



Gain an accurate insight into how your people behave at work in just 8 minutes



Mrs. Thomas Sample

Talent Selection

27/12/2017

Private & Confidential

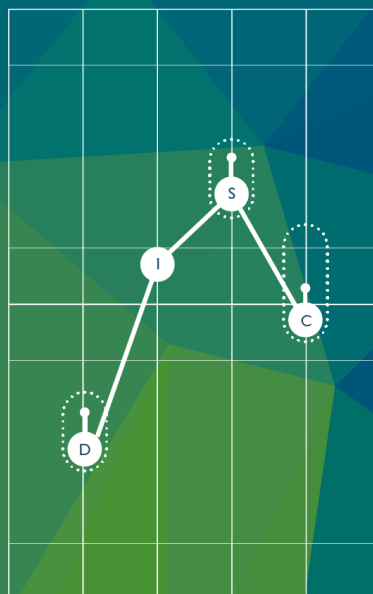
PPA Guide

D

Dominance indicates an individual's response to Power. Dominance produces drive to accomplishment in the face of opposition or antagonism.

I

Influence shows an individual's response to People. Influence factor leads to influencing others to react positively or favourably.



S

Steadiness demonstrates an individual's response to Pace. Steadiness in completing tasks in defined areas to maintain the status quo.

C

Compliance reveals an individual's response to Policy. Compliance produces high work standard to avoid trouble or error.

What is PPA used for?

In just 8 minutes, the Personal Profile Analysis provides an accurate psychometric insight into how people prefer to behave at work. This can help to give you a greater sense of certainty when recruiting as you can explore job and culture fit.

What should I use this report for?

This report is designed to give you a quick insight into the likely work-based behaviour that your candidate may exhibit if they were to join your business. The report has been created to give you an easily digestible breakdown of how this behaviour

applies to several key areas that are important to talent resourcing specialists, without sacrificing on the accuracy.

The report first explores what the candidate can bring to your organisation, then explores appropriate role related responsibilities. This can give you a quick snapshot into behaviour/job fit. Should you decide to progress the application, the report then provides more detail on the individual's approach to communication, time management, decision making, problem solving.

Finally, the report gives you some hints and tips on how to interview the candidate, and provides you with an interview framework to support you as you decide whether the candidate is right for your role and business.

CANDIDATE OVERVIEW

The value Mrs. Thomas Sample brings to the organisation

This confident, thorough individual's value to an organisation will centre around her naturally outgoing, enthusiastic and communicative style combined with patience, loyalty, predictability and logic. She will therefore win the confidence and respect of her colleagues through her poise, strong interpersonal and listening skills and sound, objective decision making abilities. Mrs. Thomas Sample will therefore be able to delegate and operate in a team structure successfully.

PERSON-JOB FIT

Mrs. Thomas Sample's ideal role would feature...

Verbal influencing of others

The main responsibility of the job should be that of verbally influencing others in a non-aggressive environment. Authority should be vested in expertise, rather than in a requirement for natural assertiveness. There should be little need to discipline others or to make harsh or unpopular decisions. The attainment of goals should be through the use of persuasion and/or specialist skills/knowledge.

The working environment should be structured and objectives clearly defined. Ideally, the job should broadly encompass a training or advisory role. The emphasis should be on maintaining standards and quality, rather than attaining results within tight time deadlines. Rewards should include public recognition and take into account sincerity, loyalty and expertise. Frequent, unplanned travel should not be a major requirement of the role as Mrs. Thomas Sample can become uncomfortable if separated from the family group for long periods.

Job responsibilities likely to be appropriate to Mrs. Thomas Sample

- Communicating enthusiastically with people and winning them over to her way of thinking.
- Promoting herself and her company in a specialist/technical area of competence and expertise.
- Applying herself to detail, when there is a need.
- Tying up the loose ends and, if necessary, seeing a job through to conclusion.
- Absorbing and imparting information to others.
- Sharing thoughts, ideas and feeling with others.

