Job Fit Summary



Susan has a high fit for the job of Marketing Coordinator.

The chart below shows how well Susan matches with the behavior and thinking traits required in the job.

Significant mismatch

Score

Target range

Higher Impact Logical Problem Solving Lower Higher Structure Flexible Likes Rules Vocabulary Lower Higher **Medium Impact** Rapid Problem Solving Higher Lower Adaptability Independent Accommodating **Spatial Visualization Lower Impact** Responsiveness Calm Expressive Assertiveness Reserved Aggressive Sociability Task Oriented People Oriented Intensity Relaxed Intense Optimism Optimistic Skeptical

Slight mismatch

Strong match

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Job Fit Review

This section describes the key behavior and thinking traits in order of their importance to the job. Consider how each trait might impact Susan in the job of Marketing Coordinator.



Susan is a logical problem solver. She can deal with complex issues involving many different components and questions of strategy. She may have a tendency to internalize her thinking and need encouragement to offer her solutions. She may make simple issues more complicated than they really are.



Susan is able to work independently and does not require structure or tight procedures She enjoys working quietly and relying on her own resources and methodology to complete her tasks. She may be more concerned about the overall outcome than every minor aspect of a project.



Susan is inquisitive and quick to learn and understand new ideas and concepts. In changing situations, she can rapidly recognize the change and learns new rules fast. She can synthesize ideas from broad knowledge and concepts.



Susan strongly prefers to use a quick, intuitive approach to solving problems. She can easily process smaller, less complex issues that arise during the workday. She may not spontaneously express her solutions to others.

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Independent – Accommodating

Susan is a strong-willed and independent-minded person who may resist pressure to conform or adjust to the expectations of others. She has her own standards and is not concerned about popular opinion. She may have a strong tendency to say or do what she thinks is right regardless of how others may react.



Susan can visualize three dimensional structures and complex systems. She can think about problems in which there are multiple variables that are changing. This talent will help her with a variety of tasks, including financial, technical, mechanical, mathematical, and engineering problems.



Susan has a positive level of responsiveness, and she is motivated in a job that provides her with a range of responsibilities in a fairly dynamic, change-oriented environment. She may grow dissatisfied with a confining structure or slow-moving processes.



Susan exhibits a conservative style of behavior. She is naturally low-key in her approach and will be at her best supporting the efforts of others. She is able to develop her own methods and can often work well without strict guidelines and cumbersome procedures. She may abdicate decisions to others rather than tell them directly what she wants.



Susan maintains a very positive social orientation, and she can take a genuine interest in people as individuals. She may not place top priority on expanding her social network, but she responds well to people when approached. Typically, she is courteous and cooperative, and she is able to deal with uncertainty and less defined processes for getting results through others.

Susan Baker Page 3 of 10



Relaxed ______ Intense

Susan experiences moderate emotional intensity when encountering difficulty at work. This intensity gives her the energy to deal with problems as they arise but is not so strong that she cannot consider alternatives when appropriate.



Susan is generally friendly and likes to interact with others. She tends to take people and situations at face value unless there is some reason to be skeptical. She maintains a positive sense of the future in most situations unless there is some objective reason to be more skeptical.

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Descriptive Review

Susan's traits do not exist in isolation of each other. Each trait impacts the others. Below is an integrated view of Susan. As you read this section, consider how Susan might perform as a Marketing Coordinator.

Susan is a friendly, composed and careful individual. She likes a mixture of independence and structure. She will work best in a role in which she can work cooperatively with others. She is a conservative person who does not naturally seek dominance or opportunities to actively influence people or situations. She will prefer to check with sources of authority before making major decisions. She is an expressive individual who will seek change, variety, and a relatively quick pace. She is adept at handling fast-moving activities as she likes to deal with numerous issues at the same time.

She sets her own standards and does not worry a great deal about what other people think. She generally does not create controversy but will hold firm to her beliefs. She is not dependent on a rigid job structure, but she likes to know what is required. She prefers to have areas of flexibility within a well-established organizational framework. She takes a more cooperative than authoritative approach to leadership and will be low-key in her approach.

