



TALENT STRENGTHS  
PERSONALITY QUESTIONNAIRE

# The Invent Series™ Personality Selector Report - Interview Guide

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## Contents

The Talent Strengths Personality Questionnaire™(TSPQ) and Invent Series™	Page 2
Introduction to the TSPQ Invent Series™ Personality Report - Interview Guide	Page 2
The STAR Behavioural Interview Model	Page 3
Response Style	Page 3
Personality Profile Summary Score	Page 4
Interview Questions	Page 5
Interview Summary	Page 22

## 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 TSPQ Invent Series™ Personality Report - Interview Guide

The TSPQ -Invent Series™ enables assessment practitioners to select the personality dimensions that they wish to use in a recruitment or employee development project and to deploy only those dimensions they feel are relevant in an assessment solution. Delivered through the Talent Strengths Software System, The Invent Series is designed to enable organisations to “invent” or create their own personality assessment from a compendium of 47 pre-validated personality scales contained within the TSPQ™. Dimensions can be selected directly or through using the TSPQ™ Job Competency Analysis Questionnaire.

## 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 behaviours and work performance to help validate their responses when completing the TSPQ personality questionnaire.

Understanding past behaviour provides the interviewer with an insight as to how the respondent may behave in the future. Each personality dimension selected contributes to competencies that are relevant to the role in question. The STAR model helps to build objective evidence of a respondents experience and track record in displaying these behaviours. Each question is aligned to the personality dimension being measured. 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 dimension. Underpinning this is 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 that may involve 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.









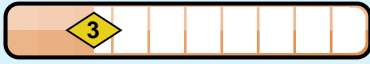









### Disclaimer

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.

## Personality Profile Summary

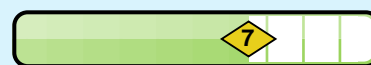
Below are profile results of Sam following the completion of the TSPQ using the selected personality scales.

Scale	Description	Assessment Score	Description
<b>Adaptable</b>	Unlikely to easily accept advice from others; less likely to tolerate criticism; does not adapt easily to new situations		Adapts easily to new situations; is prepared to take others advice; able to handle criticism from others
<b>Directing</b>	Unlikely to take on the role of leader; disinclined to be coordinator of people or resources; prefers others to take charge		Enjoys coordinating people; a strong preference for taking the leader role; quick to act and take charge
<b>Self Assurance</b>	Lack confidence in their ability and capacity to shape their own future compared with other people; low levels of self worth; unsure of themselves when handling tasks		A clear sense of own self worth; feels in control of ones own future; confident in own ability to excel with tasks and challenges
<b>Care and Consideration</b>	Shows minimal concern or support for others; is detached from others needs; rarely seeks to make people feel welcome		Gets actively involved in others problems; enjoys helping and showing concern for others, interested in making people feel welcome
<b>Warmth</b>	Acts uncomfortably around others; disinclined to make friends easily; rarely seeks to show warmth to others		Acts comfortably around people; is warm and attentive towards others; makes friends easily and is cheerful and affectionate
<b>Engaging</b>	Less interested than most people in understanding how others feel; unlikely to build rapport quickly; finds it challenging to get along well with new people		Gets along well with others and establishes rapport quickly; displays an intuitive understanding of how others feel; promotes good will and positive emotions from others
<b>Interacting and Networking</b>	Unlikely to approach others; dislikes networking; avoids being the centre of attention		Enjoys being the centre of attention; likes interacting and networking; comfortable giving speeches
<b>Principled</b>	May take advantage of others for personal gain; circumvents the rules; can come across as insincere, showing little concern for others		Behaves with sincerity; is genuinely concerned for others well-being; honours commitments to others; frank and honest, conducting oneself in an ethical manner
<b>Team Working</b>	Prefers to work alone instead of in a group; less team orientated than others; unlikely to take account of others views in decision making		Enjoys being part of a group or team; involves others views in decision making; is supportive and respectful to other team members views
<b>Work Focus</b>	Likely to do just enough work to get by; often not found to be that busy; rarely appearing ambitious or looking to seek high standards		Hard working and persistent; energetic and industrious; prepared to work long hours making sacrifices to achieve success
<b>Trusting</b>	Shows a general distrust of people: generally guarded and suspicious of the hidden motives of others		Consider others to be well intentioned and honest; believes what others say; trusts others motives and that they will be genuine
<b>Change Orientated</b>	Prefers conventional ways; less accepting of new challenges, change and uncertainty		A preference for variety and change; able to deal with uncertainty better than most people; accepting of new challenges and ventures
<b>Variety Seeking</b>	Dislikes change and variety; prefers routine and consistency; less interested than most people in visiting new places and experiencing adventure		Readily seeks variety and for doing things differently; favours change and hearing about new and interesting ideas; open to experiencing travel and adventure
<b>Tough-minded</b>	Overly sensitive to criticism; less likely than most to cope well with pressure; may have a tendency for becoming overwhelmed by events		Able to stand insults and criticisms; does not take offence easily; likely to stay calm during times of adversity
<b>Analytical</b>	Less comfortable analysing detailed information and dealing with abstract concepts		Displays an interest in analysing detailed information and comfortable dealing with abstract concepts
<b>Practical</b>	Prefers taking more theoretical approach; less likely to be practical and "hands on" in nature; may appear to show less common sense than others		A preference for work of a practical nature; takes a common sense approach to tasks; chooses to learn by doing and through personal experience
<b>Strategic</b>	Prefers to take a short term view; less likely than other people to consider wider issues in their planning		Considers the wider view in their planning; capable of considering long term issues; able to look at the "big picture" when creating a vision for the future
Response Style	Description	Assessment Score	Description
<b>Social Desirability</b>	Tendency to be overly critical of themselves in their responses or modest of their attributes and achievements. The profile might under represent the person's genuine profile and potential.		Tendency to presents oneself in a more positive light, or display high levels of self confidence. Caution should be given when interpreting this profile.

