

Tony Michaels

12-Aug-2003

Job Position: _____

There are many elements that affect job performance. Each of these must be considered when making a hiring decision. The following format will help you to evaluate each candidate on an effective range of criteria.

Rate the Candidate on each of these elements by placing a checkmark in the appropriate box. Then complete the simple calculations to generate a Relative Composite Rating for the Candidate.

	nothing like job requires	less than job requires	adequate for what job requires	more than job requires	far more than job requires
First Interview Rating					
First Impression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grooming	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to express ideas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attitude	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Skills, Knowledge & Experience Rating					
Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Experience in this job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General Experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FirstView Assessment Rating					
Report Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FirstView Interview Questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Count # of check marks in each column and bring down the total	<input type="checkbox"/> <u>x1</u>	<input type="checkbox"/> <u>x2</u>	<input type="checkbox"/> <u>x3</u>	<input type="checkbox"/> <u>x4</u>	<input type="checkbox"/> <u>x5</u>
Multiply by the # given and bring down the total	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

RELATIVE COMPOSITE RATING-ADD THE SCORES ABOVE AND PUT THE TOTAL HERE

COMPARE THIS SCORE TO ALL CANDIDATES

FirstView Summary Chart

FirstView assesses six personality traits, a measure of cognitive ability, and a measure to determine if the candidate was answering the personality questions in a frank and open manner.

The candidate's score is marked in each test dimension. A candidate's score will fall into one of three possible classifications denoted by shade or color:

- *Least Concern*. Candidates score indicates good tendencies, well matched to the requirements of this job category.
- *Some Concern*. Candidates score indicates some low level potential for behavioral misalignment with the requirements of this job category.
- *Most Concern*. Candidates score indicates more potential for a material misalignment with the requirements of this job category.

NOTE: Social Desirability is an internal validity scale and indicates the degree to which the candidate may be manipulating his/her answers to the implicit requirements of the job category. Scores are either in the *Least Concern* area or are in the *Most Concern* category. The test results of candidates who score in the *Most Concern* category in the Social Desirability dimension should be viewed as potentially not accurate.

