

## Selector Insight interview and reference questions

### Ms Suzanne SAMPLE

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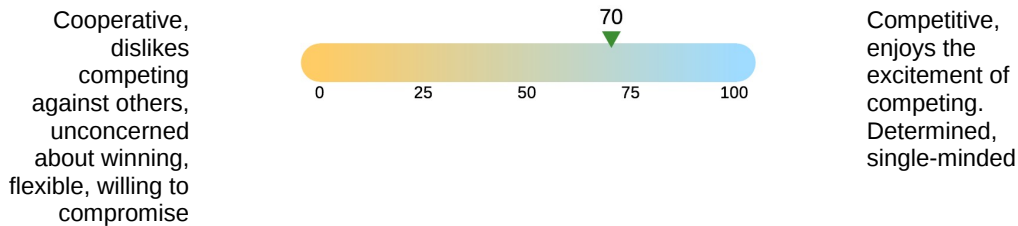
Visit <http://www.selectorgroup.com/products/insight/> for more information on Selector Insight, including the norm base, development procedures and psychometric characteristics.

## 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.



### Interview questions for Suzy about competitiveness

You have indicated that you are a moderately competitive person, who places as much emphasis on working on behalf of the team as succeeding in your own career. In what situations would you be happiest for the team to benefit jointly?

Describe a situation in which you focused more on your own individual work outcomes rather than those of the team. What was it that decided you that your gain was more important in this situation?

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. In terms of what you would see in their normal work behaviours, would you describe her as more team oriented or individually focused in their approach?

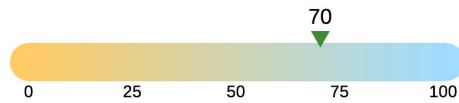
How did Suzy respond to work goals that have an individual rather than team emphasis?

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 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*

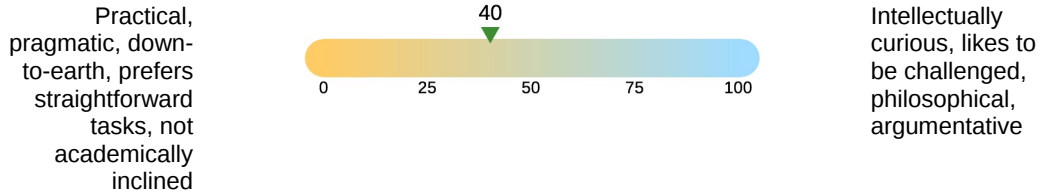
Suzy describes herself as being moderately extroverted. Was there a tendency to fluctuate between behaviours (i.e. outgoingness and more introverted behaviours)?

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.



**Interview questions for Suzy about openness to ideas**

Do you think that it is important to be open to new ideas and constantly revising work systems and processes? Why?

Have you ever felt that work systems/processes or services were changed unnecessarily? What were the outcomes? What would you have done differently?

Have you ever experienced change where the new system/process had little evidence to support its usefulness? Was this a success?

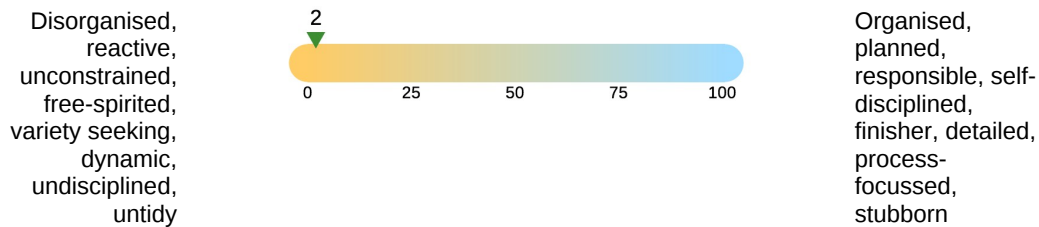
**Reference questions for Suzy about openness to ideas**

Would you describe Suzy as being open to new systems and processes in the work place? Have you ever encountered any resistance to change from her?

If you are implementing new systems or processes in the workplace, what is the best approach to gain ‘buy in’ from Suzy?

## 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.



### *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 finish. 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 having things neatly filed away, while in the meantime they miss the really important things in a job? When have you seen this happen?

### *Reference questions for Suzy about orderliness*

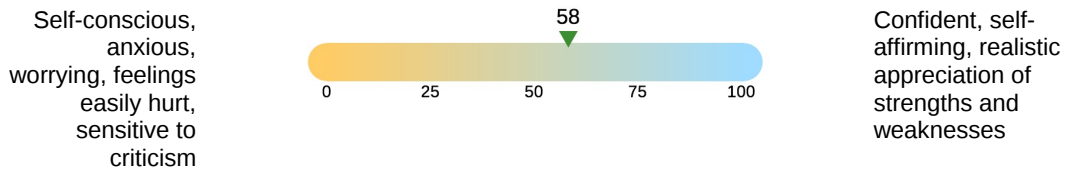
Suzy indicated in her profile that she prefers to work spontaneously. Do you feel that she managed her workload well?

