



Interview Guide Sam Jenkins



Professional
Styles

Contents

Introduction to Interview Guide.....	3
Interview Scores Summary.....	4
Interview Questions.....	5
Interview Summary.....	17

About this Report

This report is based upon the Professional Styles assessment, which explores an individual's strengths in critical work areas.

The results are based on a comparison with a group of over 9,000 professionals and managers and are presented on a 1 to 10 Sten scale.

Since the questionnaire is a self-report measure, the results reflect the individual's self perceptions. Nevertheless, our extensive research has shown it to be a valid measure of how people will operate in the workplace.

It should be remembered that the information contained in this report is potentially sensitive and every effort should be made to ensure that it is stored in a secure place.

The information contained within this report is likely to remain valid for 12 to 24 months, depending upon circumstances.

The report was produced using Saville Consulting software systems. It has been derived from the results of an assessment completed by the respondent, and reflects the responses they made.

The report has been generated electronically. Saville Consulting do not guarantee that it has not been changed or edited. We can accept no liability for the consequences of the use of this report, howsoever arising.

The application of this questionnaire is limited to Saville Consulting employees, agents of Saville Consulting and clients authorised by Saville Consulting.

Introduction to Interview Guide

This Interview Guide presents appropriate questions based on the results of the assessment completed by Sam Jenkins. The questions are designed to gain evidence of the candidate's effectiveness and motivation at work.

Interview Questions for Sam Jenkins

Between two and four questions are presented for each of the areas, with fewer questions being given for areas where the candidate has rated themselves as strongly effective. Additional questions that target the candidate's motivation for an area are marked by an asterisk.

For each area, information is provided on how Sam Jenkins rated himself on the assessment when compared to others on a 1 to 10 scale. Please note that this is for the interviewer's information only and is not to be fed back to the candidate.

How to use this Interview Guide

Review job description and/or person specification



Select competencies for interview (Page 4)



Select questions



Conduct interview



Record answers



Score and evaluate data







Summarise scores (Page 4)



Make recommendation (Final Page)

Interview Scores Summary

✓	Page	Area Assessed	Assessment Score	Interview Score
<input type="checkbox"/>	5	Evaluating Problems Examining Information (6); Documenting Facts (10); Interpreting Data (3)	 6	
<input type="checkbox"/>	6	Investigating Issues Developing Expertise (5); Adopting Practical Approaches (4); Providing Insights (7)	 5	
<input type="checkbox"/>	7	Creating Innovation Generating Ideas (7); Exploring Possibilities (5); Developing Strategies (7)	 7	
<input type="checkbox"/>	8	Building Relationships Interacting with People (8); Establishing Rapport (6); Impressing People (10)	 9	
<input type="checkbox"/>	9	Communicating Information Convincing People (10); Articulating Information (8); Challenging Ideas (4)	 8	
<input type="checkbox"/>	10	Providing Leadership Making Decisions (9); Directing People (6); Empowering Individuals (6)	 8	
<input type="checkbox"/>	11	Showing Resilience Conveying Self-Confidence (9); Showing Composure (5); Resolving Conflict (3)	 5	
<input type="checkbox"/>	12	Adjusting to Change Thinking Positively (4); Embracing Change (5); Inviting Feedback (3)	 3	
<input type="checkbox"/>	13	Giving Support Understanding People (2); Team Working (2); Valuing Individuals (2)	 2	
<input type="checkbox"/>	14	Processing Details Meeting Timescales (5); Checking Things (5); Following Procedures (4)	 5	
<input type="checkbox"/>	15	Structuring Tasks Managing Tasks (4); Upholding Standards (5); Producing Output (4)	 4	
<input type="checkbox"/>	16	Driving Success Taking Action (8); Seizing Opportunities (9); Pursuing Goals (8)	 9	

Interview Questions

Evaluating Problems

Examining Information (6); Documenting Facts (10); Interpreting Data (3)



Average

higher potential than about 60% of the comparison group

Describe an occasion when you had to evaluate a complex problem at work.

- What was the problem?
 - What information was important?
 - Where did you look for information?
 - How did you analyse the information?
 - What technology did you use?
 - How did you weigh up what was most important?
 - How effective was your overall evaluation?
- * What aspect of evaluating problems do you find most interesting?

Tell me about a time when you were required to analyse a large amount of data.

- Who was the end user?
 - How did you evaluate the information?
 - What technology did you use to help you deal with the data?
 - What did you do to summarise the key trends in the data?
 - What were the important messages that you took from the data?
- * How much do you enjoy working with numerical information?

Interview Questions

Investigating Issues

Developing Expertise (5); Adopting Practical Approaches (4); Providing Insights (7)



Average

higher potential than about 40% of the comparison group

When has your job expertise been essential in ensuring a good practical outcome at work?

- What was the situation?
- Why was your expertise important?
- What key issues/information did you need to identify?
- What did you do to make sure the solution was practical?
- What learning did you gain from the experience?

