Software Developer/Programmer

for

Sam Sample

Produced by Selby & Mills in partnership with

Example Organisation

Report Date **Thursday 18th September 2014**

Norm Group = **General population**

This report has been prepared with every care and in good faith. However the interpretation arises from the sum of the candidate's choices and preferences in answering a series of self-report inventories, and should therefore be seen purely as indicative of certain trends in their attitudes at that time.

The results are presented as stens where a score of 1 is low and 10 is high.
They are colour-coded; the darker the colour the higher the score and the stronger the persons preference.

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VIGILANCE

4

Will maintain generally high standards, although they will not be consistent if the issue is perceived to be a lower priority. May be expedient with what they believe to be less important. Generally helpful and understanding of others, unless they disagree with their approach.

Suggested interview questions

- Maintaining high standards in the workplace can be difficult for some individuals. Tell me about how you maintain high standards. Provide an example of a time where you have maintained particularly high standards in a previous role.
- Tell me how you might approach a task which is considered to be of lesser importance than others.
- Performing to a consistently high level can be difficult as some would say that performing well on high priority tasks is more important than on low priority tasks. Do you agree? Why?
- Being helpful with colleagues may lead to reciprocation. Describe an occasion where you have gone beyond the call of duty to assist a colleague in the workplace.

BUSINESS JUDGEMENT

2

Has a limited understanding of the wider business context and finds difficulty in developing commercially creative ideas.

Suggested interview questions

- Do you consider yourself to be aware of wider business activity? This may include such matters as industry-wide activity or the activity of a competing organisation. Tell me about how you might do this.
- Do you consider yourself to be creative? Provide an example of a time where you have produced and implemented a commercially creative idea within the workplace. Describe the idea, how you implemented it, and what the outcome of this was in the short-term and long-term.
- Developing creative ideas in the workplace may be a valuable capability for an individual. Tell me about a commercially creative idea you have developed in the past. Describe the scenario, the action you took, and the outcome. How successful was this idea?
- Researching the organisation of a client may generate insight into their needs. Why else might researching a client's organisation prove beneficial? Why would staying aware of the activity of market competitors' also prove beneficial?

COMMUNICATION STYLE

2

May be cautious and intuitive, not always being easily understood by others, particularly those who do not share job responsibilities. May find it uncomfortable to confront other people.

Suggested interview questions

- Using logic to make decisions is an important ability for many workplaces. Tell me about a time where you have used logic in determining how to act or behave in a situation in the workplace. Describe the situation, your actions, and the outcome.
- Imagine a situation where you have discovered a colleague has repeatedly made mistakes. What would you do next?
- Tell me about an occasion where you have used a logical approach in resolving an issue or completing a task.
- Tell me how your workplace behaviour reflects logical thinking. What characteristics do you possess that make you able to use logic effectively?

TOLERANCE

6

Accepts that others will make mistakes but may become intolerant when they reoccur. Willing to accept that it can take others time to learn and develop new skills.

Suggested interview questions

- Being tolerant of mistakes can be advantageous in some situations, but not in others. Tell me some examples of when being tolerant of mistakes may be advantageous and when this may be harmful.
- Describe your typical tolerance towards mistakes. When are you most tolerant? When are you least tolerant? How you do typically deal with colleagues who make mistakes within the workplace?
- Learning new skills inevitably takes time. Describe some of the ways an individual might be able to speed up the learning process.
- Some individuals may take time to become accustomed to new skills. How long might you allow for skills to be learned before criticising mistakes?

DEDUCTIVE REASONING

6

Logical and thorough approach to problem solving, quick to resist irrelevant data. Such people will seek out logical and convergent information, in order to carry out effective analyses of issues in order to produce reasoned decisions.

Suggested interview questions

- Provide an example of a time where you have involved the use of data and logic to make a workplace decision. How typical is this of your normal decision making process?
- Tell me about a time where you learned something from making a workplace decision. Describe the situation, your decision, and what it taught you.
- Tell me about how your decision making involves the use of logic. What do you do to ensure that decisions taken consider all of the relevant information?
- Tell me about a time where you made a workplace decision in your typical manner. Describe the situation, your decision making process, the action you took, and the outcome.

SELF-DIRECTED

6

Able to choose key issues and pay careful attention to them, only occasionally allowing others to influence choice of priorities.

Suggested interview questions

- Imagine you are in a situation where another member of staff is attempting to influence the tasks you should deem to be of high priority. Tell me how you would react in a situation like this. What might be the best way to deal with this colleague?
- Setting their own priorities may allow an individual to outline a working schedule. Tell me how important it is to you to set your own priorities. Why is this? Do you feel that people work more effectively when given the opportunity to set their own priorities?
- Would you be described by colleagues as individualistic? Provide some examples of your previous workplace behaviour which substantiates this claim.
- How do you determine which tasks take priority over others? Talk me through how you might typically assess the urgency of workplace issues or projects.

CONSULTING ORIENTATION

4

They usually become involved in issues in which they have an interest and may be influential in the reaching of a decision. This means that they are more likely to be interested in resolving the issue than consulting with others to help them decide it for themselves.

Suggested interview questions

- Imagine you are asked to assist a colleague in making a difficult workplace decision. What might you do to ensure that you remain impartial? Provide an example of a time within the workplace where you have helped an individual make a decision. Tell me about the situation, your action, and the outcome.
- When a colleague asks you for help with a decision, some individuals may be prone to making the decision on their behalf. Tell me about some of the drawbacks of behaving in this manner.
- Have you ever been involved in a consulting role within the workplace? If so, describe what issues you have consulted on, and the typical outcomes of these scenarios.
- Would you feel comfortable in a role which involved consulting with others on their decisions in the workplace? Tell me some of your characteristics which might assist you in a role like this. Provide an example from your previous roles that shows you are effective in assisting others with their decisions.

TECHNICAL ORIENTATION

4

Can handle complex issues as well as manage other people, sometimes enjoying complexity.

Suggested interview questions

- Exploratory projects may have no clear goals or objectives. Tell me about how you might approach a task such as this? What might constitute success in this type of task?
- Some people prefer interaction with others in the workplace to in depth work. Provide an example of a time where you have had to focus solely on a task. Was this task completed successfully?
- Would you say that you are technically oriented? If so, tell me about some of your characteristics which make you this way. If not, what type of activities do you prefer to ones of a technical nature?
- Complex issues may take considerable time and effort to complete but the rewards can be substantial. Describe the last time you successfully completed a complex task. Tell me about the situation, how you planned completion, the action you took and the outcome.

This is the end of your report.