both the priority competencies required for performance in a given job role but also the personality scales associated with each competency. Practitioners can choose either a competency or personality based profile report, whichever they find most helpful.

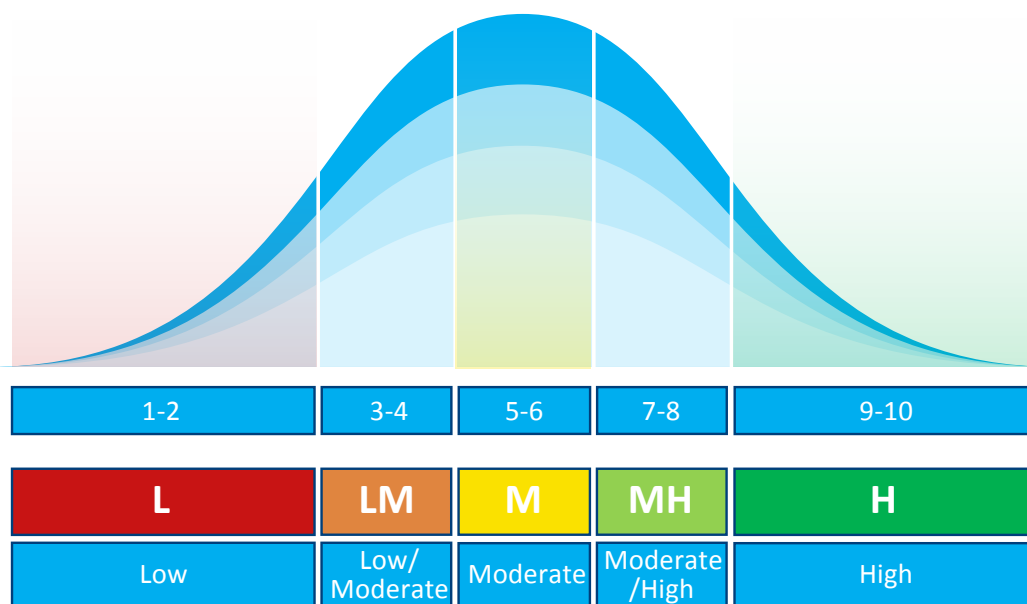
Introduction to the Competency Potential Report - Interview Guide

Competencies and competency frameworks are increasingly used by organisations today to help define, develop and strengthen the use of essential behaviours identified as being important for achieving success in the organisation.

A competency can be defined as “a body of knowledge, a skillset or desirable behaviours required to complete a given work task effectively.”

This competency potential report is designed to promote objective decision making in recruitment and selection. It is structured to help elicit evidence using behavioural interview techniques. The results of the interview can be used to validate the competency potential domain scores displayed in this report. The competencies selected for measurement are taken from the Talent Strengths Universal Competency Framework. They have been selected by the qualified assessment professional or through using the linked TSPQ Job Competency Analysis Questionnaire. The results in this report are derived from the candidate’s responses when taking the selected elements of the TSPQ.

The chart below shows a distribution of individuals on a given scale. High scorers (green) show a greater tendency to behave in manner that is aligned to the competency being reviewed. Low scorers (red) show a reduced likelihood of behaving in a manner that is associated with the competency under review. Use this guide to help focus your interview time on the most important questions where you may be looking for further clarification.



Introducing the STAR Behavioural Interview Model

This interview guide uses the STAR behavioural interview model. This model provides structured behavioural interview questions that enable the interviewer to probe respondents about their past experience and behaviours.

Understanding past behaviour provides the interviewer with an insight as to how the respondent may behave in the future. The STAR model helps to build objective evidence of a respondent's track record in delivering each competency. The competency based questions are a useful prompt to probe for evidence of behaviours that have taken place within workplace scenarios that are closely associated with the competency being reviewed. STAR is an acronym for:

SITUATION	What was the situation where the behaviour occurred?
TASK	What activity or task needed to be achieved?
ACTION	What action was taken and what behaviours occurred in this situation?
RESULT	What was the outcome? Was there a tangible output or achievement?