Descriptive words

gregarious peaceful
 thorough patient sympathetic
 disciplined amiable persuasive accurate
 organised communicative
 non-aggressive precise outgoing

Working Strengths of Mrs. Thomas Sample

- Positive overall approach
- Capable of influencing others to her point of view
- Makes favourable impressions
- Seeks a balance in interpersonal relationships
- Approachable
- Ability to make others feel at ease
- Demonstrates a consultative style and approach which emphasises co-operation and consensus
- Attentive to detail with a good concentration span
- Demonstrates loyalty
- Reflects patience and composure
- Well developed verbal and listening skills
- Stabilising influence within the organisation and to its people
- Diplomatic with people
- Adheres to policies and procedures
- Avoids unnecessary risk and conflict

Possible Limitations of Mrs. Thomas Sample

- May over-estimate her ability
- Lack of depth in problem solving
- Does not set tough objectives and time scales
- May be too lenient with and too willing to accommodate under performers
- Tends to be too patient when action is called for, when there is a need to demand results
- Can be inflexible, stubborn and, at times, procrastinates
- Lack of urgency may result in unnecessary delays
- Possessive about responsibilities and personal effects
- Sometimes unwilling to recognise and accept the need for change
- Could underestimate complexity of a problem
- Tends to hold back in order to get more information when it is more important to move ahead
- Can be a perfectionist and a "nit-picker", defensive when challenged and overly critical and demanding

MRS. THOMAS SAMPLE'S APPROACH TO ...

Communicating

Mrs. Thomas Sample is a strong communicator, is likely to be positive, resourceful and verbally fluent. She has the ability to communicate with most people and to put them at ease. Contacts are motivational for this person and she will retain good communicative relationships whether meeting an individual for the first time or working with long-term contacts.

There may be a tendency for this person to be indiscreet in communication. As such, she may on occasions allow others to become knowledgeable in policy areas in which they should not have such information.

Making decisions

She is likely to be an average decision taker in terms of speed of decision and, in most instances, she will have considered the consequences of any action to be taken.

It should, however, be noted that if time pressures are exerted on Mrs. Thomas Sample there may well be a tendency for her to take an occasional "guesstimate" decision, but she dislikes doing so.

Managing time and meeting deadlines

Mrs. Thomas Sample generally dislikes being pressurised to hurry or cut corners, setting a higher priority on the accuracy and standard of work, than a quickly completed, punctual result. She needs time to plan ahead, work systematically and meticulously, carefully checks the end result before releasing the work. She will elicit the help of those whom she trusts to be competent, motivating them to work together as an efficient team.

Mrs. Thomas Sample can struggle to meet deadlines in situations where the status quo is being challenged or where a change process is involved.

Ideally, she should be included in the setting of deadlines, where her careful, conservative estimate of the time required can usually be relied upon.

Solving problems

Mrs. Thomas Sample tends to be cautious in tackling problems, preferring to adopt a 'wait and see' approach rather than rushing in and acting. She is concerned with avoiding conflict or making mistakes, preferring to accommodate any difficulties, rather than take a risk. She usually attempts to use her persuasive abilities to overcome differences and when dealing with people-related problems, of a surface nature, she will use intuition and common sense to solve them. This precludes, however, any situation which carries the risk of confrontation.

In her area of expertise and when dealing with unemotional, fact-based problems, she can be relied upon to take considered, logical and conservative decisions. She always tries to support her decisions with some other authority whether precedents, corporate policy or rules and regulations and is unlikely to put forward new, unorthodox suggestions.

Guideline Interview Structure

Use the interview structure to support you and your colleagues when interviewing your candidate. Use the positive and negative indicators to support you in scoring the responses.

The candidate's understanding of the role and your company

What is your understanding of the role you have applied for?

Using your CV highlights, explain what you can bring to the role and why you feel this is the correct step in your personal development.

What do you know about our company?

Why do you think our company is the right place for your next role?

Positive indicators

- Clear understanding of the role, requirements and how it fits with their career and experiences
- Clear evidence of thorough research into the role and the company
- Creates links between the company values, goals or culture and themselves

Negative indicators

- Not clear on the role and cannot articulate cross over with their CV
- Minimal or no research into the company
- Does not clearly explain the cultural fit
- May make no reference to the company values, goals or culture

tick all above that apply

Evaluation scale for rating criteria

Behaviours

| | |
|--|-----------------------|
| 5 Significantly above the required level | 100% positive |
| 4 At or slightly above the required level | 75% positive |
| 3 Satisfactory | 50% positive/negative |
| 2 Below the required level | 25% positive |
| 1 Significantly below the required level | 0% positive |

Your Personal Style

What motivates you? What drives you?

How do you prefer to communicate with others? How do you prefer to be communicated with?

How might a manager go about getting the best out of you? Can you give an example of how a good manager has managed you previously?

What are your signature strengths?

What are your focus areas for your professional development?

