



TALENT STRENGTHS  
PERSONALITY QUESTIONNAIRE

# The Invent Series™ Competency Potential Report - Interview Guide

Computer Programmer Job - October 2014

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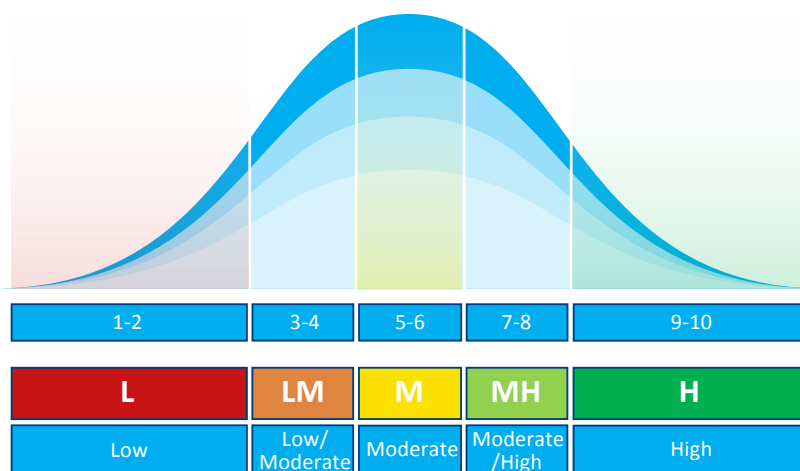
## Introduction to The Competency Potential Report - Interview Guide

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 domains scores displayed in this report. The competencies being measured are the result of a detailed job competency analysis conducted using respondents and/or selected subject matter experts views and opinions who have completed the Talent Strengths Job Competency Questionnaire. The competencies selected are taken from the Talent Strengths Universal Competency Framework. The results in this report are derived from the candidate’s responses when taking selected elements of the Talent Strengths Personality Questionnaire (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 gives the interviewer clues as to how the respondent may behave in the future. The STAR model helps to build objective evidence of a respondents experience and track record in delivering each competency. The competency based questions focus on behaviours to get a sense of how the candidate may behave in the job in the future. STAR is an acronym for:

<b>SITUATION</b>	What was the situation where the behaviour occurred?
<b>TASK</b>	What activity or task needed to be achieved?
<b>ACTION</b>	What action was taken and what behaviours occurred in this situation?
<b>RESULT</b>	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.

### 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 results reflect the responses that they selected when completing a self-report questionnaire. The report results should be interpreted alongside the context of other important factors such as key skills and abilities, motivation, technical knowledge and 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 the scores that Adam gave against each of the competencies selected.

Competency	Description	Assessment Score	Level
<b>Mental Toughness (Tenacity)</b>	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. Shows mental toughness in being able to pursue a pathway despite doubters and those who choose to chastise or ridicule.		M
<b>Flexibility</b>	Maintains a flexible (yet not subservient) 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. Maintains a positive demeanour before and during change.		M
<b>Motivating Others</b>	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. Recognises achievement at an individual level and as a group.		M
<b>Personal Management</b>	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
<b>Organisational Awareness</b>	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 and working knowledge of how they operate.		LM
<b>Negotiation</b>	Uses diplomacy to effectively communicates 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. Uses personal power and influence to ensure all parties see the final agreement as mutually beneficial.		LM
<b>Leading and Directing Others</b>	Leads from the front when required. Communicates a clear direction and vision to staff ensuring messages than can be understood by all. 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 and achieve the team's goals.		M
<b>Customer Service</b>	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. Takes responsibility for mistakes or issues and follows through until the client is fully satisfied. Looks for new ways to continuously improve the customer experience.		MH
<b>Energy</b>	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. Able to increase stamina and intensity when dealing with more challenging tasks.		LM

Competency	Assessment Score	Level
<b>Overall Competency Potential</b>		M

Response Style	Description	Assessment Score	Level
<b>Social Desirability</b>	Presenting oneself in a more positive light. Prepared to give a different view of oneself and one that is considered more positive and socially desirable.		MH

# 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. Shows mental toughness in being able to pursue a pathway despite doubters and those who choose to chastise or ridicule.



M

**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 and 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 (yet not subservient) 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. Maintains a positive demeanour before and during change.



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?**

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

Notes:

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

- Tell me about how this made you feel?
- What steps did you take?
- 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. Recognises achievement at an individual level and as a group.



M

**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. XXXXXXXXX

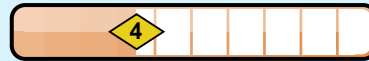
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Notes:



## 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 and working knowledge of how they operate.



LM

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

- Which departments/divisions had the greatest influence on your role?
- Explain why?

Notes:

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

- 

Notes:

**Q. In your previous role, what were the greatest threats to the organisation?**

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

Notes:

## Negotiation

Uses diplomacy to effectively communicates 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. Uses personal power and influence to ensure all parties see the final agreement as mutually beneficial.



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?

Notes:

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

- What were the circumstances?
- How did you reach the 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 ensuring messages than can be understood by all. 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 and achieve the team's goals.



M

**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 make the change?
- 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 to 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. Takes responsibility for mistakes or issues and follows through until the client is fully satisfied. Looks for new ways to continuously improve the customer experience.



MH

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

- What did you do differently to normal?
- What was the client's 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 and what was the outcome?**

- 

Notes:

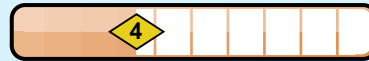
**Q. Describe a time when you inherited a situation where customer service had historically been poor?**

- 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. Able to increase stamina and intensity when dealing with more challenging tasks.



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 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

Below are the scores that gave 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		

Scores from additional sources not included in this assessment:

Checking for Accuracy and Detail test		

<b>Overall Score</b>		
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### Summary and Recommendations