CLIENT LOGO

identity®
personality questionnaire

Interview Report

Sam Sample

Generated
11/03/2020

the british psychological society

PTC
Registered Test

The Interview Report

This report is designed to support an interview. Typically, behavioural questions that focus on what the candidate has personally done in the past are generally the most predictive for future job performance.

What is ‘identity’

This report is based on the individual’s responses to ‘identity’ – a fully validated psychometric instrument, used to gather information about how they see themselves. These self-perceptions are compared with the working population to provide a measure of 36 different personality scales when seen in relation to others.

Important points to note about self-perception information:

- It is not a definitive statement about how the person behaves – it is just an indicator
- Information relates to their working style and preferences – not ability
- Although broad patterns can be consistent across time, a person’s profile can change with experience.

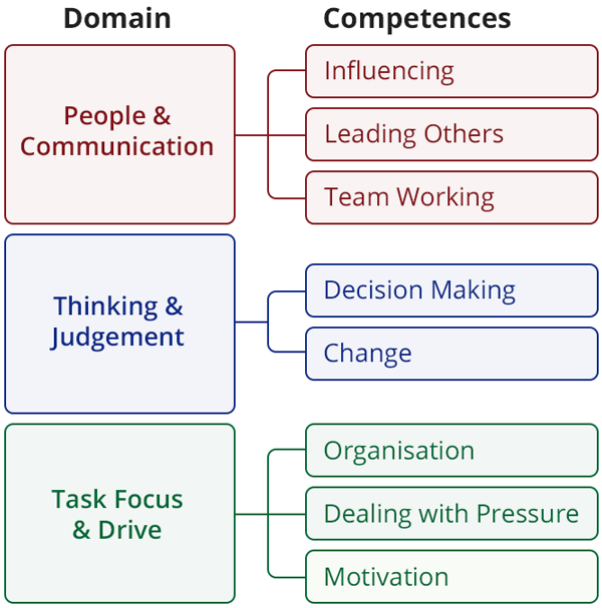
The tables in the report show the individual’s responses to the different personality scales. The scales use Sten scores i.e. a score from 1 to 10.

***Responses ‘5’ or ‘6’** are considered to be typical of most people in the working population and therefore more people score 5 and 6. Responses more to the left or right of these scores show stronger preferences in that particular direction.
***Responses ‘4’ and ‘7’** are slight preferences, **‘3’ and ‘8’** are stronger preferences.
***Responses ‘1, 2’ and ‘9, 10’** are more extreme and distinctive preferences that will characterise the person when compared to the working population. Much fewer people score at these extremes.

Keeping this report secure

Please ensure that this report containing personal information is handled confidentially and professionally and in keeping with Data Protection and GDPR legislation.

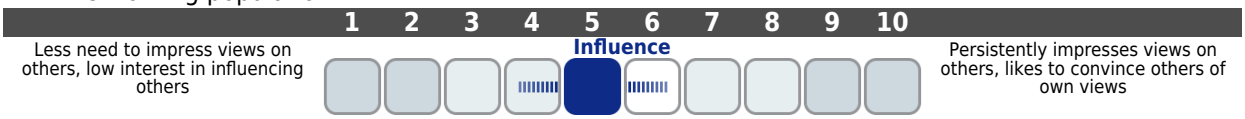
The shelf-life of the information contained in this report is typically 12 months. It should only be used for the specific purpose outlined to the individual before they completed the questionnaire – it should not be used for a different purpose without the express approval of the individual.



1. Be clear about the key selection criteria and person specification beforehand

2. Map your competences or criteria against the 8 generic competences that form the structure of this report:

3. When interpreting the graphs, you will need to understand what the scores mean. 5 and 6 reflect an average response. 4 and 7 are slightly outside of the average band (as below) and other scores are more likely to demonstrate a marked individual characteristic. Remember all the scores reflect a comparison with the working population.



4.The narrative supplied will help you interpret the presented graphs.

5. Check the Style Scales page to understand how accurate the profile is likely to be and get tips on how to approach the interview generally.

6. The Quick-Look Summary of Report – allows you to quickly identify the competences that require further probing for this candidate.

