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TALENT ASSESSMENT

Assessment and Coaching Report, Interview Guide

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September 17, 2018

The underlying analytics of this report are powered by Fitzgerald MSI and its strategic partners. We will help you to interpret results, but final responsibility for proper interpretation rests with the user. All assessment-related statements should be thoroughly probed by interview responses and behaviors, background data and references, and behavioral performance. Fitzgerald MSI utilizes a generalized assessment procedure. As such, we will support and stand by its interpretations and recommendations but not indemnify the user. It is programmed for general interpretation and should be appropriate for all employee groups, ages, etc. We interpret responses without knowledge of race, color, religion, sex, national origin, age, sexual orientation, or physical disability. It is up to the user to maintain any EEOC- mandated records.

Personality Description

An individual will typically be most effective and content in work that plays to his or her strengths, avoids his or her weaknesses, involves his or her interests, and satisfies his or her needs. Based on the assessment, we have identified the following personality characteristics, assets, and limitations.

Problem Solving Skills

He ranks in the above average range with respect to general intelligence. He is most effective intellectually when he maintains a steady and deliberate pace. He values accuracy as he approaches tasks. His creativity will often allow him to successfully solve problems with innovation. When problem situations arise, he is ready with a plan of attack. His point of view will fluctuate when others put forth their thoughts. He is capable of weighing all of the facts and coming up with a logical answer. His self-discipline and attention to detail are typically strong. He is guided by intellect more than emotion. His administrative skills are relatively well developed.

Emotional & Motivational Patterns

His self-esteem is strong and generally invulnerable to the opinions of others. He is tough-minded, but he is consistent and fair in his treatment of others. He needs goals, guidelines and direction if he is to do his best. His general level of behavioral insight and understanding is above average. He would have more time to pause and reflect if he slowed his pace. He bases his actions on a crystallized system of beliefs and values. He finds it easy to express his emotions. His energy and activity levels are sound. Others will overestimate his true self-confidence. He views appraisals and critique in a constructive manner. He uses stress as an energizing force that helps him take action and make decisions. His manner can be characterized as serious and matter-of-fact. He tends to be a "pleaser" and seeks the approval of others. He is persistent and resistant to the point of stubbornness and rigidity at times.

Interpersonal Skills

He seeks out others quickly to establish relationships. When relating with others, he is open and direct. He handles various social situations with ease and flexibility. He has developed his social savvy, but uses it sporadically. He develops many acquaintanceships but few close friendships. He possesses good persuasive skills and he readily influences others. He gravitates to leadership roles in team settings. He enjoys participating in and contributing to team efforts. He enjoys being the center of attention. He is highly extroverted and outgoing in his orientation. He is a personable and friendly individual. He will strongly and assertively promote his own ideas. His strong social confidence allows him to feel comfortable in varied social situations. He does not yet have a full range of management skills, but he is capable of developing them. He functions most successfully when overseeing special projects as opposed to routine and predictable demands. His strong implementation skills support his innovative temperament. His leadership style is based on his use of interpersonal relationships.

Specific Personality Factors



1 2 3 4 5 6 7 8 9 10



= Candidate's Responses

Similarity Index = Comparison to profile



= Peak Performers' Range



Blue Italics = Peak Performers' Range (KeyTrait)

Highlights

Potential Assets

Based upon the assessment, the following list prioritizes the candidate's greatest potential assets. These potential assets should be confirmed through interview responses and behaviors, background data and references, and behavioral performance. They include:

- He possesses problem-solving skills which rank in the above average range.
- He solves problems in a structured and methodical way.
- He can be creative and innovative.
- He is a strong planner and organizer.
- He is self-disciplined and attentive to detail.
- He has a well-defined and crystallized system of values.

Potential Limitations

Based upon the assessment, the following list prioritizes the candidate's potential limitations. These potential limitations should be confirmed through interview responses and behaviors, background data and references, and behavioral performance. They include:

- He may often be swayed by the input of others.
- He can be so structured at times that he may lack flexibility and resist change.
- He tends to use analytical skills to the neglect of his intuitive ones.

INTERVIEW GUIDE

Potential Limitation: He is highly flexible and may often be swayed by the input of others.

Interview:

- Have you ever been in a situation where you disagreed with the opinion of everyone else? Please describe.
Was the candidate able to describe a situation in which he stood behind his opinion, despite the opinion of the majority?
- Describe a situation in which you influenced groups of individuals to your point of view.
Was the individual able to be firm enough in his opinion to influence others?
- Which term best describes you: "peace-maker" or "independent rebel?"
Does the candidate appear willing to be swayed by others just to ensure peace?
- When you get in discussions, do you feel that you "give-in" more than you dominate?
This question may be tied-in to the candidate's response to the above question.

Interview Behaviors:

- Does the candidate seem to agree with everything you say?
- Does the candidate appear to have definite positions (opinions) on subjects? State an opinion opposite to his -- can you easily make him switch viewpoints and agree with you?

Background:

- Look for situations where the individual held a leadership role.
 - How has he handled environments where direction was ambiguous?
 - Have jobs where he had to serve "two-masters" created undue stress?
 - In groups, did he ever evidence opinions or ideas which ran counter to those of the rest of the group? Did he argue for his viewpoints and influence the group or did he quickly submit to the majority view?
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INTERVIEW GUIDE

Potential Limitation: He can be so structured at times that he may lack flexibility and resist change.

