

SELECTOR

Selector Insight Interview and Reference Questions

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Visit <https://www.selectorgroup.com/product/selector-insight/> for more information on Selector Insight.

Understanding the graphs

The graphs in this report show Suzy's score when compared with the general population.

Percentile scores

The scores are presented as percentile scores. A percentile score is a score below which a certain percentage of observations fall. So, for example, the 20th percentile is the value (or score) below which 20 percent of the observations may be found. In other words, if Suzy scores at the 20th percentile that means she scored higher than 20 percent of the population or, alternatively, 80 percent of the population scored higher than she did.

Example graph



In this example, Suzy's score (55) is at the 55th percentile against the general population. This means her score is higher than 55% of the population or, in other words, slightly higher than average. Another way of looking at this is 45% of people have a higher score than Suzy.

Important note

It is very important to remember the scores are **not** scores out of a hundred but an indication of how Suzy ranks against the particular population to which she is being compared. It is also essential to understand that a higher score is not necessarily a *better* score and a lower score is not necessarily a *worse* score - it all depends on the particular trait as to how you interpret Suzy's scores.

Personal styles

This section presents the candidate across personality dimensions that are consistently proven to predict job performance when overall job performance is the criterion, and when more specific criteria are being predicted. The results of this section are particularly useful in assessing likely team fit.

Competitiveness

This scale measures the need to compete or co-operate with others, how to meet goals and if a person measures themselves against others as an indicator of success.

Cooperative, dislikes competing against others, unconcerned about winning, flexible, willing to compromise



Competitive, enjoys the excitement of competing. Determined, single-minded

Interview questions for Suzy about competitiveness

You have indicated that you are a moderately competitive person, who places equal emphasis on co-operating with others as competing to win. In what situations is your competitive nature most likely to be apparent? In what situations would you be happiest for a balance between working in together while all people benefit at the same time?

In what situations do you think more is gained by being competitive?

Describe a situation where a co-worker's competitiveness was to the detriment of the team. How would you have handled the situation differently?

Reference questions for Suzy about competitiveness

Suzy has indicated that she is moderately competitive. Is that how you would describe her?

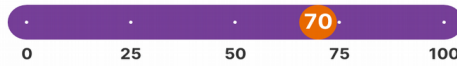
How did Suzy respond to work goals that have an individual rather than co-operative emphasis?

How do you feel she would likely respond to individually focused rewards?

Extroversion

This scale measures the extent to which a person draws energy from interacting with others. Extroverted people tend to be outgoing, emotionally expressive, enjoy meeting and talking to people and are more comfortable in social situations. Reserved people are quieter and reflective, and prefer more focused, smaller group interactions.

Reserved, quiet, prefers smaller social occasions, reflective, dislikes small talk, closed



Outgoing, extrovert, comfortable with large groups, seeks excitement, chatty, friendly, open

Interview questions for Suzy about extroversion

Describe a situation at work where you would be more likely to behave in an outgoing manner.

Describe a work situation where you are more inclined to be reserved or quieter.

Reference questions for Suzy about extroversion

Suzy describes herself as being moderately outgoing. Did you observe the ability to build relationships with peers and/or customers?

Do you think she could balance being outgoing with being quieter and more reserved at times?

Do you think that Suzy is able to gauge situations to determine when it is appropriate to be more vocal and outgoing and when it would be more appropriate to hold back?

Openness to ideas

This scale measures the interest in new ideas, approaches and experiences. High scoring people tend to be more curious, with an interest in concepts and theories and are more willing to debate ideas and opinions. Practical and pragmatic people tend to score lower, preferring to stick to the known or proven.

Practical, pragmatic, down-to-earth, prefers straightforward tasks, not academically inclined



Intellectually curious, likes to be challenged, philosophical, argumentative

Interview questions for Suzy about openness to ideas

Describe a situation where you first resisted a change at work, then later realised the value in it, and accepted it. What changed your mind?