7. Examples of possible questions are provided on each of the competence pages. Those questions displayed in **bold** are the more important areas so you need to check for evidence for this particular candidate. Questions in bold typically appear when the candidates rate at the extremes of the scale, particularly if they score more towards the left side. We should ask for evidence on that behaviour, or we should check what issues might arise by being too strong on that behaviour. Focus your questions to getting the candidate to tell you how they have actually behaved and done things in the past. Avoid asking hypothetical or leading questions.

8. Focusing on each area, questions work well when you get the candidate to talk about how they personally behaved/ dealt with a specific issue, and what the outcome was. Probing questions that might work well are: ***What was the situation? What were your options? What did you do exactly? What was the outcome?***

9. As you get familiar with the reports, you should become more adept at quickly accessing and understanding the report information and preparing for the interview by focusing on the questions in **bold.**

‘Quick-Look’ Summary of Report

Page		
5	Accuracy of Responses	**Caution**
6	Influencing	**OK**
7	Leading Others	**Further Probing**
8	Team Working	**Further Probing**
9	Decision Making	**OK**
10	Change	**Further Probing**
11	Organisation	**Further Probing**
12	Dealing with Pressure	**OK**
13	Motivation	**OK**

Key for Response Indicator Headers

Accuracy of Responses:

“Caution” = The candidate’s response style to the questionnaire may have been less objective or self-critical and therefore further exploration of behavioural preferences is recommended

“Accurate” = the candidate has responded to the questionnaire in an accurate and discerning manner. We have confidence that the report reflects their actual preferences.

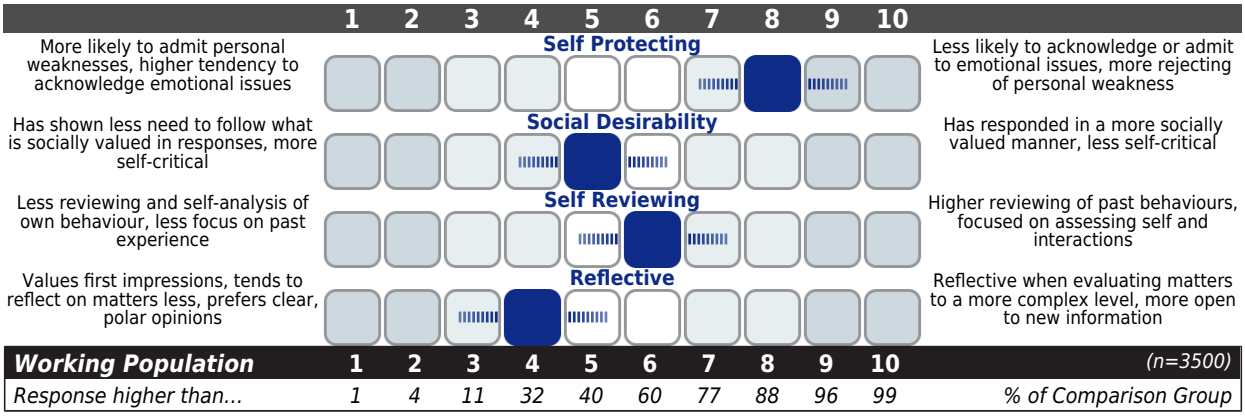
Competences:

“Further Probing” = Indicators suggest that this area should be probed more deeply and explored further at interview to seek behavioural evidence of the competence, style or preferences.

“OK” = Indicators suggest the candidate is likely to be moderately balanced or have a moderately effective level of orientation towards this competence

“Strong” = Indicators suggest the candidate is possibly more oriented in this area and will demonstrate a stronger and more natural focus in displaying this competence

How has the candidate responded to the questionnaire? – Style Scales



Working Population	1	2	3	4	5	6	7	8	9	10	*(n=3500)*
Response higher than...	*1*	*4*	*11*	*32*	*40*	*60*	*77*	*88*	*96*	*99*	*% of Comparison Group*

The questionnaire provides indicators of how objectively and accurately the respondent has approached the exercise. These are the 'response style' scales.

Response style interpretation (for summary – see box below)

Self-Protecting looks at whether the candidate may have avoided, or been selective in admitting personal weakness or potential emotional issues. This candidate has been a little less objective and open in this respect than most, possibly indicating a degree of defensiveness or less focus in this area.

The **Social Desirability** scale provides a measure of how overly-positive or exaggerating the candidate may have been in presenting more 'desirable' characteristics. In this case, Sam appears to have responded in a typically objective and critical fashion in this respect.

