



Behavioral Interview Guide

Bryan Forsyth

February 20, 2020



This Interviewing Guide provides the interviewer with:

- **Candidate Profile and Preparation Report**
 - Importance of Interviewer's DISC
 - Candidate's Summary & Scores
 - Strengths and Motivators
 - Sub-factors Overview
 - Factor Flexibility
 - DISCflex™ Quick References
- **Behavioral Interview Guide**
 - Interview Setup
 - Interview Questions
 - Scoring and Comments Section
 - Interview Results

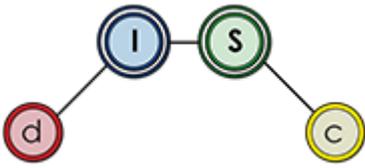
The DISCflex™ Interviewing Guide explains how the individual DISCflex™ Factors (Dominance, Influence, Steadiness, and Compliance) govern the choices a candidate might make. We all use each of the four DISC behavioral factors in different ways, and the report suggests a series of behavior-based interviewing questions designed to help the interviewer gauge the candidate's ability to 'flex' their behavior for work situations they might find themselves faced with should they be recommended for the position. All told, the Interviewing Guide assessment takes a candidate approximately 10 to 15 minutes to complete.

The candidate's DISC pattern provides the interviewer with a snapshot of how a candidate might typically prefer to act as they go about their duties (with their preferred behavior). Once you have read the candidate's report and become familiar with their behavior style and how it can affect the people around the candidate, the next step is to start thinking about how their behaviors will align with the position. By using DISC in conjunction with other interviewing methods, assessments, and tests; managers can predict both job fit and team (people) fit with a much higher degree of accuracy. With additional DISCflex™ tools, the hiring team can determine how the candidate's pattern might impact a team.

Bottom line: DISCflex™ is a proven and powerful behavior assessment for predicting HOW a candidate will strive for results, interact with other people, engage in thoughtful analysis, and approach a project from a compliance standpoint. To a large extent, the candidate's behavior pattern also governs how their decision making processes operate in terms of their behavioral traits, actions, and preferences. The four DISC Factors also have significant sway upon the candidate's teambuilding abilities as well as how people form relationships, perceive other's, interact with fellow team members, and communicate with coworkers.

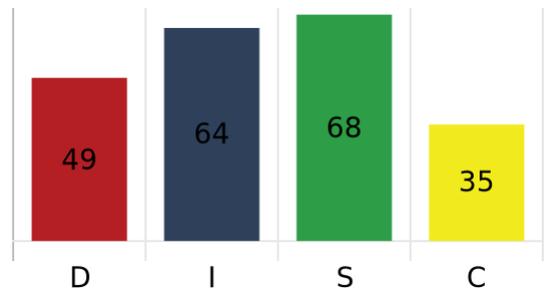
This report specifically provides the interviewer with tools to assess how a candidate can flex their behavior. Flexing refers to the candidate's ability to monitoring behavior and choose how they interact or react to situations. For example, a candidate with a 'High I' in their profile may need to 'dial down' their Influence factor and talkative impulses during a meeting to make sure the team stays focused on the task at hand. A candidate with a 'Low I' may need to "dial up" their Influence factor during a meeting to make certain that their views and opinions are heard and taken into account. Flexing refers to the conscious adjustment in behavior, whereas the term morphing refers to the change in a person's natural behaviors over time due to consistent flexing.

The Candidate's Summary and Scores:



Bryan Forsyth's DISCflex™ Pattern

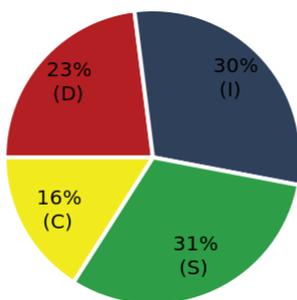
Bryan Forsyth has a behavioral style that shows elevated Influence and Steadiness patterns. Bryan has the ability to be thoughtful, outgoing, persuasive, and quite charming. Bryan also enjoys getting to know how people tick and by and large people feel they can share anything with Bryan - even their heartfelt emotions. Bryan likes to build deep long-term personal relationships. They will tend to be kind, people-oriented, and loyal.



What does that mean?

Bryan is a people pleaser. They are able to develop deep relationships and are trustworthy. In doing so they will avoid confrontation and avoid rejection. They will thrive in a leadership supporting role and excel being a part of a team or group. Bryan is able to evaluate problems at personal level. They must avoid trying to handle all the stress of solving everyone's personal issues.

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Compare your behaviors

Looking at the big picture, Bryan is able to see their behavioral style is governed most by their Influence and Steadiness Factors.

The pie chart indicates a clearer overall picture - a snapshot - of all four factors in Bryan's behavioral pattern. When they compare and contrast the bar versus pie chart, they can gauge their behavioral style's strengths and weaknesses, enabling them to see what things separate their actions from others. Bryan can use this to recognize how to incorporate behaviors in the different situations they come across in life.

Strengths and Challenges



Looking at the big picture Bryan Forsyth's behavioral style is governed most by their Influence and Steadiness Factors.

What you need to look for during the interview is proof of behavioral flexing. This doesn't mean that the candidate has to change their natural tendencies; it just means that they need to know what behaviors to flex. Compare and contrast the Candidate's Strengths, Challenges, Motivators, and Stressors to better understand their behavioral profile, and where they may need to flex.

Strengths

- Understanding
- Negotiation
- Strategizing
- Pioneering

Potential Challenges

- Emotional at times
- Working alone
- Too trusting
- Swayed by others

Motivators

- Acceptance
- Teamwork
- Freedom to focus on quality
- Working toward goals with others
- Being able to work at a steady pace
- Multi-tasking

Stressors

- Isolation
- Harsh Feedback
- Short deadline
- Making individual decisions
- Inconsistencies
- Maintaining Organization

Bryan Forsyth's Overall Dominance Factor Flexibility

Assessing for High Dominance: High Dominance indicates behavioral preferences for action before thoughtfulness, getting things done, and high motivation. When asking this question please focus on the results Bryan will produce. We are looking for an appropriate level of action.