Susan is considerate and cordial in her interpersonal relationships especially with people she knows. She enjoys working cooperatively with others to achieve mutually beneficial goals. She is positive in attitude even when she experiences setbacks. She will consider possible problems in order to be proactive. She experiences moderate emotional intensity when encountering difficulty. This intensity gives her the energy to deal with situations as they arise but is not so strong that she cannot consider alternatives when appropriate.

She rapidly identifies solutions to problems and gravitates toward roles that provide a constant flow of new challenges. She can communicate complex solutions in a logical way that is easily understood by others. If opposed, she may need to be encouraged to offer her solutions to others.

Susan Baker Page 5 of 10

Job Mismatches

Susan is a high fit with the behavior and talent traits required in the job. When evaluating overall job fit, it's helpful to examine each mismatch between Susan and the job targets.

The following mismatches are not significant, but are worth noting.



The Logical Problem Solving job target is High. People with high Logical Problem Solving are able to think through complex problems in a methodical, linear manner and can typically communicate their solutions effectively. Susan scored above the target range.

- She may work through every possible solution instead of making a decision.
- She may overcomplicate and spend too much time on simple problems.

Structure Flexible Likes Rules

The Structure job target is Medium. People with medium Structure have the ability to pay attention to procedures and guidelines but are also comfortable acting independent of rules. Susan scored somewhat below the Structure target.

- She may enjoy coming up with new and creative methods rather than following older or established procedures.
- She may find too many rules restrictive and unnecessary.



The Adaptability job target is Medium. People with medium Adaptability are generally concerned about others' feelings and thoughts and may take these into account when deciding what to do or say. Susan has lower Adaptability.

- She may unintentionally disregard the needs of others.
- She may say things that negatively impact others without intending to.

Susan Baker Page 6 of 10

Reserved — Aggressive

The Assertiveness job target is Medium. People with medium Assertiveness are able to move forward while still being able to consider input from others. Susan scored below the Assertiveness target.

- Others may step in to assert control when she should be the person in charge.
- She may at times have difficulty communicating what she wants in a simple, direct manner.

Alphreviated sample

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Interview Guide

Susan Baker

Marketing Coordinator

Apple saluated saluat Completed September 23, 2019 **UpLevel HR Solutions**

Interview Guide for Susan

This guide will help you conduct an effective interview with Susan. In addition to confirming the information provided by the assessment, it will be important to ask Susan additional questions regarding experience, background, training, special skills, concerns, etc.

We recommend you do not give a copy of these reports to Tom during the interview process.

Steps

1. Review the Job Fit Report for Susan

Before you read further, completely review the Job Fit Report for Susan.

2. Prepare for the Interview

In each section of this guide, there is a suggested script for you to follow in your interview. The general idea is to read key statements to Susan, get her reaction to the statement, and then ask a number of follow-up questions.

As you ask questions and listen to her stories, you are mentally trying to confirm and validate the assessment, expand what you know, imagine what to expect if Susan is in the job, compare her to others or to people already in the position, and determine whether or not you wish to move forward with Susan.

3. Conduct the Interview

The interview will begin with questions about key areas where **Susan** matches the job requirements. This will be followed by questions where Susan does not match the job requirements.

- Open the interview by building rapport with Susan for a couple of minutes.
- Tell Susan you are going to share information from her assessment by reading key statements to her from her Job Fit Report.
- After reading each statement to Susan, ask her how the statement sounds to her and then get examples to validate her thinking.
- Ask probing questions. The more questions you ask, the more you will know about Susan. Feel free to edit the questions we have provided, delete them, or add your own.

By conducting a thorough interview and considering all you know about Susan, you will be in a stronger position to make a decision to hire Susan or to continue your recruiting process.

Susan Baker Page 1 of 13

Job Matches

Susan matches the targets on all of the traits in this section. As you read statements to Susan and ask follow-up questions, listen for examples that demonstrate the fit between Susan and the job of Marketing Coordinator.

Vocabulary



Read the following to Susan

How does the following sound to you?

Susan is inquisitive and quick to learn and understand new ideas and concepts. In changing situations, she can rapidly recognize the change and learns new rules fast. She can synthesize ideas from broad knowledge and concepts.