The **Self-Reviewing** scale provides an indicator of the insight the candidate is likely to have about themselves. Sam has reported to be as self-reviewing and self-assessing of her behaviour as the next person, indicating a typical degree of self-insight.

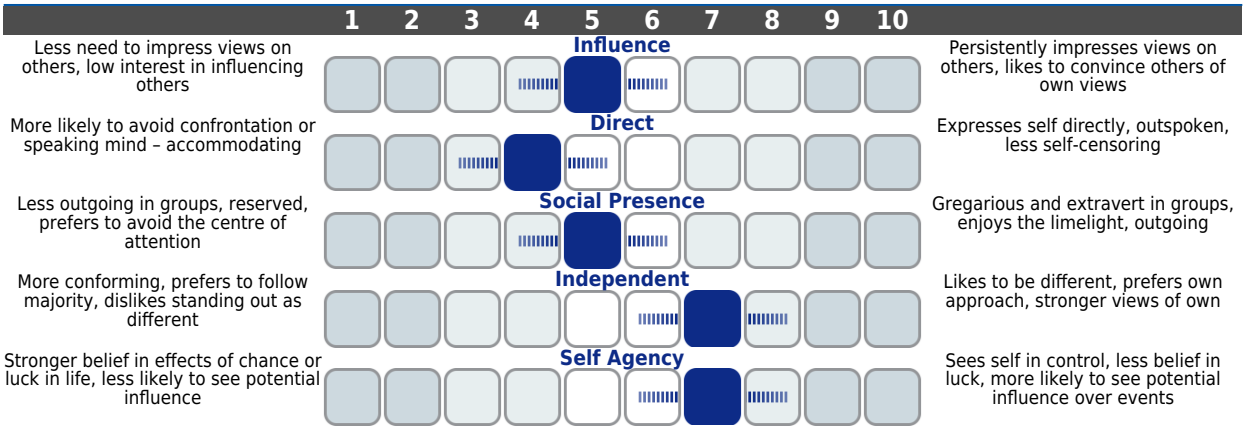
Some candidates may answer items in this questionnaire with a 'polar' or less reflective fashion. The **Reflective** scale provides an indication of how reflective the candidate may be in outlook. Sam is more likely than most to hold strong, clear views of matters and may have been less reflective than most in her responses to the profile.

Summary Points for Interviewers

Possibly preferring to present clear and strong views, ensure that she considers matters from alternative perspectives and is presenting a balanced view. Does she see things in a more 'black-and-white' manner?

Influencing

OK



Interpretation of relevant scales: Sam reports to be as inclined as most to seek influence over others, having a typical level of desire to impress her point of view on others. When she has a view on matters, she may tend to be less direct than most and often self-censor her contributions to avoid confrontation or offence.

In terms of social confidence and presence around others, Sam reports to be typically outgoing and to be as comfortable as the next person in the centre of attention. The self- score here reflects a stronger belief that she can usefully influence events around her, and this may mean that she is more proactive in seeking to effect matters.

Possible Probing Questions:

Influence: *Tell me about a time when it was very challenging to influence others. What was your learning?*
Describe how you dealt with an unpopular decision which you had to make.
Where do you think you can improve in the area of influencing?

Direct: *How comfortable are you in confronting people with issues such as poor performance, or inappropriate behaviours? Can you give me an example of you doing this? What was the situation? What options did you consider? What did you do exactly? What was the outcome?* (note that these are the 4 standard probing questions that you can apply to many questions)
Describe how you dealt with an unpopular decision which you had to make? What disagreement might you have had recently? How did you tackle this?
Have you had to deal with a sensitive issue with a staff member or colleague? How did you find this?