The Candidate's Dominance Factor:

Because Bryan Forsyth has a **Medium Low Dominance** score of **49%**, they will tend to be more relaxed when it comes to deadlines, assertiveness, conflict, etc. Because this candidate will not typically be inclined to dominate or step on other people's turf, this candidate will most likely be respectful of authority and they will get along with their peers. For example, they might only take control of a situation when it is a serious issue or a crisis, preferring to take a follower rather than leadership role.

Bryan Forsyth's Overall Influence Factor Flexibility

Assessing for High Influence: High Influence indicates behavioral preferences for communication, emotional connection, and instinct. When asking this question please focus on how Bryan used communication in this situation. We are looking for an appropriate level of communication.

The Candidate's Influence Factor:

Bryan Forsyth's Influence score is in the **Medium High** range at **64%**, which means Bryan predictably will prefer to keep communication lines open, can also be influential when needed, and will tend to build trust and rapport with their co-workers rapidly, giving this candidate immediate relationship currency. By and large, this candidate will look forward to the interaction and banter that goes on within their team on a daily basis and feed off that. They will tend to feed off the team's energy, so a high energy team will really motivate them.

Bryan Forsyth's Overall Steadiness Factor Flexibility

Assessing for High Strategy/Steadiness: High Strategy indicates behavioral preferences for thoughtfulness before taking action, an inclination towards building out a strategy, and their ideal pace of carrying out their responsibilities. When asking this question please focus on the length of time Bryan takes to think about their responses. We are looking for an appropriate level of thoughtfulness.

The Candidate's Strategy/Steadiness Factor:

Since Bryan Forsyth's Strategy score is in the **Medium High** range at **68%**, others might describe this candidate as the reliable one in their workplace. Typically, Bryan will prefer to set aside some quiet time without interruptions during the day to complete their important tasks. This candidate needs time to reflect to truly function at their optimum. Having the opportunity to look back at the meetings, address correspondence in a timely fashion, and taking the time to determine the appropriate next steps is probably of particular importance to Bryan. This candidate will tend to be very reliable and probably has been known for working late and coming in early when they have important tasks or goals to complete. This candidate's results indicate they will tend to be diligent and loyal. Ideally, Bryan will prefer their work environment fairly even-paced and unstressed.

Bryan Forsyth's Overall Compliance Factor Flexibility

Assessing for High Compliance: High Compliance people interview and work best when they are clear about expectations. They tend to be organized, as well as even-tempered and responsible. They are apt to concentrate on details & logical answers. High C individuals have a habit of being focused and they have a habit of trying to cover all possibilities. When asking Compliance questions, please focus on the amount of detail Bryan goes into with their responses. Also see if they can curtail this as you gauge flexibility for this factor.

The Candidate's Compliance Factor:

Please note, Bryan Forsyth's Compliance score is in the **Medium Low** range at **35%**, which will most likely indicate they have developed their own organizational style. This candidate might not be one who can adapt to every system that requires rigorous inputting of data, detail, and/or metrics. These types of systems do not work well for candidates with Medium Low Compliance scores, unless the person has honed their compliance skills through years of experience. Please probe in this area if high compliance is a requirement for this position. On the plus side, Lower Compliance people tend to be innovative in their approach to problem solving and are characteristically very adept at maneuvering within a system's constraints.

Sub-factors Overview

Most frequently problems with behavior (resulting in weaker behavioral competencies) occur when natural tendencies cause one DISC factor to automatically overshadow another. DISC Sub-factors™ describe the relationship between two DISC Factors. Anytime a person acts, one factor usually governs. Which factor of the two is the most 'overriding' determines the sub-factor. Once we know about a person's sub-factors, and their converse - or opposing sub-factors - we can start to understand how a candidate might act in a variety of situations. We can learn about what that person might naturally gravitate to, and gain knowledge about skills that fall outside of what the candidate might be comfortable doing. This is especially true where the degree of separation between two factors is so great that the person forgets to think logically about what behavior and actions are best for the specific situation. We think that being able to use all the sub-factors consciously for the correct situation shows a candidate's behavioral strength and competency.

What you need to look for during the interview is proof of behavioral flexing. This doesn't mean that the candidate has to change their natural tendencies; it just means that they need to know what behaviors to flex.

Driving Sub-factors

The candidate's three Driving Sub-factors are those they prefer to use as they "Drive" toward success. These indicate which behavioral tendencies Bryan Forsyth is naturally inclined towards. These typically direct their behavior, while the opposing sub-factors (covered on the next page) are the behaviors they'll typically use the least.

Persistence: Steadiness/Strategy score **68%**, Compliance score **35%**

With their Steadiness factor greater than their Compliance factor, this gives Bryan the Sub-factor Persistence. They are great overcoming obstacles by using their determination. They do not let things stand in their way. This candidate will be inclined toward perseverance, resoluteness, and will most likely have the stamina and tenacity to go the distance. Bryan will exhibit grit and determination under pressure, and be usually be consistent in their actions.

Self-confidence: Influence score **64%**, Compliance score **35%**

Bryan is probably very comfortable in their own skin. This candidate will feel at ease talking with others and they do not tend to doubt themselves. They lean toward having a "can do" attitude, exhibiting poise, self-assurance and certainty. They will also be self-reliant, try to put themselves in the power seat whenever possible and be drawn to winning teams.

Patience: Steadiness/Strategy score **68%**, Dominance score **49%**

Bryan Forsyth is able to think things through before acting. They will customarily be realistic when facing challenges. They realize some things take time and they are able to wait longer than most people. Bryan will be inclined to have a calm demeanor, exhibit endurance and composure, and be seen by their coworkers as tolerant. Over their career they will most likely display diligence and fortitude.