Tell me about a situation where you were innovative and radically changed a project/procedure/work system. What initiated the need for the change?

Can you provide me with an example where a proposed solution to a work problem was overcomplicated? What was the outcome to this situation?

Do you work with people who you think tend to make situations more complicated than they need to be? How so?

Describe a time when you felt a planned change was inappropriate or unnecessary. How did you handle that?

Before being involved in something unfamiliar, do you prefer to be fully informed about what is being asked of you?

Reference questions for Suzy about openness to ideas

How did Suzy react when new systems and procedures were implemented for her role? What would be her reaction to repeated alterations to work procedures?

Do you believe that a manager would encounter any sort of resistance to change from her?

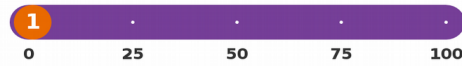
How does Suzy go about solving problems? Is there a tendency to repeat past errors?

How would you describe Suzy's response to new initiatives?

Orderliness

This scale measures the focus on order and structure. People with high scores regard reliability, responsibility, conscientiousness and constraint as being very important. If a person considers that spontaneity, quick reactions and variety are important; they will tend to score lower.

Disorganised, reactive,
unconstrained, free-spirited,
variety seeking, dynamic,
undisciplined, untidy



Organised, planned,
responsible, self-disciplined,
finisher, detailed, process-
focused, stubborn

Interview questions for Suzy about orderliness

Describe a situation or assignment where attention to detail was paramount. Did you deliver accordingly? What did you learn or what would you do differently next time?

Give me an example of an assignment that you found difficult to complete on time. What were the problems? How did you resolve them?

Describe a situation where you did not do the necessary preparation or attend to important detail. What would you do differently now?

Do you think that some people pay an unnecessary amount of attention to detail or planning? When have you seen this happen?

Describe a project or task you lost interest in. Why was that and what was the outcome?

Reference questions for Suzy about orderliness

Suzy indicated in her profile that she prefers to work spontaneously. Do you feel that she managed her workload well despite the absence of detailed plans?

How did Suzy handle the administrative aspects of her role? Do you feel that she paid enough attention to the detail required here?

How did Suzy deal with interruptions in her work schedule?

Did you observe limited work output due to inadequate planning and last-minute rushes?

Self-confidence

This scale measures the extent to which a person's sense of value, or worth, is based on their own views or on the opinion of others. The self-confidence scale embodies, self-esteem or belief in one's self. Those who rely on their own judgement tend to be less anxious and more at ease than those who refer to other people for their sense of self-worth.



Interview questions for Suzy about self-confidence

Describe a situation in which you were unsure of your capability or you doubted your ability to do something. How did you deal with it?

What are some areas at work that you are not as confident in? How have you gone about confronting these shortfalls?

Do you measure your success against others around you, or against your own independent, self-set goals?

Tell me about a time you have been criticised. What was the outcome?

Reference questions for Suzy about self-confidence

Would you describe Suzy as a self-confident person?

What are some areas where you feel she lacks self-confidence?

How does she respond to negative feedback?

Did you find that Suzy was comfortable in her success or did she measure herself against others regularly?

Teamwork

This scale measures the need to work together towards common goals, such as work targets, or to focus on individual goals. People with low scores like to operate independently, make their own decisions, and set their own directions. High scores indicate someone with a more collective approach, an active listener who is supportive of team members.

Independent, prefers to work alone, likes solo activities, self-contained



Sociable, team-oriented, collaborative, enjoys working towards shared goals

Interview questions for Suzy about teamwork

Tell me about a situation when the team-based approach impacted negatively on work outcomes. What do you feel should have been done differently?

Organisations often seek 'team-focused' individuals - do you think this is always a good thing? Why?

Please describe a situation where you were involved in team-based work but felt you could have done a better job on your own.

Please describe a situation where you were working in a team, and others did not pull their weight. What steps did you take to address the situation?

Describe a time when you successfully completed a work project. Do you think it was the team or your own individual performance that led to success in this instance?