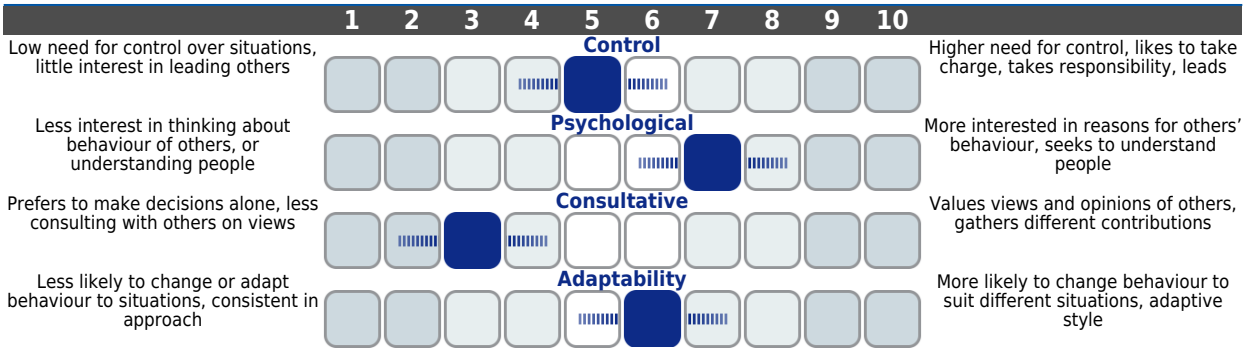
Social Presence: *How at ease are you when meeting new people? What networks have you established? How do you use these?*
Tell me about the last time you volunteered to present to people or to take centre stage? How easy is it for you to do this?

Independent: *When have you challenged someone on an opinion or idea recently?*
When have you compromised or changed your view to achieve a consensus?
How do you feel about taking a very different view to others? How do you seek to influence others in this situation?

Self Agency: *Can you give me an example of when you have influenced events significantly by taking control and taking action?*
What is the key achievement you have worked very hard on that you are most proud of?

Leading Others

Further Probing



Interpretation of relevant scales: Sam reports to be typically orientated towards assuming the lead herself. She is likely to require an average degree of personal control over matters. As someone who tends to be more interested in the perspectives of different types of people, she will potentially be more insightful of how best to manage or lead a group of individuals.

When making decisions, she is probably less likely to involve others in her deliberation, typically being more self-assured in her judgement and feeling less need to consult with others. She may be less democratic or participative in approach.

Sam's score on Adaptability reflects a typical evaluation of the extent to which she changes her behaviour to suit different situations. She is likely to strike a balance between consistency and adaptability.

Possible Probing Questions:

Control: *To what extent do you like to lead or have control? Tell me about a time you stepped in to take control of a situation. What was the situation? What options did you consider? What did you do exactly? What was the outcome?*
What is your approach to leading a team? Give me an example of when you have applied this.
How do you ensure that people in your team know what is expected of them? How specifically do you do this?

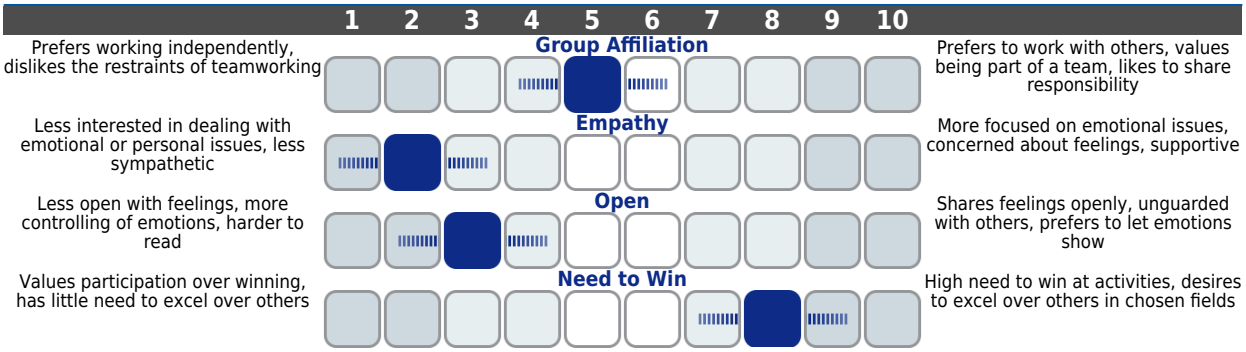
Psychological: *What have you done to try and understand others better? When has not understanding others let you down?*
How do you think you are you perceived by others? What might be some misperceptions that others might have about you?
Who do you work best with? Why is that?
What is most important to you when working with people? How do you get the best from team members?
In terms of leading others, what do you see to be your areas for self-improvement?

Consultative: *When do you ask for other people's opinions, and when do you just get on with it? Why?*
Describe how you have worked with others on a key assignment.

Adaptability: *Tell me about a time when you had to significantly alter your normal or preferred approach*
in dealing with an individual or situation. How was that for you?
When have you had to deal with someone or some people who were very different from yourself? How did you tackle this?