Opposing Sub-factors

Out of twelve possible sub-factors, **the three opposing sub-factors are most likely the weakest behavioral competencies the candidate will exhibit** – especially under stress or pressure. An example: A person is deciding to use either Dominance or Influence to get something done. Are they more likely to use 'efficiency' type behavior where the Dominance factor overrides the Influence factor **D>i**, or its opposite: 'friendliness' type behavior **I>d**; to accomplish the goal? Will this particular candidate force the issue and exert power; or win the team over through communication and smiles? The result: that candidate might completely override the clear need for gaining consensus, launching straight to action with dire consequences because of blowback from angry stakeholders. These are behavior type decisions that a candidate makes every day, sometimes by the minute, and often unconsciously. The behavioral choices a candidate makes are governed by primary and opposing sub-factors. In trying to figure this out during the interview process, try to remember that the farther apart these two factors are in terms of elevation, the more automatic these overrides are.

Sensitivity is something this candidate might find draining: **Steadiness score 68%, Compliance score 35%**

This candidate has a high level of Compliance Factor which naturally overrides their thoughtfulness. This typically means Bryan will have a natural sensitivity to rules and laws, meaning they are focused on what has to be done according to policies currently in place. They are not in general intuitively empathetic and considerate of other's feelings. If this is important to your culture or for the position, it would be prudent to probe into this area. Ask: ***If you know that something has to happen for the good of the business, but will get done at the expense of others, what do you typically do?*** You are looking to see if this candidate can "Dial Up" their Compliance Factor to ensure they handle a delicate situation with the right amount of tact and diligence. You also might want to enquire: ***Have you ever had to put yourself in someone else's shoes when describing an unpleasant but necessary rule? What did you say to them?***

Accuracy may not be this candidate's forté: **Influence score 64%, Compliance score 35%**

Sometimes being overly self-confident or steaming ahead without all the info you need can result in costly mistakes. Taking time to make sure your 'ducks are in a row' is something many positions require. When assessing Bryan, you may want to add a couple of accuracy-based questions into the interview. You might want to make sure that if this person takes on an important task that they are able to be accurate enough for the task at hand. Ask: ***How do you determine what the appropriate standards are for assignments and tasks? What do you do if your standard and another person's standards are at odds? How do you make certain anyone working with/for you understands the metrics they will be judged by?***

Self-motivation at the right time may be a practice this candidate might have struggled with over their career: **Steadiness score 68%, Dominance score 49%**

In any endeavor there has to be an appropriate balance between motivation and appropriate timing. Bryan has ample patience, but your job as the interviewer is to assess that the motivation/patience balance is appropriate for the position. Ask: ***Have you ever second-guessed yourself about if you waited too long to act? If so, what did you learn?*** You are looking for insight about if they can launch into action, that they don't overthink the situation, and have faith in their abilities to get the job done in a timely fashion.

Why It is Important to Segment Performance, Behavior, and Attendance

When interviewing, the same rules apply to adjudicating potential employees as they do for current members of the workforce. You can only assess people based on three areas:

1. Performance
2. Behavior
3. Attendance

For example, a staff member who has been issued a written warning for a performance issue would receive another, separate warning for an attendance problem that warrants corrective action. If attendance is corrected but the performance continues at below expectations, a final written warning for performance may be warranted. Likewise, with behavior. For interviewing, these three areas are best segmented and addressed in separate tracks. **This Interviewing Guide deals specifically with Behavior.**

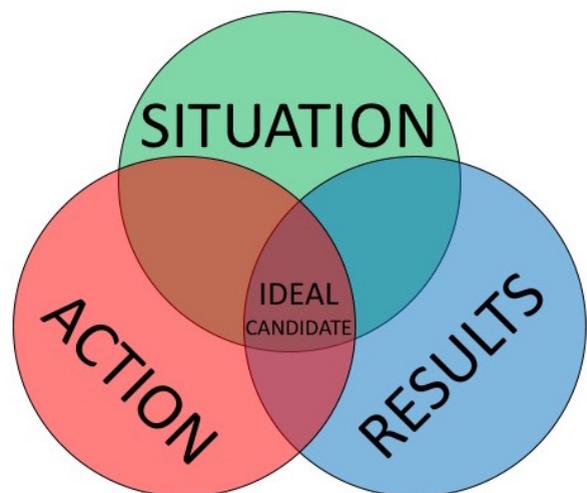
Behavior-Based Interviewing

The foundation of Behavioral-Based Interviewing is the theory that the most accurate predictor of future behavior is past behavior in a similar situation. One size does not fit all in behavior. Different candidates can have different DISC scores, as well as patterns and preferences, and execute their responsibilities equally well. That is the nature of behavior. In this Interviewing Guide, the interviewer will rank the candidates answers in each section based on their impression of **whether the candidate might behave appropriately for the position** the candidate is being interviewed to potentially fill.

How do SAR (Situation, Actions, Results) Components Help During an Interview?

As an interviewer, your task is to provide a behavior-based question whereupon a candidate might provide a scenario that provides insight into their behavior and actions. The candidate's task is to provide a real-life example of how they have previously used or demonstrated the behavior (in a work context) about which you are inquiring. All answers to behavioral interview questions should be structured around three specific SAR components:

1. Situation or task in which the candidate displayed the behavior in question
2. Actions the candidate took
3. Results of these actions



Prior to answering behavior-based questions, please ask the candidate to provide answers with the three components front of mind. By explaining the format, you can also gauge whether the candidate is listening and can provide you with suitable responses. This is very important. Your instructions to the candidate will play a role in making the behavior-based interview process quite a bit easier for you and the candidate. This instruction will also result in a more standardized approach for the resultant paperwork as well as the hiring manager and HR professional to be as objective as possible as they review the results from multiple candidates.

Preparation for the Interview

As you prepare for the interview, you can reference the overview of the candidate in the topic areas most important to you and your organization. The score standardizes assessing the behavioral competencies of the candidates applying for the position. During the interview process, we encourage you to take ample notes. As you read the suggested questions to the candidates, please ask them to provide details on the HOWs of any situations you discuss. Ask the candidate to elaborate and incorporate any feedback or highlights into your notes for later reference. Specifically ask the candidate about their behaviors and actions including their communication by having them think back on prior situations they found themselves in. It is particularly enlightening to have a candidate thinking about what they might do differently if a similar situation arises. This 'pre-thinking' will help you gauge what a candidate learned from the past that they can bring to the new position. Changes in attitude, emotional involvement, words, or actions in the future and will most certainly assist any person grow. Above all, you are assessing a candidate's behavioral awareness and maturity for the position under consideration at your company. The Interviewing Guide will certainly help you in understanding their behavioral tendencies and strengths more clearly.