## Interview Questions

### Adaptable

Able to adapt to new situations and can handle and tolerate criticism. Capable of dealing with contradictions to ones own views and is open to receiving advice from others.



**Q. Describe a situation recently when you have adapted to changes in the work environment?**

- What was the outcome of this?
- What lessons did you learn from the situation?

Notes:

**Q. Tell me about a time when you were involved with a failed attempt to introduce changes?**

- What was your role in this?
- In hindsight what could have been done differently?

Notes:

**Q. Tell me about a time that you felt that change was unnecessary?**

- What was your view of the situation?
- What did you do about it?

Notes:

## Directing

Enjoys coordinating people and taking charge. Quick to take control of situations and to show strong leadership.



**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 and 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:

## Self Assurance

People with self assurance have a clear sense of their own worth. They are confident in their own abilities and their capacity to handle situations effectively. They believe in their own self efficacy and strength to control and shape their own future.



**Q. Tell me about a recent occasion where colleagues questioned a work decision that you have made?**

- What were the circumstances?
- How did you respond?

Notes:

**Q. Tell me about your most challenging public speaking experience?**

- What aspect did you find difficult?
- How did you overcome this challenge?

Notes:

**Q. Describe an occasion where you felt unqualified or unprepared to complete a task or project?**

- Describe how you felt about this?
- What was the outcome?

Notes:

## Care and Consideration

Shows concern for the needs of others and in making them feel welcome. Is prepared to get more involved in peoples circumstances and to help and support them.



**Q. Tell me about an occasion where you took time out to support a colleague who looked troubled?**

- What prompted you to support them?
- What did you do or say to help them?

Notes:

**Q. Describe an occasion where you unknowingly hurt a colleagues feelings?**

- What happened?
- What did you do when you realised they had been hurt or offended?

Notes:

**Q. Describe an occasion where you supported or mentored a new member of staff?**

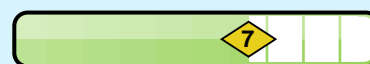
- How did you help them?
- How long did you continue to support them?
- Did you find this activity distracting from your own work?

Notes:



## Warmth

Acts comfortably around people and is both warm and attentive towards others. Makes friends easily and is cheerful and affectionate.



**Q. Tell me about a recent occasion where you found it difficult to warm to others?**

- What do you think was the issue?
- Did you think there was anything you could have done differently?