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?

**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 ones 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 short-falls?

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

**Reference questions for Suzy about self-confidence**

Would you describe Suzy as a self confident person?

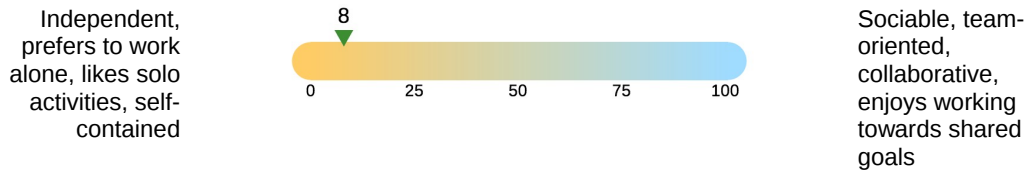
What are some areas where you feel she lacks self confidence?

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.



### *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 didn’t 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 lead to success in this instance?

### *Reference questions for Suzy about teamwork*

How do you think Suzy would perform in a team leader role?

Describe Suzy’s process for decision making when others are involved. Would you say she is a team player or more of a solo operator?

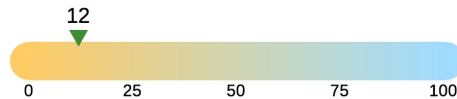
Suzy’s profile indicates that she prefers working independently rather than being reliant on a team. Can you think of any times when this approach has interfered with her work outcomes?

Can you think of a time when this independent operating 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-focussed,  
action oriented,  
tense, easily  
annoyed,  
intolerant



Patient, tolerant,  
people-focussed,  
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?

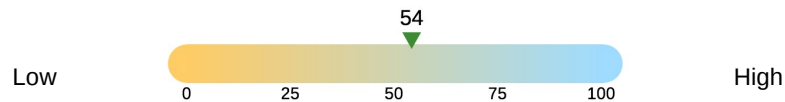
Would there be times when Suzy was described by some as being "too direct", "blunt" or even "rude"? If they were made aware of this feedback, how do you think they would handle this?

## Work preferences

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 Autonomy scale assesses 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

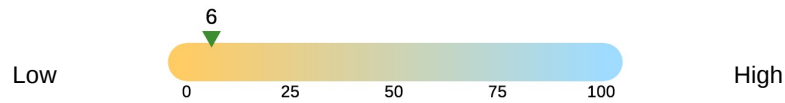
How did Suzy respond to instructions for work completion? Did she prefer to dictate the course of her work?

Can you tell me about some specific instances when Suzy was given autonomy to make decisions or be in charge of her work outcomes? How did Suzy respond and what was the outcome?

Do you think she has a good balance between taking initiative and seeking input from co-workers or management?

## Complexity

The Complexity scale measures 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. Did you enjoy the extension?

If the opportunity arose to receive ongoing 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?

### *Reference questions for Suzy about complexity*

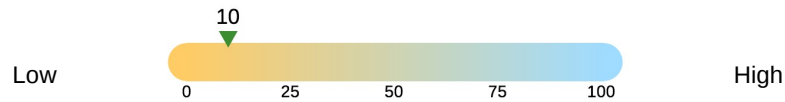
How do you feel that Suzy would perform in a role where she is being exposed to lots of new concepts and theories, or systems and procedures?

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

How did Suzy respond to training and new ideas?

## Interaction

The Interaction scale assesses 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 build and maintain a new relationship in order to accomplish a 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 this 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***

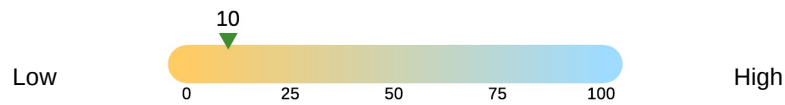
How do you feel that Suzy would perform in a role where she is being exposed to lots of new concepts and theories, or systems and procedures?

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

How did Suzy respond to training and new ideas?

## Physical

The Physical scale assesses the importance of the working environment, either outside or inside, and the level of physical work or exploratory activities involved as part of the role.



### ***Interview questions for Suzy about the physical scale***

Are you happy focusing on and being responsible for part of a project or do you prefer being in charge of and completing the whole process yourself?

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

Describe your ideal working environment.

Are you interested in a role where you are in charge of upgrading and changing the systems and processes used at work?