Defining DISC

By completing a DISCflex™ Assessment, the candidate reveals the elevations of four DISCflex™ Factors - Dominance, Influence, Steadiness, and Compliance. When the distinctive elevations are charted in the context of a business atmosphere, patterns emerge displaying a comprehensive picture of a person's behavioral tendencies as a business professional. These patterns are based on high, medium-high, medium-low and low scores in each of the DISC Factors. Let's quickly define what DISC stands for:

Dominance is the candidate's need for **getting results** and having **control**, as well as their source of **drive** and **ambition**. High D people operate at a quick pace, and they prefer to get down to business quickly. They like bullet points and getting things done. Whenever you are feeling **self-motivated**, **driven** to accomplish something, or are **anxious to get started**, you are using your '**D**' Factor.

Influence is the candidate's need to **express themselves**, their preferred degree of **communication**, and their source of **persuasion**. High I's like **interaction** with people, **discussing** just about anything, and **relationships**. You'll see them as **talkative** (perhaps jumping from topic to topic) as well as **friendly** and open. Whenever people feel **enthusiastic**, **warm**, or **trusting** they are using the '**I**' Factor.

Steadiness is the candidate's need for **consistency** and their source of **thoughtfulness** and **strategy**. **Kindness**, **loyalty**, and **being supportive** are all '**S**' traits, as are **calmness** and **careful listening**. When you **go out of your way to help** someone, you are using your '**S**' Factor.

Compliance is the candidate's need for **structure**, **planning**, and their source of **organization**. "**C**" candidates prefer to **follow rules** and knowing what the **format** and **expectations** will be upfront. This makes them feel at ease. During the interview you might notice they are **careful** and **cautious**, wanting to be **accurate** and **tactful** in their answers. They like **details**, so please allow sufficient time for them to ask their questions. When you become **extremely focused** on **completing tasks**, **on time** and within budget, you are using your '**C**' Factor.

Importance of Interviewer's DISC Profile

Your task during the interview is to prepare the candidate for the interview process, ask questions in an effective manner, to make sure the candidate understands the message, listen carefully for their answer, and then to analyze if the response was appropriate. **Knowing your own DISC scores and being able to dial up and dial down (adapting and flexing) your DISC Factors during the interview process is critically important.** As an example, if you are a High DI with a low C and mid-range S, you might talk too much (High I tendency) about what's important to you and the results you want (High D behavior) without leaving adequate time (Low C trait) for the candidate's response. By knowing behaviorally what your tendencies are, you can consciously flex during the interview.

How to Adapt Your Communication During the Interview

During the interview, it's important that you consider the candidate's behavioral style. Building trust and rapport quickly, and putting the candidate at ease is critical. You don't have much time to get to know the candidate, so make sure you set the interview up for the best possible outcome. How? **High scores and low scores in any of the DISC Factors are not an indication of competence.** Scores indicate behavioral preferences. For example, a low compliance score for a position that requires innovation is a very good indicator that the candidate's behavioral preferences might work well for the position. Likewise, a high score in compliance might be highly desirable if the position requires a high degree of focus or attention to detail. When an interviewer asks questions based on behavior, they are probing for 'behavior patterns'. They are trying to gauge how a candidate will act when going about their responsibilities. In hiring, a candidate's conduct is important, but it is vital to understand that there are no 'right' or 'wrong' answers.

Quick tips to adapt to:

High D's: Pick up the pace if you are not yourself a High D. Try to be brief and to the point. Keep on topic, then move to the next. High Ds only like details that lead to a result they want, so take their lead on this. If possible, let the candidate take the lead in setting the pace. Don't try to slow them down unless you are testing their ability to flex in this area. Paint 'the big picture' of what you are looking for in a hire. Demonstrate your organization's results and talk about its competence in the marketplace.

High I's: Take on a more sociable, informal, and relaxed style. Never be abrupt and make sure you begin with a little small talk to break the ice. Smile. Listen intently with open body language when this candidate talks about how they feel. Ideally, interject humor and keep the conversation light. Flatter them and praise their accomplishments.

High S's: Be consistent, calm, and patient. Do not interrupt. Be logical and systematic in your approach. Choose your words wisely, High S's are great listeners. Take time to respond thoughtfully to the candidate's questions. Give the candidate a bit more time than you might be used to for their answer (because of their heightened level of thoughtfulness). Talk about cooperation, opportunities at the organization to help others, and display a sincere appreciation for their time and accomplishments. High S candidates like to hear about strategy, security, decision making processes, and customer loyalty, as well as how you treat employees.

High C's: Be prepared. Explain the process. Ask if you have made the expectations of the interview clear. Ask if they have any questions prior to starting and be prepared to respond with details. Hand them paperwork before, during and/or after the interview to satisfy their need for details. Make sure to tell them how the organization operates, the standards the organization expects, and how the interview will play out. During the interview, make time to answer questions. If the candidate does not have a High I in their profile, be tactful, unemotional, and reserved.

Why is 3rd-Party Feedback Important?

3rd-Party Feedback is an important tool that helps you better understand your relationship with others. Seeing how other people view your behavior can help you identify "Blind-Spots" in your behavior. Your self-perception can be skewed to reflect how you *would like to believe* you act, but gathering feedback from others can confirm or contradict your self-perception. Using this information, you can take a step back and try to understand *why* others might see your behaviors the way they do.

How does 3rd-Party Feedback work?

Your 3rd-Party Assessors are asked to take a 22 Question Assessment about your behavior. The information on the following 3rd-Party Pages is based on the feedback provided by your assessors. If only one person completed the assessment (within each group) you will see only one person's opinion, but if two or more people have taken the 3rd-Party Assessment you will see the aggregate of their responses. The 3rd-Party Results paint a picture of how people perceive you that will get clearer with more people's feedback.

It is important to note that your 3rd Party Assessors did not select the specific adjectives listed in your report during the assessment process, so take this feedback 'with a grain of salt'.