To gather quality evidence we have provided up to 3 interview questions for each competency. Underpinning these are a series of two or three complimentary probing questions to help elicit the STAR elements. The selected questions are not exhaustive and you may feel it appropriate to introduce further questions that relate more closely to the context of the job involving knowledge that is specific to the role.

Response Style

This report contains scales which measures the individual's attitude when taking this assessment. Measures of this kind provide practitioners with an indicator of how accurately the person has answered the questionnaire and the degree with which they can trust the profile when interpreting and feeding back to the recipient.

Respondents with a very low social desirability score, may be overly critical of themselves or modest and this may be reflected in their profile scores. Those with above average or high scores in social desirability may be concerned with presenting themselves in a manner that is deemed more socially acceptable. The respondent may wish to put forward a more positive image of themselves in light of the immediate context in which the person is being assessed. This may be in an attempt to gain some advantage in the process that they are going through. Alternatively, some individuals unconsciously present themselves in a overly positive manner which may be a result of heightened self-confidence or an extreme moral standpoint.








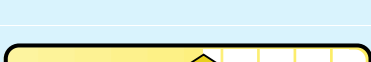

Disclaimer


This report has been computer generated using the Talent Strengths Software System. The profile is derived from an assessment completed by the respondent. The respondents results are compared to a large population sample of people gathered during the standardisation of the assessment. The results reflect the responses that they selected when completing a self-report questionnaire. A large body of psychological research evidence indicates the validity of self-report measures as successful predictors of workplace outcomes. The report results should be interpreted alongside other important factors such as key skills and abilities, motivation, technical knowledge and job relevant experience. Talent Strengths Ltd, its subsidiaries and agents do not guarantee that this report has not been changed or modified by other parties. Talent Strengths Ltd, its subsidiaries and agents accept no liabilities for the consequences of the use of this report.


The information provided in this report is confidential. Every effort should be made to ensure that its contents are kept in a secure location. Users should comply with local guidelines and best practice principles of data protection.

Competency Potential Summary

Below are profile results of Sam following the completion of the TSPQ using the selected competencies.

Competency	Description	Assessment Score	Level
Mental Toughness (Tenacity)	Steadfast determination to achieve targeted objectives. Deals with setbacks with fortitude and conviction. Tirelessly works through physical or emotional barriers and hardship to achieve goals. Goes beyond what is expected in pursuit of objectives despite doubters or ridicule.		LM
Flexibility	Maintains a flexible style when interacting with others. Willing to adapt to changes easily. Prepared to revise their thinking and strategies as new information becomes available. Fits their behaviour to suit the needs of the situation.		M
Motivating Others	Provides clear guidelines of what is to be accomplished. Inspires others to achieve goals and objectives. Ignites enthusiasm and energy amongst others. Takes time to understand what motivates each individual and maintains morale of the group.		LM
Personal Management	Efficiently uses their time to achieve personal goals and tasks. Organises personal administration activities in an ordered manner. Information technology, paperwork and files are organised effectively so that they can be accessed and used quickly in the future. Develops short cuts to improve speed of execution of tasks.		M
Organisational Awareness	Deeply knowledgeable about organisational issues. Understands the interactions between departments and able to identify the problems and opportunities within the organisations structure. Has a good appreciation of the political climate of the organisation and has access and influence with decision makers.		LM
Negotiation	Uses diplomacy to effectively communicate plans and proposals to others. Understands the motives and issues under consideration by the various parties involved. Considers a broad range of possibilities to achieve a resolution. Reaches compromises in deals and agreements that are acceptable to all parties.		LM
Leading and Directing Others	Leads from the front when required. Communicates a clear direction and vision to staff. Sets clear achievable and measurable objectives for the team. Organizes and facilitates team activities keeping members focussed on important objectives. Adopts an appropriate leadership style to manage subordinates effectively.		LM
Customer Service	Demonstrates a genuine interest in serving customers and delivering high standards of satisfaction. Looks to understand the needs and requirements of the customer. Anticipates customer requirements and goes beyond the "call of duty" to provide an exceptional service.		M
Energy	Demonstrates visibly high levels of energy and drive. Shows enthusiasm and vitality in their demeanour. Produces a high level work rate and output. Rarely fatigues, can maintain a consistent work rate over a longer period of time.		LM