Team Working

Further Probing



Interpretation of relevant scales: In terms of orientation towards teamwork, Sam shows a typical degree of preference towards the sharing of responsibility within a team and working in conjunction with others. With regards to her outlook on others, she is likely to be much less focused on the feelings or personal issues of others, possibly being less empathic or supportive of the team on this level than most. She will not feel responsible for others in this respect. Colleagues will generally find it a little hard to read her feelings about things, as she tends to be more private with her emotions than most. Although seen as more controlled, she may appear a little distant on this level at times.

With regards to her drivers for achievement, Sam reports a fairly high competitive need to 'win', which suggests that in a team situation, she may show a stronger drive to come out on top. She will probably however, focus this competitiveness towards the co-operative team goals.

Possible Probing Questions:

Group Affiliation: *Tell me about your involvement in a recent team project – what was your role and contribution?*
What are your strengths in a team setting? What do you see to be your weaknesses in a team setting?

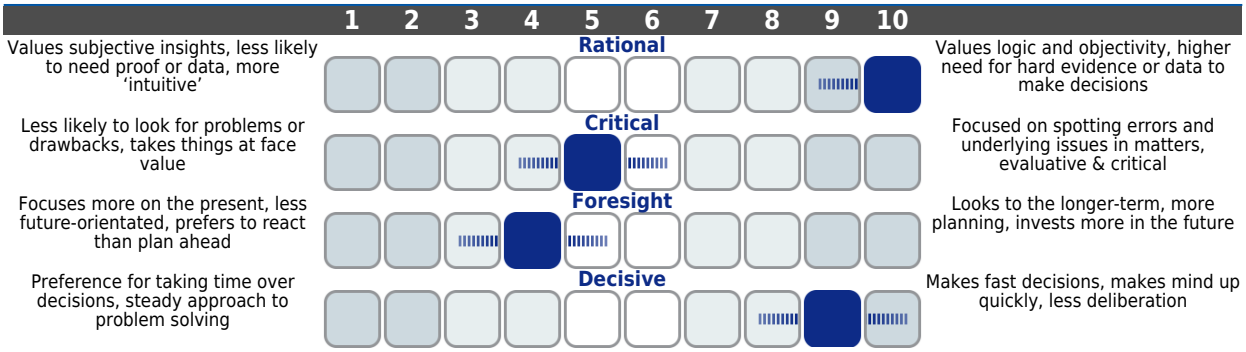
Empathy: *Can you give me an example of when you have had to deal with a personal problem with a colleague or staff member? What options did you consider? What did you do exactly? What was the outcome?*
What support do you give to others?
When have you had to tackle a sensitive issue? How do you feel about tackling such issues?

Open: *To what extent do you express your feelings and concerns at work?*
Tell me about a time when you have motivated others – what did you do exactly? When have you shared feedback with a team?

Need to Win: *How would you describe your competitiveness? What really motivates you? Tell me about an achievement that you are very proud of.*
Describe a time when you have worked as part of a team to achieve some demanding goals. What did you do specifically to achieve this?

Decision Making

OK



Interpretation of relevant scales: Sam reports to have a logical and objective approach to making decisions, being more concerned than most to base decisions on hard evidence and to use data or quantifiable means to support a conclusion. In terms of her analytical focus, she will probably be as attentive to this area as the next person, taking a typically critical and evaluative stance on assessing matters.

Her responses to the profile suggest that she will look ahead less than most and as such, may have less inclination to plan into the future in any great detail, and may prefer to take things as they come. In terms of decisiveness, Sam has reported to be much less concerned than most with deliberating over information, preferring to act quickly. She is likely to be more comfortable responding rapidly and thinking on her feet, and will jump into decisions quickly.

Possible Probing Questions:

Rational: ***Describe how you dealt with a recent complex issue. What factors did you consider to be important? What did you do exactly? What was the outcome?***
Tell me about your experience in dealing with an ambiguous or challenging situation where there was no obvious clear way forward. How did you handle this? What did you learn?