Ask Susan

- Tell me about a time over the past year when one of your job responsibilities changed and required you to learn how to do something you hadn't done in the past. What was your training like? Was it an organized process or would you consider it more of a "figure it out for myself" situation? Given a choice, in which scenario do you feel you learn most effectively?
- In your current/most recent job, tell me about a situation where you had to learn something new. This could be an existing task you needed to learn to do differently or better, or it could be a completely new skill you had to obtain. What things do you feel you picked up on most quickly? Which ones took you longer to master?

Explore Further

- "Tell me more..." or "What's another example..." or "Walk me through..."
- "Give me an example of how that shows up in your prior experience."

Interview Notes from Vocabulary Discussion

Susan Baker Page 2 of 13

Rapid Problem Solving

Read the following to Susan

How does the following sound to you?

Susan strongly prefers to use a quick, intuitive approach to solving problems. She can easily process smaller, less complex issues that arise during the workday. She may not spontaneously express her solutions to others.

Ask Susan

- Tell me about a situation where you found yourself being bombarded with one problem after another. Which ones required you to rely on your intuition to come up with a solution? In what areas do you feel most confident using your "gut instinct" to solve problems? How do you determine when a situation needs a "quick fix" or would benefit from a more comprehensive, in-depth solution?
- Over the past six months, would you say you've spent more time solving small but urgent problems that popped up or digging into bigger, more complex issues? If you had to pick, which one of these do you prefer handling? Why? What were some of the crises you had to deal with most recently? How did you know how to resolve them? Tell me about a time when you were working with someone you felt was dragging her or her feet in handling a problem. How did you step in to help resolve the issue?

Explore Further

- "Tell me more..." or "What's another example..." or "Walk me through..."
- "Give me an example of how that shows up in your prior experience."

Interview Notes from Rapid Problem Solving Discussion

Susan Baker Page 3 of 13

Responsiveness



Read the following to Susan

How does the following sound to you?

Susan has a positive level of responsiveness, and she is motivated in a job that provides her with a range of responsibilities in a fairly dynamic, change-oriented environment. She may grow dissatisfied with a confining structure or slow-moving processes.

Ask Susan

- Juggling and controlling many activities can often be a challenge. How have you managed this in the past?
- In prioritizing your own activities, how do you determine what needs to be done quickly and what can wait until a later time? Give me examples of how you have done this before. How did your managers react, both positively and negatively, to the way you balanced your priorities?

Explore Further

- "Tell me more..." or "What's another example..." or "Walk me through..."
- "Give me an example of how that shows up in your prior experience."

Interview Notes from Responsiveness Discussion

Susan Baker Page 5 of 13

Job Mismatches

Susan did not match the traits listed in this section. As you read the statements to Susan and ask follow-up questions, listen for examples that demonstrate the mismatch or fit between Susan and the job of Marketing Coordinator.

Logical Problem Solving



The Logical Problem Solving job target is High. People with high Logical Problem Solving are able to think through complex problems in a methodical, linear manner and can typically communicate their solutions effectively. Susan scored above the target range.

- She may work through every possible solution instead of making a decision.
- She may overcomplicate and spend too much time on simple problems.

Read the following to Susan

How does the following sound to you?

Susan is a logical problem solver. She can deal with complex issues involving many different components and questions of strategy. She may have a tendency to internalize her thinking and need encouragement to offer her solutions.

Ask Susan

- Tell me about a time during the last 6-12 months when you faced a particularly complicated issue. What role did you play in solving the problem? How did you go about assessing the issue when you first became aware of it? Walk me through how you investigated the situation and/or gathered your information to determine what was going on? Once you felt like you really had a handle on the issue, what options did you consider for fixing the problem? How did you decide which one(s) to go with? Once the problem was resolved, how did you feel about the end result? How did things go from that point forward?
- Thinking back over the past year, tell me about a particularly complex problem you faced. What level of responsibility did you have for resolving the issue? Walk me through the plan you developed for implementing your solution. How did you involve others in coming up with the plan? How did you determine the timeframe you'd need? What issues did you anticipate up front that might potentially be a challenge? Once you started, what roadblocks did you face? How did you handle those issues? How did you feel about the results?

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Explore Further

- "Tell me more..." or "What's another example..." or "Walk me through..."
- "Give me an example of how that shows up in your prior experience."

Interview Notes from Logical Problem Solving Discussion



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