How do I invite more 3rd-Party Assessors?

You can invite additional 3rd-Party Assessors anytime by logging into your User Account and clicking the **"Invite 3rd-Party Guests"** button. Download your report again to get the latest 3rd-Party Results.

Why are there 3 different groups?

We break the feedback into 3 different groups to see how you behave in different environments. For example, some people behave very differently at work than they do at home, and that's okay. The important thing is to use this feedback to "look in the mirror" and see if other people perceive you the way you want to be perceived, and taking steps to adjust your behavior when there are discrepancies.

You will have the option to mark each assessor as a Co-worker, Family, or Friend. Be sure to classify your 3rd-Party Assessor into the correct group to get the most accurate information in your report. If a person fits into more than one group, simply select the best fit for the individual and their results will populate into that group's results.

Do the 3rd-Party Assessments affect my whole DISCflex Report?

No. The feedback we gather from 3rd-Party Assessors will only affect the 3rd-Party Pages of this report. The rest of this report is based solely from your self assessment results.



**PLEASE INVITE
OTHERS IN ORDER TO
SEE THE VARIANCE**

DISC Factor	Self-Perception	Third Party Perception	Variances	% Difference	
Dominance	41	41	0	0%	
Influence	60	Friends	41	-19	32%
		Co-workers	33	-27	45%
		Family	69	9	15%
Steadiness	55	Friends	70	15	27%
		Co-workers	30	-24.56	45%
		Family	43	-12.5	23%
Compliance	53	Friends	66	13	25%
		Co-workers	31	-21.67	41%
		Family	67	14	27%



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DISC Factor	Self-Perception	Third Party Perception	Variances	% Difference	
Dominance	44	44	0	0%	
Influence	60	Friends	33	-27	45%
		Family	69	9	15%
		Friends	70	10	16%
Steadiness	55	Co-workers	30	-24.55	45%
		Family	43	-12.5	23%
		Friends	65	10	18%
Compliance	53	Co-workers	31	-21.67	41%
		Family	57	4	8%
		Friends	62	9	17%



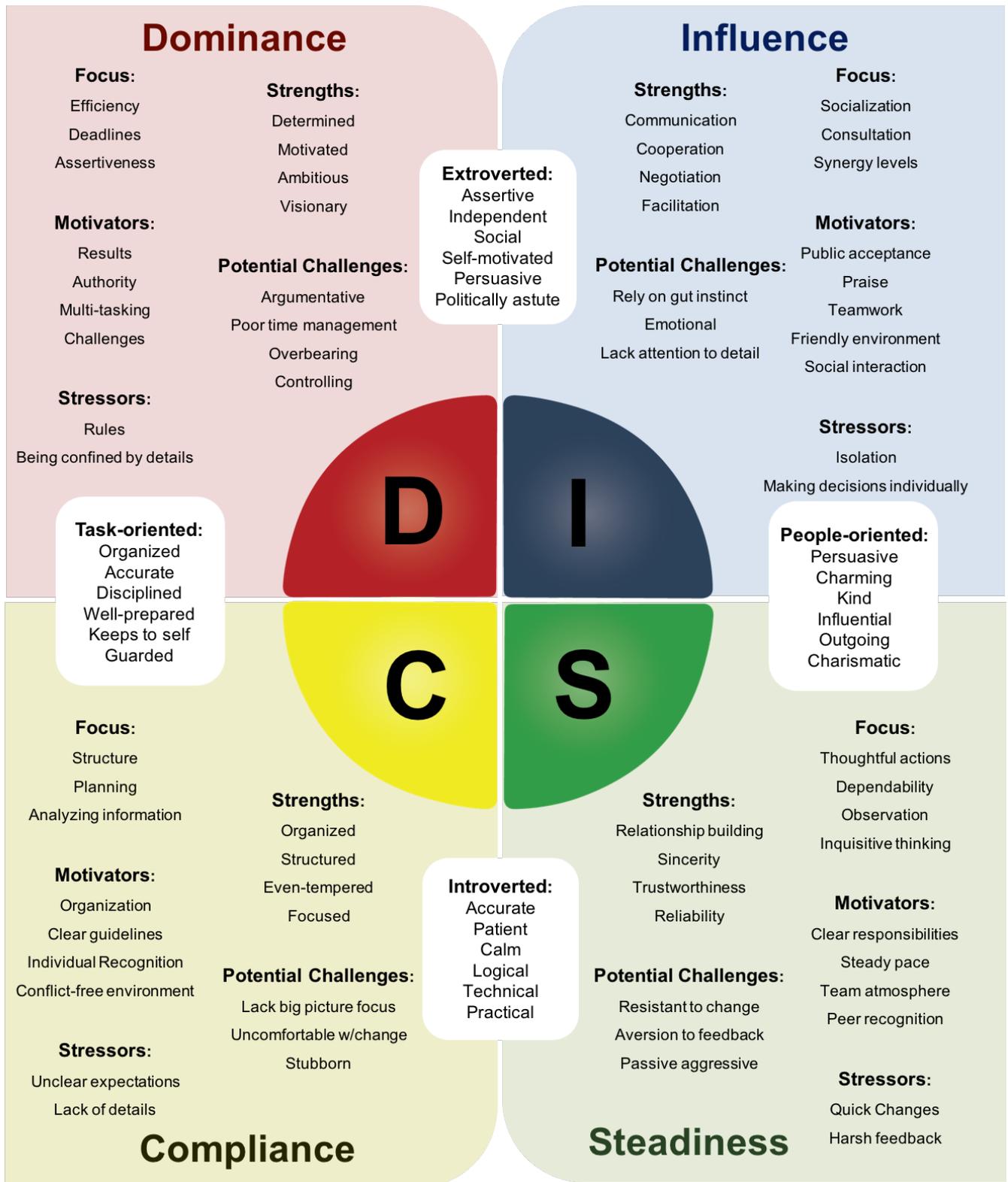
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Dominance	44	Friends: 46	2	5%
Influence	60	Coworkers: 33	-27	45%
		Family: 69	9	15%
		Friends: 70	10	16%
Steadiness	55	Coworkers: 30	-24.55	45%
		Family: 43	-12.5	23%
		Friends: 65	10	18%
Compliance	53	Coworkers: 31	-21.67	41%
		Family: 57	3.5	7%
		Friends: 62	9	17%