Notes:

**Q. What circumstances are you less likely to respond to people's needs and feelings?**

- Why do you think that is appropriate?
- What impact do you think this will have on others?

Notes:

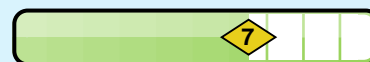
**Q. Describe an occasion where you provided help or support to a work colleague?**

- What kind of support did they need?
- How did you know that they had resolved their problem?

Notes:

## Engaging

Gets along well with others and establishes rapport quickly. At ease in social situations, displays an intuitive understanding of what others are feeling. Promotes good will and positive emotions from others.



**Q. Describe an occasion where you built a strong relationship with a client or a colleague from a different department where none previously existed?**

- What were the circumstances?
- Why did you feel compelled to develop relations with this person?
- What did you think was key to successfully building relations with this person?

Notes:

**Q. Describe a relationship that you have built with a challenging or difficult customer?**

- What were the circumstances?
- What was particularly challenging about this customer?
- What was the outcome?

Notes:

**Q. Describe an example where you have turned a difficult relationship around to being more positive?**

- What made things difficult in the first place?
- What approach did you take to improve things?
- What was the outcome?

Notes:

## Interacting and Networking

Enjoys being the centre of attention and comfortable interacting with others. At ease when giving speeches in public and enjoys networking with others.



**Q.** Describe a recent occasion where you have successfully targeted a meeting with a person who you wished to have influence with? Why was this relationship so important?

- What were the circumstances?
- How did you go about achieving this?
- Did you achieve your aim?

Notes:

**Q.** Tell me about a long term relationship with an important customer that required significant effort to maintain?

- How did you go about building this long term relationship?
- What did you find most challenging?

Notes:

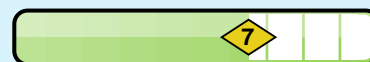
**Q.** Describe an occasion when you have actively made links with other parts of your business or organisation?

- What were the circumstances?
- How did this benefit your business activities?

Notes:

## Principled

Behaves with sincerity and demonstrates a genuine concern for others. Is frank and honest and behaves ethically. Follows through and honours commitments to others.



**Q. Tell me about an occasion where you have been asked to do something against your principles?**

- What were the circumstances?
- How did you respond?

Notes:

**Q. Describe a time when you have trusted someone to complete a task and were let down?**

- Describe the experience?
- How did you respond after being let down?

Notes:

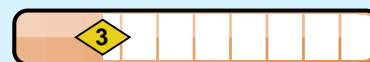
**Q. Outline an occasion where you stood your ground on a matter of principle where an important decision was involved?**

- What were the issues?
- Why did you disagree?
- What was the outcome of this disagreement?

Notes:

## Team Working

Enjoys being part of a group or team. Interested in involving others in their activities and decision making. Is supportive of others. Shows respect and interest in fellow team members views and opinions.



**Q. Describe a situation where you were a member of a performing team?**

- What role did you play in that team?
- What did you do to positively contribute to the team?
- What were the team's most memorable achievements?

Notes:

**Q. From your own perspective, what is the best thing about working with others?**

- What, if any, are the disadvantages of working with others?
- Tell me about an experience you have had in a team where a work colleague was less cooperative than you needed them to be?
- How did you handle the situation? What was the outcome?

Notes:

**Q. Describe a time when you disagreed with decisions made by a team you were part of?**

- How did you handle the disagreements?
- What was the outcome?

Notes:

## Work Focus

People who have energy and focus and are hard-working, persistent individuals. They are typically industrious at work, willing to make sacrifices to achieve success and reward. Often ambitious achievers, they like to push the boundaries, taking frustration and fatigue as a personal challenge.



**Q. Can you give me an example of where you have been required to put in extra effort at work beyond what is normally expected of you?**

- What did you find most challenging about this?
- Were you the only one? How did others respond?

Notes:

**Q. What do you do to "unwind" after work?**

- Are there occasion where you find "unwinding" difficult?

Notes:

**Q. Describe a work occasion where you have made sacrifice to achieve high standards or success at work?**

- Why was this important to you?
- How did this sacrifice affect others around you?