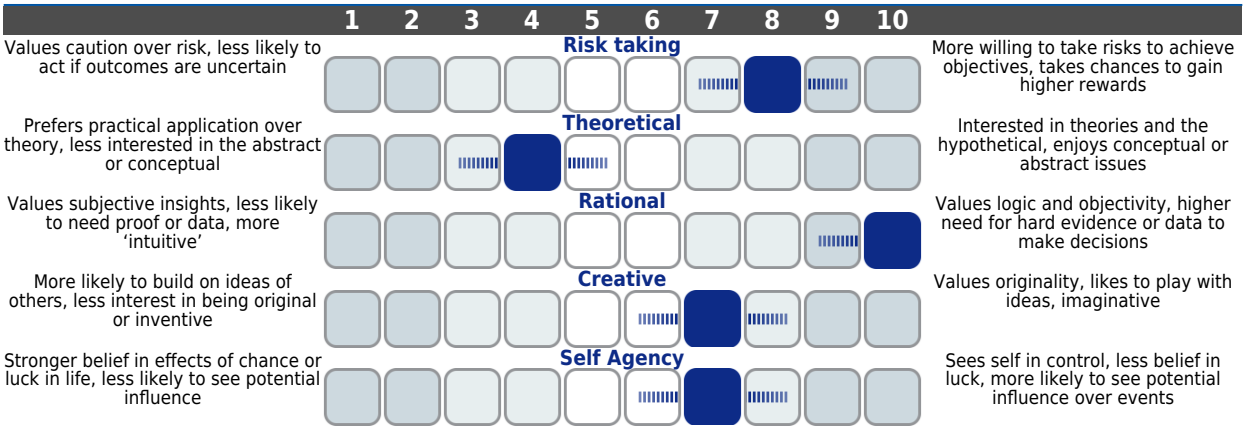
Critical: *Tell me about a time when you did not sufficiently evaluate a situation or made an error. What was your learning? Do you like taking on an evaluative role? Tell me about a time you needed to be highly evaluative or critically minded. What went well / less well?*

Foresight: *Talk me through how you have managed a recent key project.*
What have you recently contributed towards long-term or strategic planning? What did you do exactly?

Decisive: ***Take me through a recent difficult business decision you had to make. Why was this difficult for you?***
Tell me about a time when, in hindsight, you had made a poor decision. What was your learning from this?
Can you provide an example of when you have had to think on your feet or make a very speedy decision recently? What was your learning?
Have you recently had to focus on a detailed problem or convoluted issue? How did you get on?

Change

Further Probing



Interpretation of relevant scales: An important attribute seen in those who are change-focused is an ability to act when outcomes are less certain. Sam is likely to be more comfortable acting in such situations than most. She reports to be more focused on the potential benefits of taking risks, and will be less cautious to maintain the status quo. She tends to orientate herself towards the more conceptual or theoretical side of matters. This may mean she is more likely to look at possibilities or hypotheticals that might drive change.

Potentially limiting or discouraging Sam's focus on change is a potential reliance on more logical or objective evidence before she is comfortable acting. This may mean that she can falter or fail to act unless strong evidence exists to change. In reference to personal creativity and innovation, she has reported to be more orientated in this area than most people, seeing herself as imaginative and often original.

In general outlook, the 'self-agency' scale reflects her belief that she can usefully influence events around her, and this may mean that she can be more focused on change and influencing her work area.

Possible Probing Questions:

Risk-Taking: *When have you personally contributed to organisational change? What did you do specifically? What risks did this entail?*
Tell me about a time when you took a significant risk in your work? How did you feel about this?
How do you adapt your approach to managing risk?

Theoretical: *What have you done to improve procedures or ways of working in your area of work? Give me an example.*
What concepts or new methods could be introduced to this role to improve things?

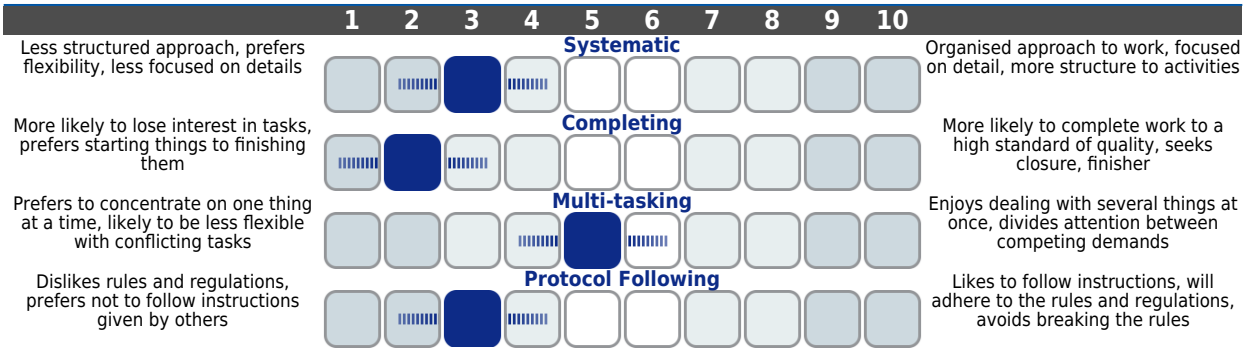
Rational: ***Where do you think you sit in terms of being logical/ rational versus intuitive/ subjective? Give me an example of this working for you? Also, an example of when this might have not worked so well for you?***