* Which aspects of your job are you most interested in?

Tell me about a time where you identified the need to make practical improvements at work.

- Why did you think that improvements were needed?
- Who else did you involve in the improvement process?
- How did you make the improvements happen?
- What practical knowledge did you use?
- What did you learn from doing this?

* What practical aspects of the issue interested you least?

Where have you chosen to improve your skills or knowledge at work?

- Why did you choose this area to develop?
- What did you need to learn or update?
- How did you upgrade your skills or knowledge?
- How did you apply your new skills?
- Where else have you been able to use them?

* What have you least enjoyed having to learn about?

Interview Questions

Creating Innovation

Generating Ideas (7); Exploring Possibilities (5);
Developing Strategies (7)



Fairly High

higher potential than about 75%
of the comparison group

Tell me about when you have made a real difference with your creative input.

- What was your creative input?
 - What other alternatives did you consider?
 - Why was this option chosen?
 - What were the general trends in how things were changing at the time?
 - How did this influence the strategic direction of the organisation?
- * Which aspect of your creativity do you find most satisfying?

Give me an example of when you have had to develop a concept at work.

- What was the situation?
 - What were the underlying principles or theories you had to understand?
 - How did you apply the concept?
 - What were the advantages of the concept?
 - What options did you consider?
- * Which aspect of thinking conceptually interested you least?

Interview Questions

Building Relationships

Interacting with People (8); Establishing Rapport (6); Impressing People (10)



Very High

higher potential than about 95% of the comparison group

Who have you had to build a really effective, important work relationship with?

- Why was it important?
- What did you do to build the relationship?
- How quickly did you build rapport?
- How effective was the first impression you created?
- How have you maintained contact?

* What do you enjoy about working with new people?

Describe an occasion where you have had to build a difficult work relationship.

- Why was it difficult?
- What did you do?
- How did you deal with the biggest issues?
- What was the outcome?

* What do you find most frustrating in your work relationships?

Interview Questions

Communicating Information

Convincing People (10); Articulating Information (8); Challenging Ideas (4)



High

higher potential than about 90% of the comparison group

Give me an example of when you have had to communicate important information persuasively.

- Why was it important?
- What were the key points you had to make?
- Which of these points were the most important for your audience?
- What points/misconceptions did you challenge?
- How effective were you?

* What do you enjoy about getting your message across?

Describe an occasion when you have had to challenge someone else's idea.

- Why were you challenging their idea?
- How did you argue your case?
- What assumptions did you need to challenge?
- What was the reaction to your challenge?
- What was the outcome?

* When have you avoided challenging others? Why was this?

Interview Questions

Providing Leadership

Making Decisions (9); Directing People (6);
Empowering Individuals (6)



High

higher potential than about 90%
of the comparison group

When have you had to provide leadership for others at work?

- What was the situation?
- How did you approach it?
- What was your leadership style?
- How did you motivate others?
- How did people respond to you?
- What key decisions did you have to make?

* What do you enjoy about being a leader?

Tell me about a time when you have chosen to take responsibility for getting something done by leading others.

- Why did you choose to take responsibility in the situation?
- How did you lead people?
- What did you do to keep the people motivated?
- What were the difficult decisions you had to make?
- What feedback did you get on your leadership?

* What do you dislike most about being a leader?

Interview Questions

Showing Resilience

Conveying Self-Confidence (9); Showing Composure (5); Resolving Conflict (3)



Average

higher potential than about 40% of the comparison group

Where have you had to be resilient at work?

- What was the situation?
 - Why was it challenging?
 - How did you react to pressure?
 - What impact did it have on you?
 - How did your behaviour impact on others?
- * How do you motivate yourself under pressure?

Give me an example of when you have resolved a conflict at work.

- Why was there a conflict?
 - What did you do?
 - What emotions did you have to deal with?
 - How did people respond?
 - What would you do differently next time?
- * How comfortable are you dealing with people when they are emotional?

Describe an occasion where you found it difficult to remain calm.

- What was the situation?
 - How stressful did you find the situation?
 - How did you deal with the pressure?
 - What did you do to try to remain calm?
 - How did other people react to you?
- * How important is it for you to stay calm and composed?

Interview Questions

Adjusting to Change

Thinking Positively (4); Embracing Change (5);
Inviting Feedback (3)



Low

higher potential than about 10%
of the comparison group

Tell me about a time when you had to adjust to an important change.

- What exactly was the impact of the change on you?
- How positively did you react?
- How well do you feel the change was communicated?
- What did you do to influence the direction of the change?
- What more could you have fed back to make the change more effective?

* What do you dislike about change?

Give me an example of when you have changed your behaviour based on feedback from others.

- What was the situation?
- Who did you ask for feedback?
- What feedback did you receive?
- How did you react to the critical feedback?
- What did you do as a result of the feedback?

* When have you felt most negatively about feedback you have received? Why?

