

- SELECT
- DEVELOP
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HOGANSELECT

BASIS

AN IN-DEPTH SOLUTION FOR CANDIDATE SELECTION

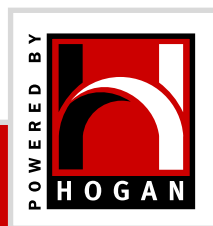
Report For: Martina Mustermann

ID: HC580149

DATE: April 21, 2017

Job Title: Service & Support

PERSONALITY
GUIDANCE





INTRODUCTION

This is the Pre-Employment Assessment Report for Martina Mustermann. It is divided into different sections, and they are described below.

SECTION I - GRAPHIC REPORT

Hogan Personality Inventory (HPI) Graphic Report

This section provides a graphic report of the candidate's results on the Hogan Personality Inventory (HPI). The HPI evaluates people on seven well-known characteristics that influence occupational success.

SECTION II - SUMMARY OF ASSESSMENT RESULTS

Employment Fit

This section reviews the candidate's results, focusing on general characteristics relevant to that person's success in most work environments. The review covers the candidate's reaction to stressful situations, how the candidate will manage the assignments associated with a job, and how the candidate will approach learning in a new job.

Job Fit

This section reviews the candidate's assessment results in terms of fit with a particular job. Different characteristics are important for success in different jobs, and characteristics that are important in one job may interfere with performance in others.

Candidate Interview Style

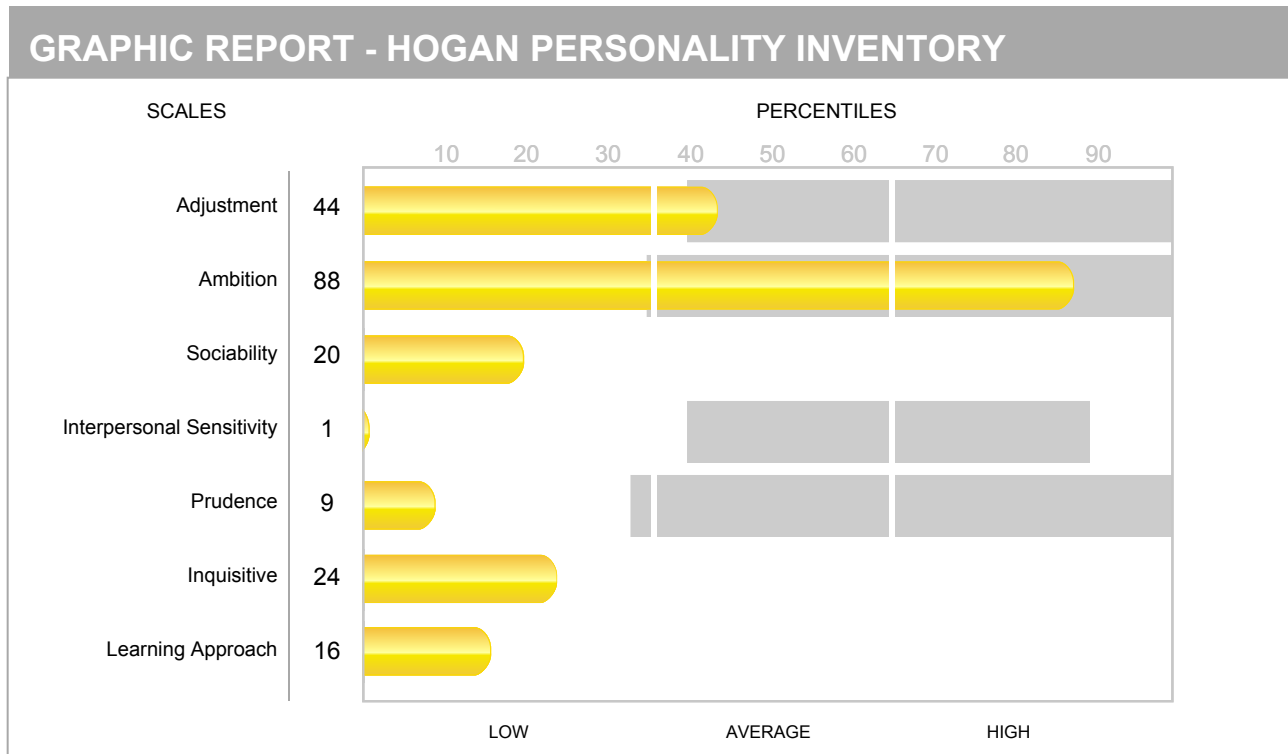
This section summarizes the candidate's interview style. Interview style can impact the evaluation of a candidate's fit for the position. This section indicates what to expect from a candidate in order to minimize the impact of interviewing skills.

SECTION III - STRUCTURED INTERVIEW GUIDE

This section provides a structured interview guide based on the candidate's assessment results. The interview guide is designed to increase the hiring manager's understanding of the assessment results and allow him/her to probe areas of particular concern regarding the candidate's job fit. The guide also provides a systematic method for making a hiring decision using a combination of the assessment and the interview results.