Creative: *Tell me when you have improved something through your innovation or creativity.*
How have you demonstrated initiative and contributed to an improvement or change process; what was your input specifically?

Self-Agency: *Give me an example of when you persevered to get the outcome you wanted even when others felt this was not likely? How did you adapt to this challenge?*
When have you significantly influenced an important outcome? What did you do?
How will you quickly adapt to this new role? What key improvements/changes would you like to focus on?

Organisation

Further Probing



Interpretation of relevant scales: Sam reports to assume a less structured and systematic approach to her work. She will be less interested in details and prefers just to start work rather than think about structure first. In terms of finishing work, she will be much less focused in this respect. She much prefers the creative stimulation of starting projects, but will be less driven towards closure or focusing on quality. This tendency may also mean that the candidate can be more open to new requirements and demonstrate higher flexiblity, dropping work quickly as these demands change.

The profile suggests that she is less comfortable or orientated towards following instructions or protocol. In terms of multi-tasking, she will prefer to have a balanced demand to her workload, most happy with a few assignments that she can comfortably give attention to without too much 'juggling'.

Possible Probing Questions:

Systematic: ***Can you describe your approach to managing your workload? Give me an example of you doing this.***

Completing: ***Tell me about a time when you had to manage a few very demanding deadlines. How did you get on?***
Tell me about a time when you had to deal with a very detailed assignment. How did you get on?

Multi-Tasking: *Tell me about a time when you had to manage several assignments and demands at the same time. How did you find that?*
How do you approach your work and prioritise what needs to be done? Give me an example.

Protocol-Following: ***How do you feel about rules and regulations?***
When have you undertaken a task that has required strict adherence to instructions or regulations? How was that for you?
When have you rejected a rule or bent a rule or procedure in order to get something done?

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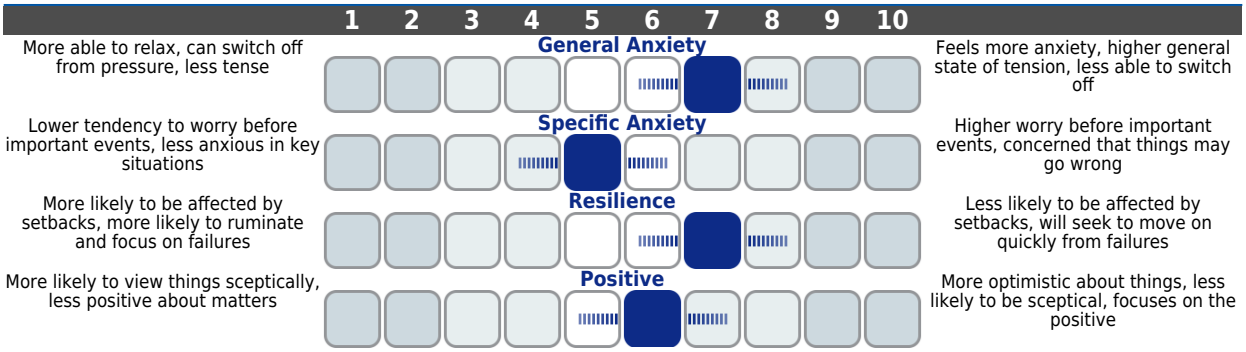
Task Orientation & Drive

Dealing with Pressure

OK



Interpretation of relevant scales: Sam reports to feel more tension and anxiety than others most of the time, probably finding it harder to switch off from her work objectives and relax. With regards to more specific sources of anxiety, she will be no more nor less worrying or nervous than most people before important events.