### ***Reference questions for Suzy about the physical scale***

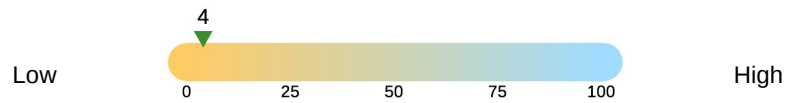
Did Suzy like to take charge and make things happen or did she prefer to focus on and complete a specific part of the project?

Would you describe Suzy as the sort of person who investigates systems/products/processes or procedures to see how they work?

Was Suzy someone who made the best use of equipment, etc that was available, or was she constantly revising and reviewing workplace systems/processes/products to see if they were the best available?

## Predictability

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



### *Interview questions for Suzy about predictability*

Tell me about a time when you were bored by the routine or mundane aspects of your work.

Do you find having a tightly planned and organised work schedule restricting at times?

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 when they have standardised procedures to deal with them, or are you at your best when you have to respond to problems and situations using your own on-the-spot initiative?

### *Reference questions for Suzy about predictability*

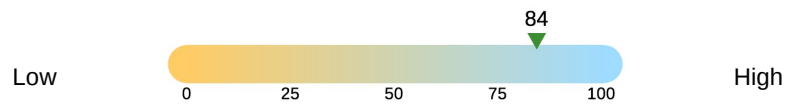
How do you think Suzy would perform in a role that has a tight, organised schedule?

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 predictive environment, or when there are decisions that need a quick response?

## Pressure

The Pressure scale assesses 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. What did you do to maintain balance in your life?

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

Do you prefer working under pressure, with tight deadlines? Why?

### *Reference questions for Suzy about pressure*

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

Do you think that she would be comfortable in a role with tight deadlines and pressure to perform?

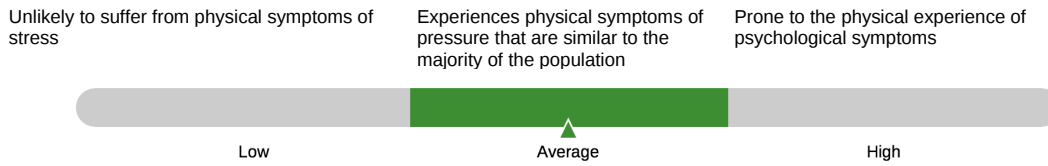
Why do you think that Suzy prefers working under pressure?

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



### 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.



### 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?

When would you most often tend to experience these symptoms?

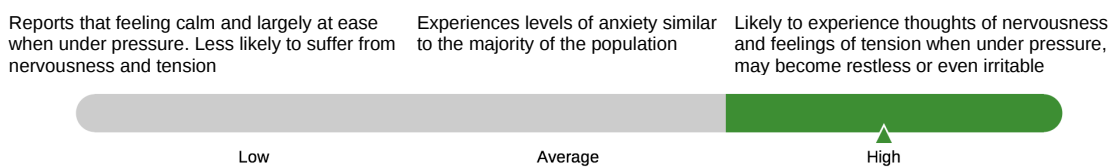
### Reference questions for Suzy about her physical reaction to stress

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?

### Anxiety

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



### 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?

Do you tend to let go of work problems quite easily or do you still think about them later down the track?

In general, if you worry or become anxious about a situation at work, what steps do you take to overcome these

thoughts?

What situations lead you to worry?

If a crisis develops, what is your first reaction? What do 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 should have been more worried or concerned than she actually was?

**Withdrawal**

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

Likely to remain emotionally engaged in the situation at hand when under stress, increasing the chance of successful resolution

Any feelings of withdrawal experienced when under pressure are likely to be similar to those experienced by the majority of the population

Likely to disengage emotionally when under stress, believing that there is nothing they can do that will be effective



**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?

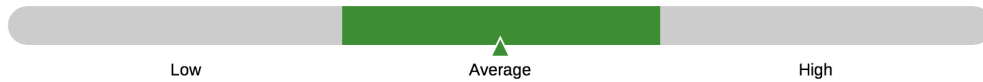
**Distraction**

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.

When under stress reports rarely experiencing mental blocks, indicating relative mental alertness under stress

Any concentration problems experienced when under pressure will be similar to those experienced by the majority of the population

When under stress may experience memory lapses, forgetfulness, or have difficulty focusing on the task at hand



**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 would you do differently now?

Are you comfortable making quick decisions or do you prefer having a bit of time to plan ahead?

Give me an example of a situation where you had to make a quick decision. How did you deal with it? Was it a good decision? Was there anything you felt you could have done better in that situation?

How do you remain focused under pressure?

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

How is Suzy at meeting deadlines? Does she tend to procrastinate with complicated tasks at times or can she get into them quickly?

Is Suzy good at making quick decisions? Does she work more effectively when she has more time to plan ahead?

Is Suzy persistent with problematic tasks?