SECTION IV – OVERALL EVALUATION OF CANDIDATE

This section provides a way in which to combine the candidate's assessment and interview results into an overall evaluation. From this, you will be able to make a more informed hiring decision.



NOTES: Scales with a shaded bar have been identified as important to success. Scores inside the range increase a candidate's probability of success.

Adjustment	Reflects the degree to which a person is calm or moody and volatile. High scorers seem confident, resilient, and optimistic. Low scorers seem tense, irritable, and negative.
Ambition	Evaluates the degree to which a person seems leaderlike and values achievement. High scorers seem competitive and hard working. Low scorers seem unassertive and less interested in advancement.
Sociability	Assesses the degree to which a person appears socially self-confident. High scorers seem outgoing and colorful. Low scorers seem reserved and quiet.
Interpersonal Sensitivity	Reflects tact and perceptiveness. High scorers seem friendly, warm, and popular. Low scorers seem independent, frank, and direct.
Prudence	Concerns self control and conscientiousness. High scorers seem organized, dependable, and easy to supervise. Low scorers seem spontaneous and flexible.
Inquisitive	Reflects the degree to which a person seems curious, adventurous, and imaginative. High scorers tend to be quick-witted and visionary, but easily bored. Low scorers tend to be practical, focused, and able to concentrate.
Learning Approach	Reflects the degree to which a person values education as an end in itself. High scorers tend to enjoy reading and studying. Low scorers are less interested in formal education and more interested in hands-on learning on the job.



Section II – Summary of Assessment Results

Employment Fit — Overall Suitability for Work

Martina Mustermann tends to be calm and even-tempered, and should manage her emotions appropriately whether the situation is stressful or relaxed. Although Martina Mustermann may be willing to delegate responsibility and can change directions quickly, she may also be impulsive, somewhat careless, and resist close supervision. Martina Mustermann may not be interested in formal training for herself or others. She may miss chances to enhance skill sets, forego opportunities for new learning, and may not set clear work goals.

Job Fit — Suitability for the Position

Ms. Mustermann seems to have an appropriate sense of urgency and self-confidence; however, in high pressure situations with deadlines, she may show signs of being stressed or worried. Martina Mustermann will seem candid, outspoken, and unafraid to deal with conflict. Although others can count on her to provide direct answers, she may be too blunt and outspoken, which could frustrate her colleagues. She will dislike routine tasks and close supervision, and may have difficulty following established rules and procedures. She may be disorganized and resist planning activities, but she should also be comfortable with change and innovation. She will seem driven, results focused, and upwardly mobile. She will work hard to advance her career, but may sometimes overextend herself due to overconfidence.

Candidate Strengths

- Will typically listen to others' suggestions and use their feedback to improve performance
- Will recognize when others are stressed and react appropriately
- May interact with others using a firm, straightforward style
- Communicates in a direct and business-like style
- Is willing to try new methods to solve problems when the old methods don't work
- Easily changes directions to deal with shifting priorities
- Will be seen as energetic, self-confident, and action-oriented
- Enjoys meeting difficult challenges and models a strong work ethic

Candidate Areas of Concern

- Has difficulty deciding what to do during periods of heavy pressure
- May become tense and indecisive during stressful times
- May inadvertently offend others as a result of seeming painfully objective and insensitive
- May seem indifferent to the needs and feelings of others
- Tends to become bored with routine work
- Will tend to disregard rules and standard operating procedures
- Tends to compete with colleagues and team members
- Her overconfidence may cause her to overextend herself

Overall Candidate Recommendation

Based on the assessment results, and in comparison to the job or job family profile, Martina Mustermann's overall fit for the position is:



Low Fit



Moderate Fit



High Fit



Candidate Interview Style

The following suggests how **Martina Mustermann** is likely to behave during the interview.

Interview Style	Low	Moderate	High
<p>Emotional Demeanor Candidates with low scores may appear tense and nervous; those with high scores may appear calm and relaxed.</p>		X	
<p>Rapport Candidates with low scores may seem quiet and even shy; those with high scores may seem talkative and approachable.</p>	X		
<p>Relationship Building Candidates with low scores may appear challenging and independent; those with high scores may seem agreeable and ingratiating.</p>	X		



Section III - Structured Interview Guide

Part 1 - Interview (Employment Fit)

These questions about Employment Fit focus on how easy it will be to manage Ms. Mustermann. The questions are derived from the Assessment Report - Employment Fit.

