



INTERVIEWER'S GUIDE: Thomas Sample

INTERVIEWER'S GUIDE - PERSONAL PROFILE ANALYSIS

Thomas

We recommend that the following questions be considered by the interviewer when meeting with Thomas. These probing questions have been designed to assist the interviewer in gaining a more in-depth understanding of Thomas, his strengths, limitations and behavioural style. This exploratory approach has been prompted by the contents of the PPA report.

Points To Review

If you have not seen any reference to 'Points to Review' in other Thomas reports, additional information will be contained in the PPA Profile and Executive Summary reports. These may be obtained through the 'Reports' screen.

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- Which is most important to you - accuracy or rapid decision taking? Explain why.
- Do you, or those with whom you work, ever consider you to be risk averse? What do you feel the consequences are of people who are risk averse?
- Would you classify yourself as cautious and conservative or forceful and unconventional? What are the likely consequences of both styles on decision taking?
- Are you aware of any factors which may influence the ease and speed with which you take decisions? What do you think these may be?
- What factors usually play an important role in how you approach important decisions? How do you think they should be assessed and dealt with?
- What do you think are the reasons that lead some people to be unduly concerned about making mistakes or taking poor decisions? How do you, personally, relate to this?

The following series of questions can be used to verify the profile and the extent to which Thomas is aware of his impact on others within the working environment. They are also designed to identify whether he is adaptable in terms of modifying his behaviour to meet the needs of colleagues.

- What is your preferred style of communication? How have you capitalised on this style?
- Have there been any occasions when your positive disposition and gregarious nature



may have impacted negatively and compromised you in any way? What were these?

- What is your assessment of the strategic options adopted by your organisation, your team or work-group? How have you been able to influence these?
- What behavioural styles are best suited to the role of leadership? To what extent do your behavioural characteristics match these?
- Do you believe that self-confidence and positive attitudes are admired traits in many roles? Have they ever benefited you in your career to date? How?
- Are you, or have you ever occupied a position of leadership? What were your most significant achievements and your most disappointing moments?
- How do you react when others disagree with you and oppose your opinions or decisions?
- When last were you seriously challenged in a competitive situation? What was the nature of the challenge and the eventual outcome?

And finally, is there anything else you would like to tell me that I have not asked about?