When has it been important for you to be positive following a setback at work?

- Why was it important?
- How did you feel?
- What did you do to keep thinking positively?
- How did you stay cheerful?
- How did your behaviour impact on others?

* How do setbacks at work impact on your motivation?

Describe a time when it was difficult for you to embrace change at work.

- What was the change?
- What were the key challenges for you?
- What were the greatest areas of uncertainty?
- How did you cope with these areas of concern?
- What did you do?
- What did you learn from this experience?

* How has dealing with change impacted on your motivation?

Interview Questions

Giving Support

Understanding People (2); Team Working (2);
Valuing Individuals (2)



Very Low

higher potential than about 5%
of the comparison group

Tell me when you have had to go out of your way to support others at work.

- What support did your colleagues need?
- What did you do to help?
- What more could you have done to help with the benefit of hindsight?
- To what extent did helping inconvenience you?
- What was the outcome?

* What do you like about helping people?

Describe a situation where it was important for you to understand people at work.

- What was the situation?
- Why was it important for you to understand them?
- What were the important messages you heard from them?
- What did it take you longer to recognise about their needs?
- What did you do to show you understood them?

* How interested are you in understanding people and their motivations?

When have you found it challenging to work collaboratively in a team?

- What was your role in the team?
- Why was it important to work collaboratively?
- How did you do this?
- What was the most difficult aspect of the team work?

* What did you least enjoy about being a member of a team?

Give me an example of when you have really valued people as individuals at work.

- Who did you really value?
- Why did you really value them?
- How did you show your appreciation?
- How much trust did you place in them?
- Which behaviours did you have to tolerate?

* How quickly do you feel comfortable trusting people at work?

Interview Questions

Processing Details

Meeting Timescales (5); Checking Things (5);
Following Procedures (4)



Average

higher potential than about 40%
of the comparison group

Tell me about when you have had to do something to a high quality level within a fixed timeline.

- What exactly did you have to do?
 - How did you achieve the quality level?
 - What procedures did you follow?
 - What mistakes did you identify?
 - How close to the deadline were you?
- * How much do you enjoy working with details?

When has it been important for you to follow procedures at work?

- What did you have to do?
 - Why did you have to do it this way?
 - How closely did you follow the procedures?
 - Where did you not follow the procedures so closely?
- * How much importance do you attach to following procedures?

Describe a time when you had to meet a challenging deadline.

- Why was the deadline demanding?
 - What did you need to do to ensure the deadline was met?
 - What problems did you encounter?
 - How did you deal with these?
 - What was the outcome?
- * How have you felt when you have had to extend a deadline?

Give me an example of where you have had to work accurately with detail.

- Why was accuracy important?
 - How did you check for errors?
 - What errors were there?
 - How did you deal with these?
 - How much of the checking did you do?
 - What feedback did you get on the outcome?
- * How do you feel when you cannot check things properly?

Interview Questions

Structuring Tasks

Managing Tasks (4); Upholding Standards (5);
Producing Output (4)



Fairly Low

higher potential than about 25%
of the comparison group

Give me an example of when you have had to manage people on a specific project.

- How many people did you manage?
 - How did you organise the tasks?
 - What potential problems did you account for in your planning?
 - What did you do to make sure people maintained high standards of behaviour during the project?
 - How much work was completed in the timescale?
- * How much do you enjoy structuring and managing tasks?

When have you been responsible for planning a complex task?

- What exactly was your responsibility?
 - How did you plan the task?
 - How did you structure your time?
 - What were the conflicting priorities?
 - How did you deal with these?
- * How much do you seek responsibility for planning?

Where have you been required to produce high levels of output?

- What did you produce?
 - How quickly did you have to work?
 - How did you maintain your productivity?
 - How many tasks did you have to deal with at the same time?
- * How much do you enjoy having a lot to do?

Tell me about a situation where it has been difficult for you to act with integrity at work.

- What were the ethical challenges you faced?
 - What did you do?
 - To what extent did you feel you acted with integrity?
 - What issues of confidentiality were involved?
 - Who did you talk to?
- * When would you not compromise your principles?

Interview Questions

Driving Success

Taking Action (8); Seizing Opportunities (9); Pursuing Goals (8)



Very High

higher potential than about 95% of the comparison group

Which of your recent work achievements are you particularly proud of?

- Why have you chosen this example?
- What did you do?
- Why was this important?
- How did you exceed expectations?
- What feedback did you get?

* What drives you to succeed?

Give an example of when you have taken decisive action to achieve an outstanding result.

- What exactly did you do?
- Why did you decide to take that action?
- What exactly was the result?
- What made it outstanding?
- What effort did you put in?

* What impacts negatively on your motivation to succeed?

Interview Summary

Candidate Name	Sam Jenkins
Interviewer Name(s)	
Interview Date	
Role Applied For	
Signed	

Evidence

Key Evidence Against	Key Evidence For

Recommendation