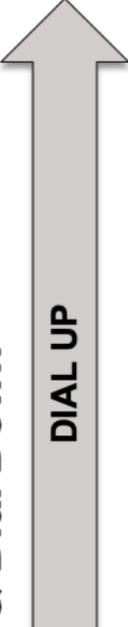


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Dialing DISC Quick Reference

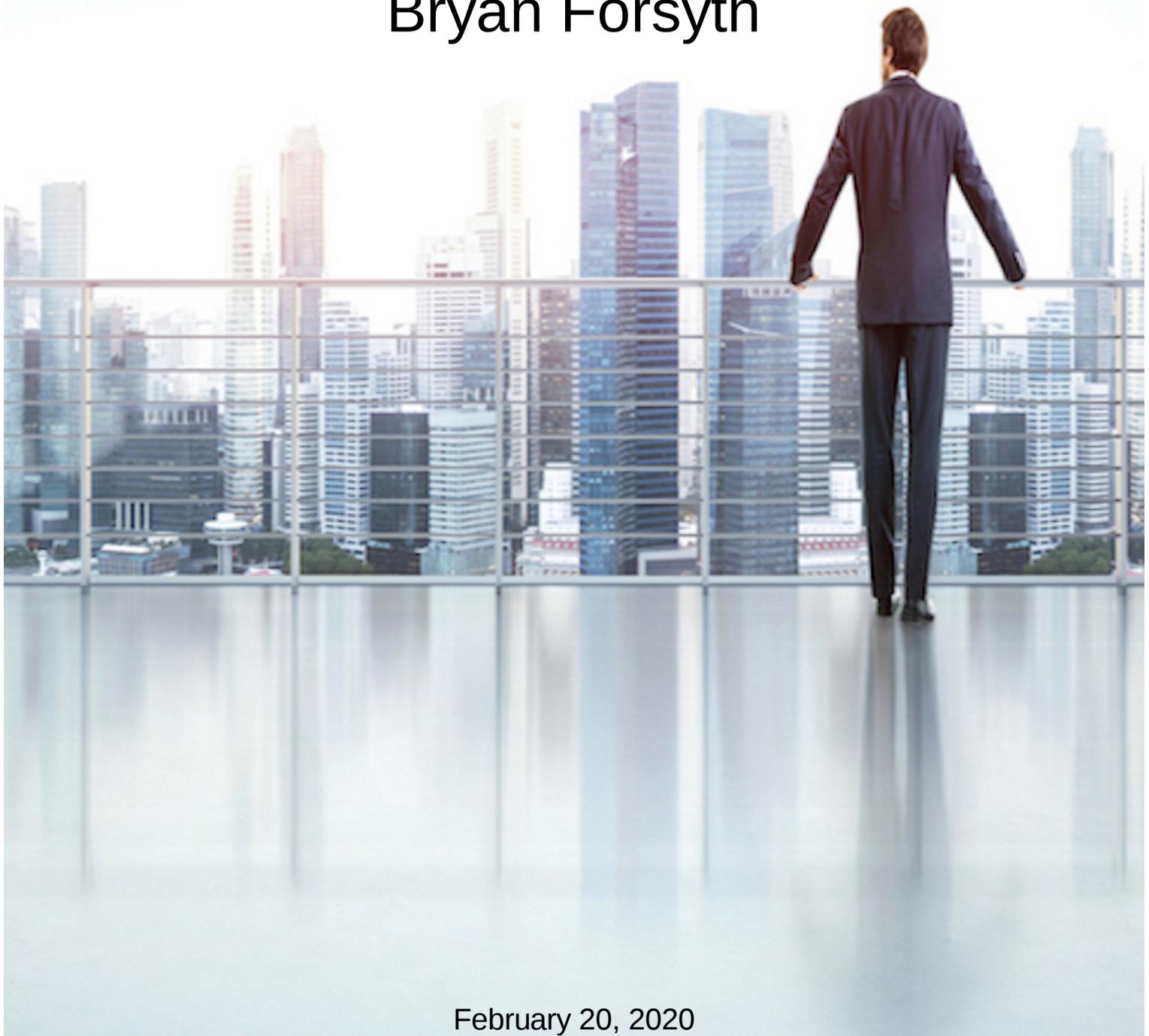
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">How to Dial Up & Dial Down</p>	<p>DIAL UP</p> 	<p>DOMINANCE</p> <ul style="list-style-type: none"> Don't say it. Do it! Set goals Use the subconscious mind Try something new Watch the leader Act quickly Take risks Change your pace Be the leader 	<p>INFLUENCE</p> <ul style="list-style-type: none"> Control and monitor your self talk Be enthusiastic Learn to mirror and match Extend invitations to others Work on teams Talk to people Get others' opinions Become more convincing Practice public speaking 	<p>STEADINESS</p> <ul style="list-style-type: none"> Stick to what you're doing (commitment & consistency) Have a purpose when you speak Plan Define what you're doing (responsibilities, accountability and authority) Eliminate distractions 	<p>COMPLIANCE</p> <ul style="list-style-type: none"> Prioritize your tasks Structure your day Know the guidelines Create appropriate quality standards Plan a major project Outline the boundaries Ask an expert (or perceived expert) Refer to the instructions
	<p>DIAL DOWN</p> 	<p>DOMINANCE</p> <ul style="list-style-type: none"> Take a time out Listen to others Let others speak for themselves Wait to provide feedback Follow the rules Think through situations Get one task completed at a time Put some energy into building trust with others Let an argument go Review your biases Let someone else lead Ask what you can do for others 	<p>INFLUENCE</p> <ul style="list-style-type: none"> Close yourself off from interactions during certain times of the day Say what you need to say once (avoid repeating yourself) Let others talk Do what you can for your team without asking Find the root cause Let things happen Concentrate on following through Translate ideas into an implementable action plan Watch out for biases 	<p>STEADINESS</p> <ul style="list-style-type: none"> Be efficient Forgive and forget Try something new Take a calculated risk Be open to change Be flexible Think about the most important aspects of your life Take a break Find a mentor Become more task-oriented 	<p>COMPLIANCE</p> <ul style="list-style-type: none"> Be open minded Question why people create rules (including benefits and consequences) Speak up Be creative Take calculated risks (and make decisions) Change your routine Learn rapport building techniques Confront your biases Take initiative Focus on behaviors Look at the big picture