Reference questions for Suzy about teamwork

How do you think Suzy would perform in a leadership role?

Describe Suzy's process for decision making? Do they have the balance right when collaborating with teammates?

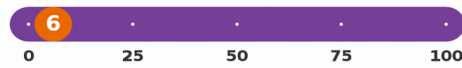
Suzy's profile indicates that she prefers working independently rather than being reliant on a team. Can you think of any times when this approach has interfered with her work outcomes?

Can you think of a time when operating independently has interfered with her relationships with co-workers?

Tolerance

This scale measures whether the emphasis is placed on having tasks completed or if the people in their relationships should have a greater emphasis. People with high scores generally accept others as they are and try to maintain an even, patient manner in difficult or tense situations and avoid becoming angry or upset. Low scores indicate that the tasks have a greater importance to the person, they are more focused on what needs to happen, and they may be intolerant of interruptions at times.

Direct, blunt, task-focused,
action oriented, tense, easily
annoyed, intolerant



Patient, tolerant, people-
focused, slow to anger, easy-
going, avoids upsetting others,
avoids conflict

Interview questions for Suzy about tolerance

You may see yourself as very focused and able to get on with the job. How do you handle interruptions or distractions around you?

Give me a recent example of when you became annoyed with a colleague. What did you learn from the incident and what would you do differently now?

Tell me about a time when you had to help a co-worker who had made a bad mistake. How did this impact on your work? How did you handle the situation?

Do you feel frustrated when co-workers get behind with their workload (either due to their own poor time management or other circumstances) and come to you for assistance? How do you deal with such situations?

Reference questions for Suzy about tolerance

How does Suzy deal with interruptions in her work? Does she get frustrated or is she quite comfortable working around them?

How would you describe Suzy's work ethic? Is there a stronger focus on task completion or on the people involved?

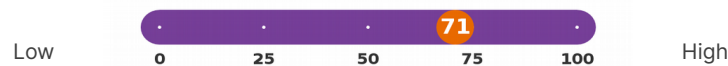
Would there be times when Suzy was described by some as being 'too direct', 'blunt' or even 'rude'? If they were made aware of this feedback, how do you think they would handle this?

Ideal work environment

This section presents the candidate's work preferences. Work preferences are important because people are more likely to excel in their work if they find it enjoyable. The results of this section can be used to assess the similarity between an individual's preferred work environment and the work environment of the position for which they are applying. As for the Personal Styles section, this section reports scales in rank order.

Autonomy

The importance of having supervision and the ability to directly influence the nature of the work.



Interview questions for Suzy about autonomy

Do you prefer working on tasks where input from others (such as management etc) is kept to a minimum?

What level of input into your work do you prefer from your manager?

Describe a situation where you were given a lot of autonomy to complete a task. What were the benefits of this autonomy? What were some of the difficulties you encountered?

In your opinion, what is the right balance between freedom to act and having good supervision?

Reference questions for Suzy about autonomy

How did Suzy respond to guided instructions for work completion? Did she appear to resent not having control over how to perform work?

Can you tell me about some specific instances where Suzy was given autonomy to make decisions or act without supervision? How did Suzy respond to this and what was the outcome?

Does Suzy respond best to close supervision or being allowed to work independently?

Complexity

The importance of doing work that is either challenging and complex, or routine and straight-forward.



Interview questions for Suzy about complexity

Describe the most challenging work you have been involved in. How did you feel about that extension?

If the opportunity arose to receive ongoing study and training outside of your current area of expertise, what sort of training would you be interested in? Why?

What would you consider is a good balance between on-going learning on the job and daily work activities?

What is your response to complex tasks that require you to work with numbers, analyse information and undertake complex problem solving?

Reference questions for Suzy about complexity

How do you feel that Suzy would perform in a role where there is a high need for investigation and analysis, and complex problem-solving?

How did Suzy respond to challenging and more technical problems at work? What were the outcomes?