Notes:

## Trusting

Take a view that others have good intentions and believe them to be truthful. Those who are trusting are less guarded and believe in the human moral compass. They are more open about what they say and do and are less suspicious or wary of others.



**Q. Describe an occasion where you felt it difficult to trust someone at work?**

- What made you feel they were untrustworthy?
- How did this impact your relationship with them?

Notes:

**Q. Describe an occasion where you felt you may have misjudged a person's trustworthiness?**

- What led you to feel this way?
- How did this affect your relationship with them?

Notes:

**Q. Describe an occasion in the past where you have been let down by someone you trusted?**

- What were the circumstances?
- How did they let you down?
- How did you reconcile this with them?

Notes:

## Change Orientated

Has a greater preference for variety over routine. Likes to begin new things and are less likely to prefer conventional methods. More comfortable accepting and coping with change as it happens.



**Q. Tell me about an occasion where you made your best suggestion for change?**

- How did you arrive at this idea?
- What did you do next?

Notes:

**Q. Tell me about a time when you were part of an attempt to make changes that failed?**

- What was your role?
- What were the key reason for the failure?
- What would you do differently?

Notes:

**Q. Tell me about an occasion where others were disruptive to changes you were making?**

- What do you think were the reasons for their disruptive behaviour?
- How did you respond?
- What was the outcome?

Notes:



## Variety Seeking

Enjoys variety and doing things differently. Is open to change and hearing about new and interesting ideas. More likely than most to seek travel and adventure.



**Q. Tell me about a time where you had to show long term commitment to an objective or task?**

- How did that make you feel?
- What would you describe as your ideal work environment?

Notes:

**Q. Describe an occasion where you experienced a lot of change?**

- What happened?
- How did that make you feel?

Notes:

**Q. Describe an occasion where you were required to concentrate for long periods?**

- What was the activity?
- What did you dislike about this activity?
- What was the outcome?

Notes:

## Tough-minded

Able to stand criticism and does not take offence easily. Able to keep calm when under pressure and will not be overwhelmed by events.



**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:

## Analytical

Comfortable analysing information and getting to the bottom of problems. Often shows interest in abstract or unconventional concepts and ideas.



**Q.** Tell me about a time where you have come across a significant or complex problem in your work or studies?

- How did you identify the issue?
- What did you do next?
- What was the outcome?

Notes:

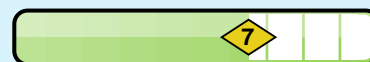
**Q.** Tell me about a decision you have taken that was unpopular with others?

- What were the circumstances?
- How did you respond?
- What was the outcome?

Notes:

## Practical

A preference for working on activities of a practical nature. Enjoys the physical experience of learning by doing. Takes a "hands on" common sense approach to tasks and problem solving.



**Q.** In your current or most recent role, how much of your time do you spend in discussion with others compared to personally being involved in the execution of tasks?

- Which would you prefer to spend less time on?
- Which would you prefer to spend more time on?

Notes:

**Q.** Do your colleagues describe you as a "thinker" or more "hands on"?

- Which do you find is more important at work?

Notes:

**Q.** Describe your work tasks that require you to be more practical than theoretical?

- Which do you prefer and why?

Notes:

## Strategic

People who see the "big picture" are able to consider wider issues in their planning. They have the capacity for taking a long term view with matters, creating a vision for the future.



**Q. Describe an occasion when you have had to develop a long term strategy for an organisation?**

- What were your main considerations?
- How did you communicate this to colleagues?

Notes:

**Q. Tell me about a time when you challenged others to ensure all activity aligned to a corporate strategy?**

- What were the circumstances?
- What was the outcome?

Notes:

**Q. Describe a time when you have had to change your strategy due to unforeseen circumstances?**

- What were the reasons for making the changes?
- What was the outcome?

Notes:

## Interview Summary

Enter the interview ratings for Sam against each of the personality scales selected.

Scales	Notes	Rating
Adaptable		
Directing		
Self Assurance		
Care and Consideration		
Warmth		
Engaging		
Interacting and Networking		
Principled		
Team Working		
Work Focus		
Trusting		
Change Orientated		
Variety Seeking		
Tough-minded		
Analytical		
Practical		
Strategic		

## Summary and Recommendations