	DOMINANCE	INFLUENCE	STEADINESS	COMPLIANCE
Strengths	<ul style="list-style-type: none"> Determined Motivated Ambitious Visionary 	<ul style="list-style-type: none"> Social Skills Influence & communication Cooperation Negotiation & facilitation 	<ul style="list-style-type: none"> Build strong relationships Sincerity & trustworthiness Reliable Logical 	<ul style="list-style-type: none"> Organized & structured Even-tempered Focused Responsible
Potential Weaknesses	<ul style="list-style-type: none"> Argumentative My way or the highway Overbearing Controlling 	<ul style="list-style-type: none"> Reliance on gut instinct Insecure Lack attention to detail May let deadlines slip 	<ul style="list-style-type: none"> Resistant to change Dislike giving or receiving feedback Passive-aggressive Possibility to be self-absorbed 	<ul style="list-style-type: none"> Lack big picture focus Uncomfortable with change Confined by procedures Stubborn
Motivators	<ul style="list-style-type: none"> Results Authority Multi-tasking Challenges 	<ul style="list-style-type: none"> Acceptance & praise Peaceful & friendly environment Working with others Social situations 	<ul style="list-style-type: none"> Clear responsibilities Steady pace Group environment Recognition 	<ul style="list-style-type: none"> Organizational effectiveness Defined tasks/responsibilities Recognition & reassurance Conflict-free environment
Stressors	<ul style="list-style-type: none"> Inaction Rules No decisions being made Being confined by details 	<ul style="list-style-type: none"> Isolation Lack of communication Making decisions individually 	<ul style="list-style-type: none"> Quick changes Harsh feedback Taking sudden action Unclear communication 	<ul style="list-style-type: none"> Insufficient planning Multi-tasking Not knowing expectations Lack of detail or information
Communication Style	<ul style="list-style-type: none"> Important information only No idle chatter Big picture focus 	<ul style="list-style-type: none"> Discussing information Talking through options Brainstorming 	<ul style="list-style-type: none"> Prefer meaningful communication Status updates Thoughtful dialogue 	<ul style="list-style-type: none"> Details and logical answers Cover all possibilities Clear expectations
Decision Making	<ul style="list-style-type: none"> Quick to decide & act Comfortable with risks Decisions are based on the big picture Prefer authoritative decisions 	<ul style="list-style-type: none"> Receive feedback from others before acting Rely on gut instinct Prefer to know how others would act Prefer consensus decisions 	<ul style="list-style-type: none"> Prefer practical options Hesitant to act Need contingency plan Prefer ad hoc decisions 	<ul style="list-style-type: none"> Focused on facts rather than feelings Prefers to get all the facts Prefer fact-finding over making the final decision Prefer rational decisions



Behavioral Interview Questions

Bryan Forsyth



February 20, 2020

Set Up the Interview - Define the Format and Expectations

"I want to kick off by letting you know what I am looking for in this segment of the interview. **We are specifically looking at behavior.** To make sure you understand the format, I would like you to **concentrate on answering my questions with three things at the front of your mind:**

1. **Situation**
2. **Actions**
3. **Results**

This format makes interviewing better because it gives you an easy format so that you aren't guessing whether or not you answered appropriately. This is a two-way dialogue, so I will prompt you too."



Topic	Scoring Criteria	Below Expectation	Meets Expectation	Above Expectation
Situation	Did the candidate spell out an appropriate scenario to address the question?			✓
Action	Did the explanation of the candidate's actions mesh with expectations?		✓	
Results	Were the results the candidate told you about be what you would expect for this position?			✓
Behavior	Did the candidate's actions demonstrate they would be appropriate for the position?			✓
Flex	If the candidate were accepted for this position, do you think they could flex their behavior appropriately?		✓	
Comments -		_____ x0	2 _____ x1	3 _____ x2
		Totals	0 + 2 + 6	
Question Total				
<div style="display: flex; justify-content: space-around; align-items: center;"> 0 1 2 3 4 5 6 7 ✓ 9 10 </div>				

Above is an example of the scoring criteria. Each of the **5 Topics** are worth up to **2 points** each, for a total of **10 points per question**. For each topic read the **Scoring Criteria** and give them a check if they "Didn't Answer" (0 points), "Meets Expectations" (1 point), or answered "Above Expectation" (2 points). Add the number of checks in each column, and multiply by how many points that column is worth. Next, add the three totals from each column to get your **Question Total**.

QUESTION 1

"Describe a stressful situation at work where something completely unexpected occurred which tested your skills. What did you do?"

FOLLOW-UP

"How much time did you spend planning before launching into action? Also, in hindsight, is there anything you would have done differently? Or did you learn something that stuck with you?"

Scoring and Comments

Bryan has a self-assessed **Dominance** score of **49%**, so they may see themselves as **Understanding**. Listen for **Efficiency**, **Self-motivation**, and **Independence**.

Topic	Scoring Criteria	Below Expectation	Meets Expectation	Above Expectation
Situation	Did the candidate spell out an appropriate scenario to address the question?			
Action	Did the explanation of the candidate's actions mesh with expectations?			
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Behavior	Did the candidate's actions demonstrate they would be appropriate for the position?			
Flex	If the candidate were accepted for this position, do you think they could flex their behavior appropriately?			
Comments -		_____x0	_____x1	_____x2
		Totals	0 +	+
Question Total				
				

QUESTION 2

"Can you tell me an example of a time when you went the extra mile for an irate or angry customer or co-worker; or you had to solve a difficult problem in a very short amount of time?"

FOLLOW-UP

"What did you specifically do? What was the outcome? Also, is there something you wish you had done differently?"