Competency	Assessment Score	Level
Overall Competency Potential		LM

Response Style	Description	Assessment Score	Sten
Social Desirability	Occasionally may presents oneself in a more positive light, or display higher levels of self confidence.		5

Interview Questions

Mental Toughness (Tenacity)

Steadfast determination to achieve targeted objectives. Deals with setbacks with fortitude and conviction. Tirelessly works through physical or emotional barriers and hardship to achieve goals. Goes beyond what is expected in pursuit of objectives despite doubters or ridicule.



LM

Q. Describe an occasion where you have had to work through significant setbacks to achieve a goal?

- What were the circumstances?
- What was your greatest hardship?
- What was the outcome?

Notes:

Q. Describe an occasion where colleagues and others doubted your judgement and you were proved right?

- What were the circumstances?
- How did they eventually respond?
- What do you think caused colleagues to doubt you?

Notes:

Q. Describe an occasion where you have worked beyond the call of duty to deliver a task or project?

- How did this affect your work life balance?
- What was the outcome?

Notes:

Flexibility

Maintains a flexible style when interacting with others. Willing to adapt to changes easily. Prepared to revise their thinking and strategies as new information becomes available. Fits their behaviour to suit the needs of the situation.



M

Q. Describe an occasion where changes have been made in your organisation that you have disliked?

- What were those changes?
- How did you respond?
- What alternative suggestions could have been adopted?

Notes:

Q. Outline a recent situation when you have adapted to changes in the work environment?

- How did these changes impact you?
- What did you personally take away from the situation?
- What was the outcome of these changes?

Notes:

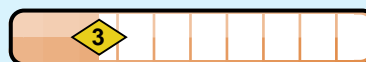
Q. Describe an occasion when you felt inclined to rethink your plans where circumstances changed?

- Tell me about how this made you feel?
- What steps did you take in changing your plans?
- What was the outcome?

Notes:

Motivating Others

Provides clear guidelines of what is to be accomplished. Inspires others to achieve goals and objectives. Ignites enthusiasm and energy amongst others. Takes time to understand what motivates each individual and maintains morale of the group.



LM

Q. Describe an occasion where you have been required to take an individual approach to encouraging or motivating a colleague or subordinate?

- What were the circumstances?
- Why was there a need to encourage this individual?
- What did you see changing after your discussions?

Notes:

Q. Describe a recent action that you have taken to improve team morale?

- Why did the team need lifting?
- What did you do?
- What was the outcome?

Notes:

Q. How do you recognise people's achievements on a daily basis?

- Outline a recent example of how you have recognised an achievement of a colleague or subordinate?
- How did they respond?

Notes:

Personal Management

Efficiently uses their time to achieve personal goals and tasks. Organises personal administration activities in an ordered manner. Information technology, paperwork and files are organised effectively so that they can be accessed and used quickly in the future. Develops short cuts to improve speed of execution of tasks.



M

Q. Describe your pattern of activity of a typical day?

- How do you organise yourself each day?
- What method do you use for scheduling meetings and appointments?

Notes:

Q. How would your work colleagues describe your personal administration?

- How does your administration differ from others?
- What is your most helpful tool for organising and managing your activities?
- Why is this?

Notes:

Q. Describe an occasion recently when your administration let you down?

- What went wrong?
- How did it resolve itself?
- How will you avoid this in the future?

Notes:

Organisational Awareness

Deeply knowledgeable about organisational issues. Understands the interactions between departments and able to identify the problems and opportunities within the organisations structure. Has a good appreciation of the political climate of the organisation and has access and influence with decision makers.



LM

Q. Tell me about your previous job role and how your daily tasks and activities linked into the organisations goals?

- Which departments had the greatest influence on your current/most recent role?
- Explain why?