Interview:

- Which sort of environment would you prefer -- one in which you have a set routine which you understand, or one in which there is constant change with little continuity?
Does the candidate's answer indicate a tendency to resist change?
- In your previous job, would others typically describe you as introducing structure, systems and organization or change, innovation and creative chaos? Why?
Is the candidate most comfortable with structure and control or with change?
- You have developed systems, policies and training for your department. Your new manager is hired with no experience at your company. The new manager wants to change your current policies, systems and training. You are asked to do things as part of your job that you were never asked to do before. How would you respond?
Does the answer seem to indicate an inflexibility? Is he open to trying the new system?
- Have you ever been in a situation where the demands or requirements of your job have been changed? If not, have you ever been asked to change your current method of doing things? In either instance, how did you respond?
Is the candidate overly resistant to change? Does he create change or react to change?

Interview Behaviors:

- Are there general indications of a lack of flexibility?

Background:

- Discuss with previous employer how the individual reacted to change. Ask for examples.
 - Discuss with previous employer whether the individual ever created/caused change through innovation, work methods, etc. Ask for examples.
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INTERVIEW GUIDE

Potential Limitation: He tends to use analytical skills to the neglect of his intuitive ones.

Interview:

- What were your favorite classes in school?
Listen for a strong preference for taking only classes such as math or science (more analytical), and avoiding classes such as literature or philosophy (more intuitive).
- Describe a task or problem on the job which you needed to develop a unique way of handling. Describe the solution process as well as the solution.
Listen for use of intuitive skills when solving the problem. Or, was the decision made solely on analytical skills such as probing, fact-finding, and breaking the problem into tangible components?
- Develop a role-playing scenario appropriate for this position which could potentially incorporate analytical and intuitive skills. Determine if analytical skills are used to the neglect of intuitive ones. For example: You are responsible for helping customers at your place of business. Over the years, you have learned how to make an unhappy customer leave happy. However, your biggest challenge is ensuring that you know about any complaints so that you can solve them. How do you find out that a customer is displeased?
Listen for use of intuitive skills such as -- "I can just tell when someone is not happy. They may not say anything, but I know that they are not pleased."
- What is your greatest achievement or success? What is your greatest mistake or failure?
Listen for achievements which have leaned upon his analytical skills and mistakes which have occurred from (lack of) intuitive abilities.

Interview Behaviors:

- Does his discussion indicate any use of intuitive behavior, such as insight into co-workers or situations?
- Does he indicate interest in the prospective work environment because of comparative analysis (salary, benefits, stability relative to alternatives) or because of intuitive comparisons ("people seem happy and nice here"; "it feels like a family here").

Background:

- If the job requires intuitive ability, discuss the candidate's intuitive versus analytical ability with previous employer. Describe a situation in which intuitive ability would be necessary in the job, and get the ex-employer's feedback on the candidate's ability in that situation.
- Does his academic record indicate success in literature, philosophy, art, etc?

Developmental Resources

Potential Limitation: He may often be swayed by the input of others.

Audio(s):

[Assertiveness Skills: A Guide to Positively Successful Communication](#), presented by Rockhurst (2008)

[The Confidence Plan: How to Build a Stronger You](#), by Tim Ursiny (2005)

Book(s):

[How to Grow a Backbone: 10 Strategies for Gaining Power and Influence at Work](#), by Susan Marshall (2000)

[The Assertiveness Workbook: How to Express Your Ideas and Stand Up for Yourself at Work and in Relationships](#), by Randy Paterson, PhD (2000)

Training Class(es):

[Assertiveness Training](#),

Potential Limitation: He can be so structured at times that he may lack flexibility and resist change.

Book(s):

[Change Thrivers --Your Resource Guide for Making Change Work](#), by Afsaneh Noori (2006)

[Culture Shift: The Employee Handbook for Changing Corporate Culture](#), by Price Pritchett, Ron Pound (2007)

[The Employee Handbook for Organizational Change](#), by Price Pritchett (2008)

[The Employee Handbook of New Work Habits for a Radically Changing World: 13 Ground Rules for Job Success in the Information Age](#), by Price Pritchett (2008)

Potential Limitation: He tends to use analytical skills to the neglect of his intuitive ones.

Book(s):

[Developing Your Intuition: A Guide to Reflective Practice](#), by Talula Cartwright (2004)

[Gut Feelings: The Intelligence of the Unconscious](#), by Gerd Gigerenzer (2007)

[Intuition at Work: Why Developing Your Gut Instincts Will Make You Better at What You Do](#), by Gary Klein (2002)

[Strategic Intuition: The Creative Spark in Human Achievement](#), by William Dugan (2007)

[The Power of Intuition: How to Use Your Gut Feelings to Make Better Decisions at Work](#), by Gary Klein (2004)

Management Tips

Potential Limitation: He may often be swayed by the input of others.

1. Prior to meetings, have him list the ideas and opinions he needs to present, and the reasoning behind them. He can then defend his position much more strategically when others disagree.
2. When you witness efforts to stand firm by his decisions, quickly acknowledge his good work and therefore improve his self-confidence and the likelihood that this behavior will continue.

Potential Limitation: He can be so structured at times that he may lack flexibility and resist change.

1. Encourage team-brainstorming sessions focusing on positive changes and development for the entire work team.
2. Have him provide several alternate methods of completing projects, and discuss the merits of each method before he decides to adopt one.
3. Encourage him to "loosen up" by ensuring him that mistakes are permissible and greater flexibility will lead to greater efficiency.

Potential Limitation: He tends to use analytical skills to the neglect of his intuitive ones.

1. Encourage him to develop his listening and observational skills by taking notes during meetings with co-workers; the objective being that he capture their key points, the reasoning behind them, and the goals and values of his peers.
2. Encourage him to learn more about the organizational culture and incorporate how individuals' needs and concerns are related to it.
3. Explain that feelings and intuition are powerful forms of processing information and arriving at decisions. One is able to make even better decisions when incorporating subjective issues with analytical ones.