Scale - Question	What to look for						
<p>Adjustment Give an example of how your ability to keep a "level head" made the difference between success and failure.</p> <p>Notes:</p>	<p>The ability to remain calm in pressure-filled situations, to avoid responding emotionally, and to learn from past mistakes.</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="3">Question Rating:</td> </tr> <tr> <td>Low</td> <td>Moderate</td> <td>High</td> </tr> </table>	Question Rating:			Low	Moderate	High
Question Rating:							
Low	Moderate	High					
<p>Prudence Describe a situation when it was important for you to complete an assignment by a specific date or within a specific time frame.</p> <p>Notes:</p>	<p>The ability to meet and follow-through on commitments, to complete a high quality task or assignment within a specified time frame.</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="3">Question Rating:</td> </tr> <tr> <td>Low</td> <td>Moderate</td> <td>High</td> </tr> </table>	Question Rating:			Low	Moderate	High
Question Rating:							
Low	Moderate	High					
<p>Learning Approach Give an example of how you remain up-to-date with respect to new developments in business and technology that affect your job.</p> <p>Notes:</p>	<p>Evidence of being willing to acquire knowledge specific to your industry and company in order to be more effective in performing the job.</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="3">Question Rating:</td> </tr> <tr> <td>Low</td> <td>Moderate</td> <td>High</td> </tr> </table>	Question Rating:			Low	Moderate	High
Question Rating:							
Low	Moderate	High					
Employment Fit Rating							
<p>Clear issues or concerns that may present management challenges regardless of coaching and development.</p>	<p>Some potential management challenges that could be overcome through coaching and development.</p>	<p>Candidate would be easy to manage based on an ability to handle stress, dependability, and a willingness to learn.</p>					



Part 2 - Interview (Job Fit)

Questions about Job Fit focus on Ms. Mustermann's ability to perform in the job. The questions are derived from the Assessment Report - Job Fit.

Scale - Question	What to look for	
<p>Adjustment Give an example of a time when you used an emotional response to successfully convey a point you were trying to make to a colleague, client, or business contact.</p> <p>Notes:</p>	<p>Sometimes emotions can be used to get a message across; look for evidence that the person can appropriately use emotional appeals to convey a point or idea.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Adjustment Give an example of a time when your emotions got the better of you when working with a colleague or client.</p> <p>Notes:</p>	<p>Answer suggests that the candidate recognizes the need to maintain composure with colleagues and customers, and shows an indication of being prepared to better handle similar situations in the future.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Interpersonal Sensitivity Tell me about a time when you realized you responded to an individual in an overly harsh or insensitive manner. What was your response and the result of the interaction?</p> <p>Notes:</p>	<p>Look for answers suggesting the applicant may be unaware that her interpersonal style may be too direct or blunt at times.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Prudence Tell me about a time when you acted too quickly or did not plan appropriately before completing a task.</p> <p>Notes:</p>	<p>Answers suggesting the applicant may have a tendency to act impulsively without regard for rules or procedures.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
Job Fit Rating		
Poor or missing examples of successful performance of the job.	Some positive examples associated with the successful performance of the job.	Specific, positive examples in each of the areas associated with successful performance of the job.



Part 3 - Interview (Position Fit)

Use this part of the interview guide to ask questions that are specific to the requirements of an open position. These questions can range from specific requirements unique to a particular unit of the organization to technical skills that are needed to perform the basic function of the job.

QUESTION:		
QUESTION:		
QUESTION:		
QUESTION:		
Position Fit Rating		
Poor or missing examples of behavior associated with position fit.	Some positive examples of behavior associated with position fit.	Specific, positive examples of behavior associated with position fit.



Section IV – Overall Evaluation for Martina Mustermann

Part 4 is designed to evaluate the candidate's probability of success in the open position. Complete steps A, B, and C to reach a final hiring decision.

A. Review of the interview results

Transfer your ratings from Section III to the table below by placing an (X) in the appropriate box and note any comments you have on the candidate's performance.

Interview Area	Low	Moderate	High	Comments
Employment Fit				
Job Fit				

Based on your interview ratings, evaluate the candidate's overall probability of success.

Probability of Success (Interview)	
___ 1= Low	Several areas of fit are low and indicate concern regarding the candidate's probability of success.
___ 2= Moderate	Most areas of fit are moderate to high with only minor concerns regarding the candidate's probability of success.
___ 3= High	Moderate to high fit across all areas indicate that the candidate has a high probability of success.



B. Review of the assessment results

Below is the assessment rating the candidate received indicating the probability of success in the position.

Probability of Success (Assessment)	
<input checked="" type="checkbox"/> 1= Low	The candidate was outside the ranges on key scales indicating a low probability of success.
<input type="checkbox"/> 3= Moderate	The candidate was inside the range on key scales, indicating a moderate probability of success.
<input type="checkbox"/> 5= High	The candidate was inside virtually all ranges on key scales indicating a high probability of success.

C. Hiring Decision

Considering all the information you have on this candidate (resume, training and experience, assessment results, interview results), how would you rate this candidate in comparison to other candidates you have seen for this position (or other similar positions)?

Comparing Candidates		
<input type="checkbox"/> 1= Low	One of the worst candidates that I have seen. Would lower our standards.	
<input type="checkbox"/> 2= Moderate	An acceptable candidate.	
<input type="checkbox"/> 3= High	One of the best candidates I've seen. Would raise our standards.	
Considering all of the information, will you offer this candidate the position?		<input type="checkbox"/> YES <input type="checkbox"/> NO
Provide an overall rationale for your rating.		

Martina Mustermann's BASIS Employment Assessment Report is complete.