Notes:

Q. Gaining support from key decision makers can be helpful in ensuring you and your colleagues achieve their goals. Can you describe a situation where you have asked for support from a key decision maker in the organisation?

- How did you know that this person was able to help you?
- How did you make your approach to this person?
- What positive impact did this have on you and your colleagues?

Notes:

Q. In your previous role, what did you perceive as being the greatest threats to the organisation?

- What potential effect could this have on the operations and staff?
- What positive steps do you think could be taken to mitigate these threats?

Notes:

Negotiation

Uses diplomacy to effectively communicate plans and proposals to others. Understands the motives and issues under consideration by the various parties involved. Considers a broad range of possibilities to achieve a resolution. Reaches compromises in deals and agreements that are acceptable to all parties.



LM

Q. Describe an occasion where you have critically evaluated a customer proposal, weighing up benefits against risks?

- What were the greatest risks?
- How did you proceed?
- What was the outcome?

Notes:

Q. Describe an occasion where you have been forced to compromise during negotiations?

- What were the circumstances?
- How did you reach a conclusion?

Notes:

Q. Tell me about an occasion where you have had to save a deal or bring a negotiation back from failure?

- Describe what happened?
- Why had things initially gone wrong?
- What steps did you take to save the deal?

Notes:

Leading and Directing Others

Leads from the front when required. Communicates a clear direction and vision to staff. Sets clear achievable and measurable objectives for the team. Organizes and facilitates team activities keeping members focussed on important objectives. Adopts an appropriate leadership style to manage subordinates effectively.



LM

Q. Give me an example of a situation or project where you had to use different leadership styles to achieve your objective?

- Describe what happened?
- What prompted you to change or adapt your style?
- What was the outcome?

Notes:

Q. Outline a recent situation where you faced reluctance from your subordinates to accept the direction that you were setting?

- Describe the situation?
- Why were they reluctant?
- What steps did you take? What was the outcome?

Notes:

Q. Tell me about an occasion where you had to lead a team through change?

- What prompted the changes?
- How did you encourage the team to follow you?
- What was the outcome of the change?

Notes:

Customer Service

Demonstrates a genuine interest in serving customers and delivering high standards of satisfaction. Looks to understand the needs and requirements of the customer. Anticipates customer requirements and goes beyond the "call of duty" to provide an exceptional service.



M

Q. Describe a time when you have far exceeded a customer's expectations?

- What did you do differently from your normal routine to delight the customer?
- What indications suggested that you should take this approach?
- What was the clients response?

Notes:

Q. Tell me about a time you had to deal with an angry or disgruntled customer?

- How did you handle the situation?
- How did the customer respond to you?
- What was the outcome?

Notes:

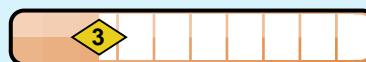
Q. Describe a time when you inherited a situation where customer service had historically been poor?

- When did you first identify that things were not quite right?
- What steps did you take to improve it?
- What was the outcome?

Notes:

Energy

Demonstrates visibly high levels of energy and drive. Shows enthusiasm and vitality in their demeanour. Produces a high level work rate and output. Rarely fatigues, can maintain a consistent work rate over a longer period of time.



LM

Q. Describe an occasion where you have had to work for long periods to achieve a work goal that was challenging?

- What was the task?
- Why was it so challenging?
- What was the outcome?

Notes:

Q. Which aspects of work are you less motivated by?

- How does this affect your focus and energy levels?
- How do you respond in these circumstances?

Notes:

Q. How does your energy present itself in the work environment?

- In what kind of situations do you feel driven to succeed?
- What are the factors that drive your success?

Notes:

Interview Summary

Enter the interview ratings for Sam against each of the job competencies selected.

Competencies	Notes	Rating
Mental Toughness (Tenacity)		
Flexibility		
Motivating Others		
Personal Management		
Organisational Awareness		
Negotiation		
Leading and Directing Others		
Customer Service		
Energy		

Enter scores from additional sources not included in this assessment:

Checking for Accuracy and Detail Test		
Overall Score		

Summary and Recommendations