How did Suzy respond to regular training and new ideas being introduced?

Interaction

The importance of how regularly interaction occurs with others in the work environment.



Interview questions for Suzy about interaction

Describe a situation when you had to regularly interact with others to accomplish a project or business goal. What were the outcomes?

Building rapport with some people can be challenging. Give an example of a time you were able to build rapport quickly with someone in your organisation.

Name a time when you had to network with a larger group of colleagues or clients. How did you handle that situation, and what (if anything) do you think you could have improved on or done differently?

Would you find it easier to build relationships with others in a meeting with a small group of people or a larger group?

Reference questions for Suzy about interaction

Suzy has indicated she prefers a role with infrequent interaction with others and/or one-on-one interactions. Has that been detrimental to building relationships more widely across the business?

Socially, how would you describe Suzy at work?

Did Suzy frequently socialise with her co-workers? Did that ever interfere with her work outcomes?

Physical

The importance of the working environment, either outside or inside, and the level of physical work or exploratory activities involved in the role.



Interview questions for Suzy about the physical scale

Describe a project or task that was highly enjoyable for you. What made it so?

Describe your ideal working environment.

Have there been any physical or outdoor work requirements in any previous roles? How did you feel about completing these work requirements?

Reference questions for Suzy about the physical scale

How do you think Suzy would cope in a role where she had to complete outdoor or physical work?

Have you observed any avoidance of tasks that require Suzy to work with equipment or machines or undertake physical tasks?

Predictability

The importance of stability, supportiveness and organisation in the workplace, and the value of security to the person.



Interview questions for Suzy about predictability

Do you find rules and procedures restricting at times? Can you provide an example?

Tell me about a time when you were faced with an ambiguous or unclear task. How did you go about it and what were the outcomes?

Do you think you respond best to problems that have standardised solutions or do you prefer the challenge of not having ready solutions?

Have you worked in an environment you would describe as 'bureaucratic'? Did this environment suit you? Why/why not?

Reference questions for Suzy about predictability

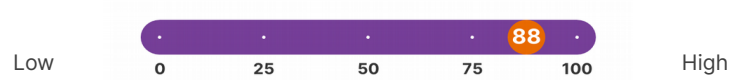
How do you think Suzy would perform in a role that is regulated with procedures and rules?

How did Suzy respond to ambiguity and unclear guidelines in a task? Did she take initiative in these instances?

Do you think she would perform better in a highly predictable environment, or one that unpredictable and requires adaption to changing demands?

Pressure

The importance of effort and commitment to a person and how regularly the work will stretch and challenge them.



Interview questions for Suzy about pressure

Provide me with an example of when you were under a lot of pressure at work. Did that have a detrimental impact on your work/life balance?

Describe a situation when work you were doing was mundane or slow. What did you do to remain interested?

Do you prefer working under pressure, with tight deadlines? Why? What occurs when it does not exist?

Reference questions for Suzy about pressure

Do you think that Suzy manages to achieve a good work/life balance?

Has lack of work/life balance ever been detrimental for Suzy?

Why do you think that Suzy prefers working under pressure?

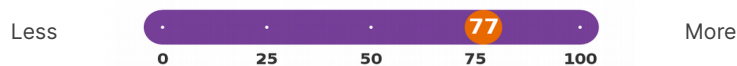
Do you think she worked better under pressured conditions with tight deadlines? How so?

Stress reactions

This section presents the candidate's response to pressure or stressful situations. It does not measure whether, or not, they are currently under pressure or stress.

Stress reaction

The stress reaction scale is a report of Suzy's likelihood of experiencing anxiety, somatization, distraction and withdrawal, relative to others, when under stress.



When under stress, Suzy reports experiencing a slight increase in some of the physical and/or psychological symptoms of stress. The results indicate a slightly greater degree of stress reactions compared to most others. Manifestations of this stress could include experiencing anxiety and tension, physical changes, difficulty with focus and withdrawal.