Positive indicators

- Has a very clear sense of self-awareness (understands their personal approach and their impact on others)
- Can be open and honest with responses
- Some evidence of developing coping mechanisms to support performance
- Articulates similar concepts outlined within the report text

Negative indicators

- Limited self-awareness (mentions only themselves, or incorrect assumptions of others)
- Does not acknowledge their impact on others or cannot recognise it
- May struggle to identify development areas, or what motivates them
- May struggle to answer some of the questions

tick all above that apply

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Candidate's approach to key tasks – Competency based questions

Describe how you go about delivering a project or task with a tight deadline. Can you talk us through an example of when you have delivered a project on time, when the details kept changing?

Give an example of a time when you have had to make a decision which could have an impact on others. *Probe: How did you make your decision? What was the outcome? What did you consider to be the benefits or disadvantages to the decision you made?*

Can you outline a piece of teamwork that you have been involved with, when you have had to work well as part of a team in order to deliver a piece of work or something that you are proud of? *Probe: Who was part of the team? Did you know them well? What did you have to deliver? Was there any time pressure? What was the impact/outcome?*

Outline your key achievements in your current role.

Positive indicators

- Demonstrates a positive approach to the scenario
- Considers the wider need (business goal, long term impact, key stakeholders) and view of the situation
- Recognises own strengths and limitations – an element of self-evaluation happens
- Is able to compromise
- Will seek out support when appropriate
- Demonstrates effective strategies to deal with pressure, stress, demands
- Can easily articulate responses using several excellent examples

Negative indicators

- Challenges are seen as problems
- Limited evidence of self-evaluation
- Only looks at each task at a time (no evidence of considering wider impact or needs)
- Unsuccessful attempts to deal with the situation alone/ does not mention other stakeholders
- Ineffective strategies to deal with stress and pressure or demands
- Uses the same example to answer more than one question

tick all above that apply

Evaluation scale for rating criteria

Behaviours

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|--|-----------------------|
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Did the candidate answer succinctly and with relevant examples throughout the interview? Were they able to answer your questions?

HINTS AND TIPS FOR YOUR INTERVIEW WITH MRS. THOMAS SAMPLE

Interview Hints and Tips / Interview suggestions / Recommendations

Mrs. Thomas Sample should communicate well on topics within her specific area of expertise. If the job in question requires a specialist person who is relaxed and easy going, then conduct the initial stages of the interview this way. By allowing Mrs. Thomas Sample to verbalise, ask questions and communicate generally it will give you the opportunity to see her as she really is.

If however the role in question requires a stronger individual who can cope with more assertive people than herself, it is important to start to place pressure on her. Challenge her observations and ascertain how she is likely to react to stronger people. Does she remain firm or does she back off in order to keep the environment friendly and free from confrontation?

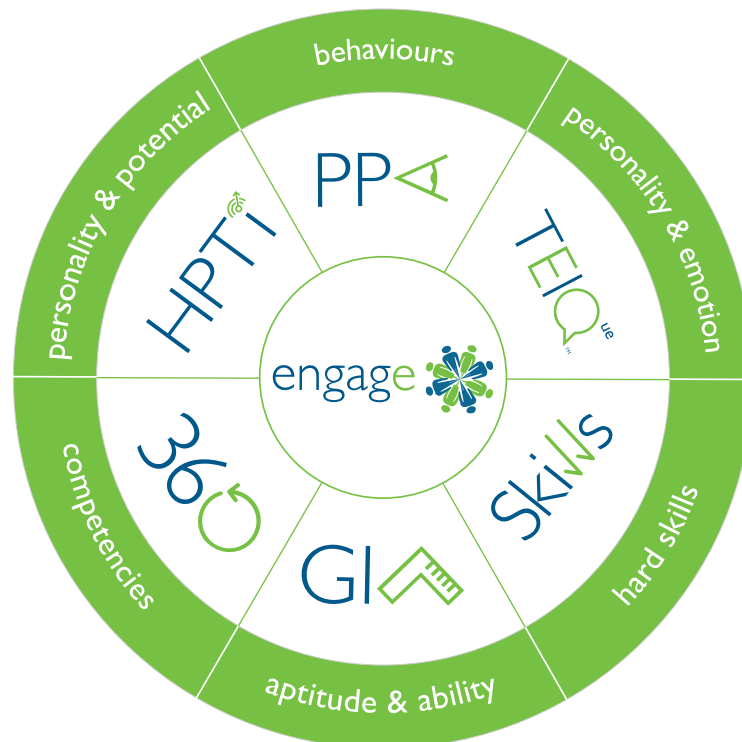
Please Note

The above report should be considered in the context of the job requirements. It is intended as a guide to inform recruitment processes, not to be used in isolation as a decision making tool. Other sources of information should be used to maximise the person-job fit. This includes knowledge, skills and abilities as well as emotional intelligence, personality traits and fluid intelligence.



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