Despite a higher anxiety in some respects, Sam reports to be less concerned about failures or setbacks, generally bouncing back from these and seeking to move forward. With regards to her overall outlook on events, she will probably take a balanced view between perceiving things positively and adopting a more questioning or possibly sceptical stance.

Possible Probing Questions:

General Anxiety: *How do you balance the stresses of work? What techniques do you have that help you combat stress?* From their answers, check that very low scorers are not too relaxed and unconcerned about things.

Specific Anxiety: *Can you talk me through a time when a situation at work got you quite anxious or worried? Why was this? What was your learning?*
Tell me about an important event that you really needed to go well. How did you feel as you were managing it? How was your anxiety level related to how it was going?

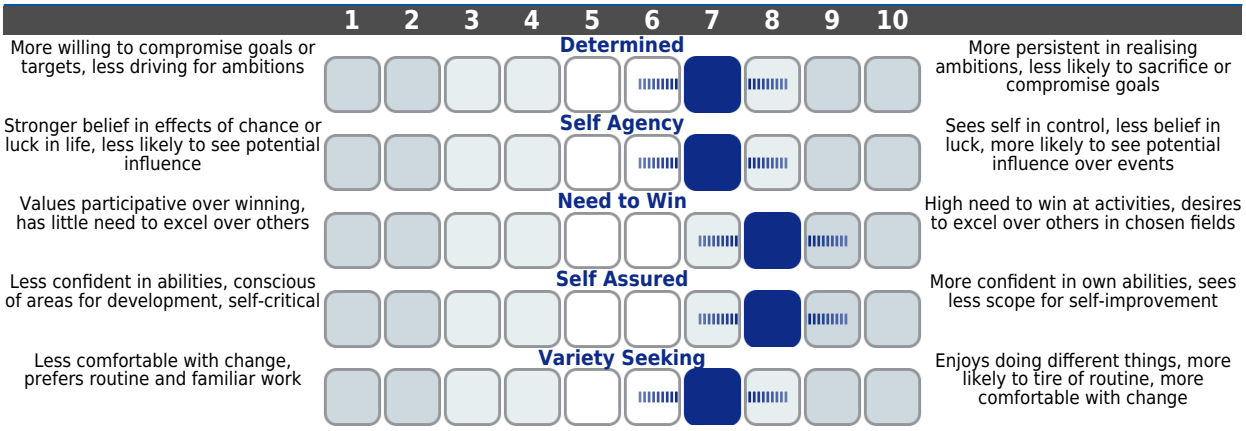
Resilience: *Tell me about a significant crisis or setback you have had recently. How did that affect you? How did you cope with it? What was your learning*? If the candidate is very high on Resilience, check whether there is any useful reflection and learning.

Positive: *Would you describe your outlook as being more optimistic, realistic, or pessimistic? Why is this? When has your outlook been an advantage? A disadvantage?*
What are the threats or opportunities for us?
What are your aspirations for the future?

Task Orientation & Drive

Motivation

OK



Interpretation of relevant scales: Sam has reported a more determined approach to achieving challenging objectives. She will probably overcome more demands to attain her ambitions. She indicates a more competitive drive than most, wanting to win and be seen to do well against others. She will probably be more concerned to excel over others than most.

At this time, she is likely to see herself in a more self-assured and confident manner than most. She might tend to see less scope for self-improvement or development to meet the demands upon her. She has a stronger motivation than most to try out new work areas and experiment with different approaches. She is more likely to be drawn towards variety and dislike routine. The area of 'Self Agency' also provides an angle on possible motivation levels. Her score here reflects a stronger belief that she can usefully influence events around her, and this may mean that she is more proactive in seeking to effect matters.

Possible Probing Questions:

Determined: *Give me an example of when you were highly determined to achieve a goal and willing to overcome obstacles?*

Self-Agency: *Tell me about a time when things did not go at all well. What went wrong? What was your learning?*
Gain insights about the candidate's ability to learn and to get better control next time.

Need-To-Win: *How would you describe your level of competitiveness and need to achieve? Can you give an example?*
Tell me about a time you have shared success with others. What does that mean to you?
How do you know when you are doing well?

Self-Assured: *What is your biggest weakness in relation to this position? What can you do about that?*
What other development areas have you identified for this position?
What are your long-term career aspirations?

Variety-Seeking: *To what extent do you need change and variety in your role?*
Tell me about a time when you had to deal with a fast changing work environment. What did you do exactly to handle that?