It is important for a manager to explore what coping mechanisms Suzy has in place. Constructive coping strategies and coping flexibility (ability to modify coping strategies to the context) will be beneficial.

Interview questions for Suzy about her overall reaction to stress

Give me an example of a high-stress situation that you felt you handled well. What made your performance there so successful?

Who are your main support networks in stressful situations at work or do you prefer to tackle matters on your own?

What do you think your strengths are in terms of dealing with stressful situations? What do you think your weaknesses are?

Give me an example of a high-stress situation which you feel you did not handle well. What happened and what do you think you could have done differently?

Reference questions for Suzy about her overall reaction to stress

How does Suzy tend to deal with stressful situations?

What support networks has she put in place to deal with problematic tasks?

Will she ask for help when there is a problem or does she tend to try and solve it alone?

Overall, would you say she is more focused on the solutions or the emotion involved when dealing with problems at work?

Anxiety

The Anxiety scale assesses the tendency for Suzy experience the cognitive aspects of stress, such as nervousness, tension and worry.

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MUCH MORE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Interview questions for Suzy about her anxiousness when under stress

Have you ever had a stressful situation at work which you have worried about even after it was resolved? How did you overcome this?

Would colleagues say that you let go of work problems quite easily or that you ruminate on work problems?

In general, if you worry or become anxious about a situation at work, what steps do you take to overcome these thoughts? Please provide an example.

What situations at work lead you to worry?

Tell me about a crisis at work. What was your first reaction? What did you focus on?

Reference questions for Suzy about her anxiousness when under stress

Does Suzy tend to worry or get anxious when she is under pressure or stress?

Has she ever overreacted to a co-worker/customer in a stressful situation?

Were there situations where she was unusually calm and unconcerned under pressure?

Somatization

Somatization describes Suzy’s physical experience of psychological symptoms, for example, the conversion of feelings of pressure from her environment into bodily dysfunction. These factors are linked to arousal of the autonomic nervous system, the part of the nervous system that controls involuntary body reactions.

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Interview questions for Suzy about her physical reaction to stress

If you experience the physical symptoms of stress, e.g. sleeplessness, headaches etc, how do you deal with these symptoms?

When would you most often tend to experience these symptoms?

Reference questions for Suzy about her physical reaction to stress

What symptoms (if any) did Suzy experience as a result of stress?

Did she ever complain of physical symptoms brought on by stress or a high-pressure situation?

Did you observe lowered productivity or absenteeism as a by-product of stress?

Distraction

The ability to concentrate when under pressure is critical in many work environments, and is well known to be affected by workplace stress. Distraction measures Suzy’s ability to focus on the task at hand without mental or thought blocks when under stress.

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Interview questions for Suzy about distraction as a result of stress or pressure

Give me an example of a time you missed a work deadline. What part did you play in not meeting that deadline? What would you do differently now?

How do you remain focused under pressure? Have you experienced being distracted and this leading to procrastination? Can you provide an example?

Reference questions for Suzy about distraction as a result of stress or pressure

How is Suzy at meeting deadlines? Does she tend to procrastinate when under pressure.

Do you notice an increase or decrease in focus when she is under pressure to meet deadlines?

Withdrawal

Withdrawal measures the tendency of Suzy to disengage from people and situations when events or situations become stressful.

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Interview questions for Suzy about withdrawal as a result of stress or pressure

Have you ever been in a situation at work which you have had to withdraw from because it was so stressful?

Have you ever had difficult co-workers? How did you deal with them?

Have you ever had any situations at work where you have felt that you were ineffective or where you felt that there was little that you could do to resolve the problem? What were the outcomes in this situation?

What strategies do you have for dealing with problematic tasks when there are multiple distractions around you?

What skills do you have to assist you with dealing with situations or people who are problematic?

Reference questions for Suzy about withdrawal as a result of stress or pressure

When there has been an issue at work, did Suzy remain engaged with the problem or did she time out and withdraw from the situation?

How does Suzy generally deal with difficult customers/co-workers?