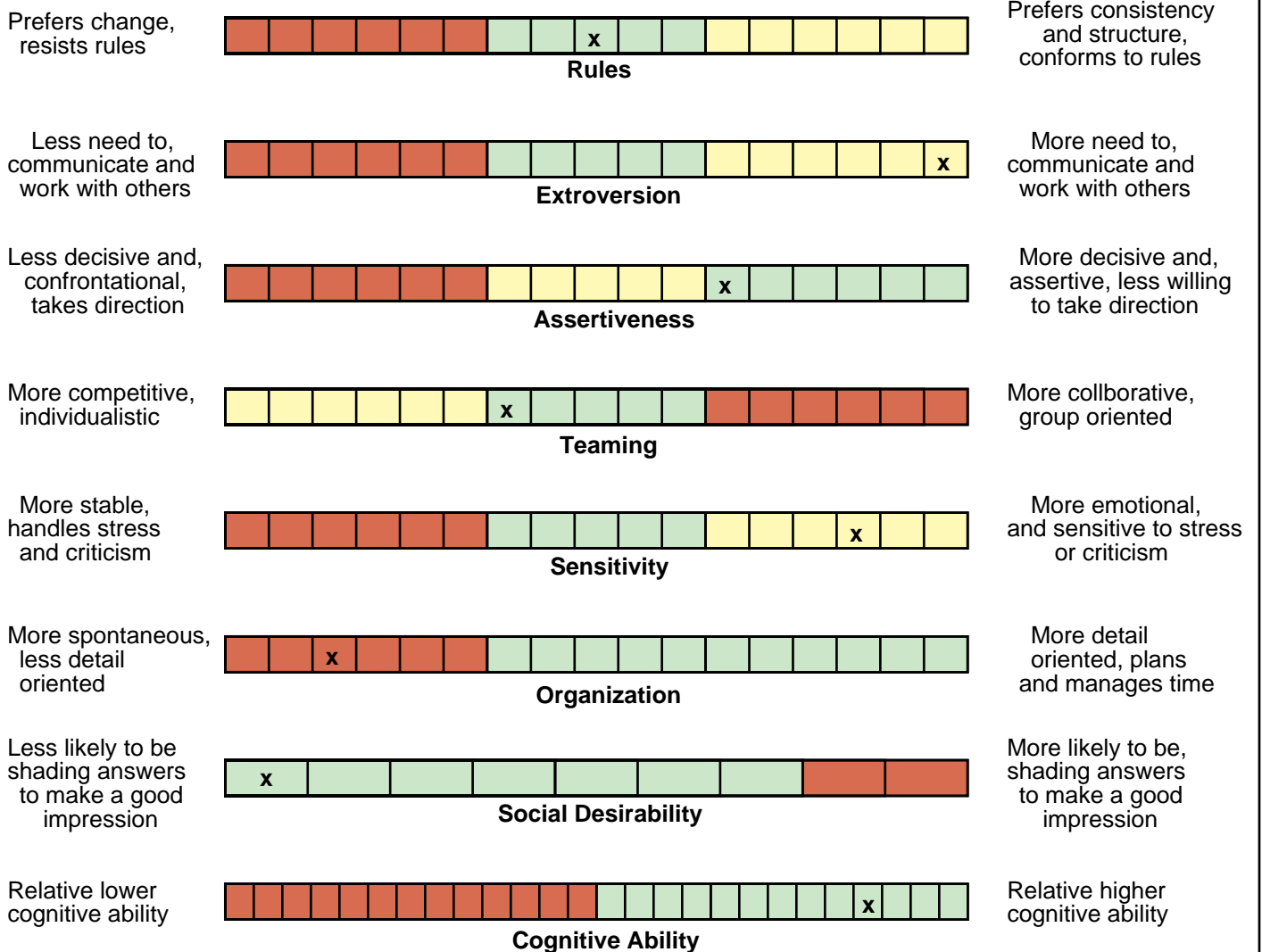
Applicant results at the bottom of the chart page show the number of dimensions a candidate scored in each of the 3 potential categories. From these results you have a comparative measure of job fit.

NOTE: Each job category will tend to have a different pattern for the level of concern for a specific personality trait or cognitive score. The behavioral requirements for job categories are different, and may also be subtly different from job to job within a category. FirstView results provide a good overview of job fit for a job category, but should be viewed with flexibility when considering the specific job and behavioral requirements of your position.

The FirstView information represents only one part of the factors that determine job performance. The FirstView information should only be used as a percentage of any hiring decision.

WORK CATEGORY: Management

CANDIDATE NAME: Tony Michaels



Key

LEAST CONCERN
SOME CONCERN
MOST CONCERN

TOTALS

Applicant results

5
2
1

Management Report

Tony Michaels

8/12/2003

Cognitive:

- Has the ability to quickly project the consequences of management decisions
- Is in top third of the population in terms of reasoning speed, which makes focusing on strategic issues easier
- Tends to grasp abstract concepts faster than the average person
- Focus on strategic issues can be a problem at times when the tactical issues are more critical
- May underestimate the challenges and obstacles of the moment
- Above average-ability to see long term may be perceived as incomplete or impulsive if not communicated effectively
- Needs to learn to slow down and match the delivery of the communication to the audience
- More routine management positions can be very boring and lack sufficient challenges

Rules:

- Usually operates within established rules and policies unless there is a reasonable excuse to make an exception
- Capable of coping with change, yet reluctant to throw away proven procedures

Extroversion:

- Can be dynamic and exciting, communicating a high degree of enthusiasm when expressing ideas
- Can be a bit of a risk-taker
- May have difficulty listening, and employees may feel like they have not been heard
- Needs to set realistic deadlines for goals, avoiding exaggeration or over promise
- Needs to take notes during conversations to ensure effective listening

Assertiveness:

- Tends to be decisive and state opinions directly
- Typically handles discipline problems directly
- Can be argumentative and hesitate to accept ideas from others
- Needs to learn when to use tact

Team:

- Generally looks for win-win solutions in every situation
- Usually fosters a team spirit
- While being a strong supporter of teamwork, may occasionally desire individual recognition

Sensitivity:

- Tends to be sensitive to other people
- Generally feels stress quicker than most people, which can cause an exaggerated sense of urgency
- Has difficulty dealing with disciplinary issues as well as direct feedback, due to sensitivity
- Tends to be somewhat volatile when faced with stressful situations

Organization:

- Tends to see the big picture
- Best when handling situations as they arise, rather than operating with a detailed plan
- Has difficulty with handling details, scheduling, and time management
- Needs to recognize the importance of securing administrative help with handling details

Has answered the questions frankly and directly

Management Interview Questions

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COGNITIVE:

Select the questions from this area that you feel are important to job performance:

1. Managers who learn very quickly tend to communicate very quickly also. Give me an example of how you have adapted your speed of communication to your work team.
2. Once the challenge of learning a new job is past, the day-to-day routine can become boring to a manager who learns quickly. Give me an example of what you have done in previous management positions to challenge your abilities.
3. Give me an example from your management experience in which you have used your ability to think quickly to your advantage.
4. Give me an example from your management experience in which your ability to think quickly has been a problem.
5. Give me an example of how you make certain that other people understand your ideas.
6. Give me an example of strategic issues that you have dealt with in the past. Give me an example of tactical issues that you have dealt with in the past. Is strategic thinking or tactical thinking your strength?

RULES:

Select the questions from this area that you feel are important to job performance:

1. Give me an example of how you have used consistency and routine successfully.
2. Give me an example of how you have made sure that your people got consistent answers from you.
3. Give me an example of how you have allowed people to do a job in their own way that was different from your way.
4. Finding a better way is not always productive. Give me an example of how you made a mistake by improving something.
5. Tell me how policies and procedures have helped you to achieve your goals.

EXTROVERSION:

Select the questions from this area that you feel are important to job performance:

1. Give me an example of how you have insured that you got feedback from your people.
2. You seem to have a high level of enthusiasm about life in general. Tell me how you have made the really key goals stand out for your people.
3. Show me how you take notes at meetings or conferences.
4. Give me an example of how you have known that you were listening to what your people were telling you.

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ASSERTIVENESS:

Select the questions from this area that you feel are important to job performance:

1. Give me an example of when you have followed the instructions of others to succeed at your goals.
2. Tell me about a time when you delegated responsibility to other people.
3. What have you done in the past to make sure that you let go of a project once it is delegated?
4. Give me an example of how you have encouraged people to challenge your ideas.

TEAM:

Select the questions from this area that you feel are important to job performance:

1. What do you think is more important for success, a group of average dependable performers or one or two outstanding star performers? How would you develop such a group?
2. Sometimes it is necessary to choose between being right or getting what you want. Give me an example of how you have won by letting someone else have their way, even though you disagreed.
3. Give me an example of how you have motivated a group of people to a higher level of performance.
4. Give me an example of how you have delegated an important job to people who were already extremely busy.
5. Give me an example of how you have dealt with a difficult performance problem.

SENSITIVITY:

This is a very challenging area! It is recommended that you ask all of the questions in this group for a thorough interview.

1. Sometimes the stress can become extreme. Give me an example of how you have dealt with that in the past.
2. Give me an example of how you have diffused a crisis situation.
3. Give me an example of how you have entrusted a key project to others.
4. What have you done in the past to maintain a positive work environment?

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ORGANIZATION:

This is a very challenging area! It is recommended that you ask all of the questions in this group for a thorough interview.

1. Show me the time management system you use to plan your day.
2. Show me how you have insured that your follow up is timely and accurate.
3. Give me an example of how you plan your priorities on a typical day.
4. Give me an example of how you have made sure that the details of a project are handled.
5. When someone tells you to do something, how do you capture it?