Scoring and Comments

Bryan has a self-assessed **Dominance** score of **49%**, so they may see themselves as **Understanding**. Listen for **Efficiency**, **Self-motivation**, and **Independence**.

Topic	Scoring Criteria	Below Expectation	Meets Expectation	Above Expectation
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Comments -		_____x0	_____x1	_____x2
		Totals	0 +	+
Question Total				
				

QUESTION 3

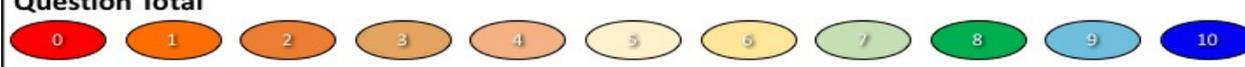
"Bryan, could you please describe how you currently communicate and share information within your team or amongst your colleagues?"

FOLLOW-UP

"Can you give me an example of how you resolved a conflict between you and another person when you disagreed with each other? Another when you were on a team and one of your teammates was not pulling their weight? How did you balance providing tough feedback with emotions?"

Scoring and Comments

Bryan has a self-assessed **Influence** score of **64%**, so they may see themselves as **a negotiator**. Listen for **Friendliness**, **Enthusiasm**, and **Self-Confidence**.

Topic	Scoring Criteria	Below Expectation	Meets Expectation	Above Expectation
Situation	Did the candidate spell out an appropriate scenario to address the question?			
Action	Did the explanation of the candidate's actions mesh with expectations?			
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Comments -		___ x0	___ x1	___ x2
		0	+	+
Question Total				

QUESTION 4

"Bryan, Can you please share an example of how you were able to motivate employees or co-workers when things weren't going so well?"

FOLLOW-UP

"In that situation or one similar, can you tell me what tactics you use to effectively "read" another person and guide their actions?"

Scoring and Comments

Bryan has a self-assessed **Influence** score of **64%**, so they may see themselves as **a negotiator**. Listen for **Friendliness**, **Enthusiasm**, and **Self-Confidence**.

Topic	Scoring Criteria	Below Expectation	Meets Expectation	Above Expectation
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Comments -		_____x0	_____x1	_____x2
		Totals	0 +	+
Question Total				
				

QUESTION 5

"What process do you use to establish priorities when things change? Please be specific."

FOLLOW-UP

"If you could go a bit further and tell me about a time when you had to communicate a change in work systems or standards; even though it wasn't easy or popular. What did you learn about yourself with regard to patience versus action?"

Scoring and Comments

Bryan has a self-assessed **Steadiness** score of **68%**, so they may see themselves as **Strategizing**. Listen for **Patience**, **Thoughtfulness**, and **Persistence**.

Topic	Scoring Criteria	Below Expectation	Meets Expectation	Above Expectation
Situation	Did the candidate spell out an appropriate scenario to address the question?			
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Flex	If the candidate were accepted for this position, do you think they could flex their behavior appropriately?			
Comments -		____ x0	____ x1	____ x2
		0	+	+
Question Total				

QUESTION 6

"Getting all the information you can is important, but so is moving forward without all those answers in hand. Can you please provide an example of a time where you had to use your fact-finding skills to get information for solving a problem that potentially affected the whole team or the company?"

FOLLOW-UP

"Did you think it a risky decision at the time? Did you postpone that decision? How did you handle the uncertainty? What do you use to best guide your actions? Why?"

Scoring and Comments

Bryan has a self-assessed **Steadiness** score of **68%**, so they may see themselves as **Strategizing**. Listen for **Patience**, **Thoughtfulness**, and **Persistence**.

Topic	Scoring Criteria	Below Expectation	Meets Expectation	Above Expectation
Situation	Did the candidate spell out an appropriate scenario to address the question?			
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Comments -		_____x0	_____x1	_____x2
		Totals	0 +	+
Question Total				
				

QUESTION 7

"Bryan, please give me two examples of when you didn't have a clue about how to do something but figured it out anyway. In the first, you had time to plan. In the second, you were under the gun and had to act quickly. As you go through the examples, provide information on how you decide what to do and how you had to communicate your plans to others. In other words, how did you get through it?"

FOLLOW-UP

"Finally, do you prefer planning or doing?"

Scoring and Comments

Bryan has a self-assessed **Compliance** score of **35%**, so they may see themselves as **Pioneering**. Listen for **Cooperativeness**, **Accuracy**, and **Sensitivity to the situation**.

Topic	Scoring Criteria	Below Expectation	Meets Expectation	Above Expectation
Situation	Did the candidate spell out an appropriate scenario to address the question?			
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Comments -		_____x0	_____x1	_____x2
		Totals	0 +	+
Question Total				
				

QUESTION 8

"Have you ever dealt with company policy you weren't in agreement with? How did you handle this?"

FOLLOW-UP

"Everyone has to bend or break rules sometimes, Bryan. Do you recall an example of when you had to do this? Or when someone on your team had to do this? What did you do?"

Scoring and Comments

Bryan has a self-assessed **Compliance** score of **35%**, so they may see themselves as **Pioneering**. Listen for **Cooperativeness**, **Accuracy**, and **Sensitivity to the situation**.

Topic	Scoring Criteria	Below Expectation	Meets Expectation	Above Expectation
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Comments -		_____x0	_____x1	_____x2
		Totals	0 +	+
Question Total				
				

Interview Results



The chart below is meant as a quick reference to see a full breakdown of Bryan Forsyth's results. Q1=Question 1, and so on. As you recall, each question was out of a possible 10 points. You may enter the candidate's score from each question below, then add them for a **TOTAL** score out of a possible 80. If you are interested in seeing their score broken down by factor, simply add the two questions asked on that factor out of a possible 20 points. For example - Questions 1 (Q₁) and 2 (Q₂) were about the Dominance factor. Add these two together for their Dominance or "D" score.

D	Q ₁	/10	/20
	Q ₂	/10	
I	Q ₃	/10	/20
	Q ₄	/10	
S	Q ₅	/10	/20
	Q ₆	/10	
C	Q ₇	/10	/20
	Q ₈	/10	
TOTAL			/80