

## JOB/CANDIDATE COMPARISON

### Features

Uses the Human Job Analysis and compares the individual to the job. It provides the Job Definition and reports on the areas of compatibility and gaps. A “Goodness of Fit” rating categorizes job fit between Fit 1 to Fit 5 providing opinions on how close a candidate’s PPA profile is to the HJA profile.

### Uses

Interview questions can be developed from the Personal Strengths (compatibility) and Possible Limitations (natural incompatibility) to probe how the person will meet your job requirements. With incompatibilities, this report highlights areas to develop for success.

## **JOB/CANDIDATE COMPARISON**

### **SALES MANAGER**

The results of the completed job profile suggest that the competencies required by the jobholder should include the ability to:

- Provide optimum levels of leadership, if required, encouragement, training and support in order to help others achieve their results and meet their budgets.
- Generally motivate people to give their best results, praising them when things go well and appraising them of improvements which can and should be made.
- Encourage others to communicate effectively and efficiently at a level that is understood by all thus developing a culture of participation and involvement.
- Create a network of contacts across various disciplines that provide advice on what resources are available both within or outside the organization.
- Focus and drive to achieve targets, budgets and results.
- Continually seeks out opportunity, practicing and encouraging a culture of strategic excellence.
- Be firm and persistent when expressing views and provide thoughts and ideas to overcome problems once the situation has been properly debated.
- Bring a sense of urgency to situations, demonstrate an active approach, be willing to get involved in order to increase the pace and achieve goals and objectives.

In summary, the person fulfilling the job should be self-confident, enthusiastic, friendly, positive, self-starting, competitive, venturesome, mobile, active, alert and independent. The achievement of results through people is important to the function.

### **JOB COMPARISON**

Tom Sample versus the Human Job Analysis

It appears that there is a shortfall in Tom Sample's profile when considered against the requirements of the job. This should be investigated as the indicators are that he could place too much emphasis on analysis, procedure and caution, rather than working in an assertive, independent, firm and self-starting manner. The profile also suggests that Tom Sample may need help, support and reassurance when decisions have to be made outside his area of expertise.

If this is the case, then he may have difficulty achieving acceptable levels of performance in the job.

### **PERSONAL STRENGTHS**

The strengths of Tom Sample when compared to the Human Job Analysis appear to be as follows:

- Leads, trains, supports and encourages others to meet their objectives.
- Influences and persuades others to give their best and appraises them if improvements are necessary.
- Can create a culture of participation and involvement and encourages people to communicate effectively.
- Develops networks and identifies resources when needed.

Demonstrates an active approach and increases the pace in order to achieve goals, thus bringing a sense of urgency to situations.

## **POSSIBLE LIMITATIONS**

The job is calling for competencies in areas where Tom Sample may have possible limitations. These are as follows:

- He may not have the necessary self-starting ability when it comes to pushing both himself and, if appropriate others, in order to achieve results.
- He may not be as strategically minded as required, needing to be assisted and advised by others in this area.
- Being fairly cautious Tom Sample could sometimes have difficulty finding unique solutions to problems and venturing into unknown areas.

## **GOODNESS OF FIT - FIT 3**

Tom Sample's characteristics are at some variance with the requirements of the role but can still be considered a fair fit.

It is vitally important that the interviewer considers and fully debates the potential weaknesses of this person as described in the "Possible Limitations" and the "Job Comparison" sections of this report.

It is also very important to ensure that the education, knowledge and experience of Tom Sample fully match the requirements of the job.

## **INTERVIEW PROCESS**

Regardless of the Personal Strengths and Limitations identified, it is vital to conduct a structured interview to confirm the above comments. It is also important that Tom Sample's employment history is considered together with an assessment of his knowledge. Wherever possible some form of ability test, such as the Thomas TST, should be taken in order to ensure an acceptable level of fluid intelligence. Finally, it is recommended that penetrating questions are asked at the interview or appraisal session in order to establish his successes and limitations in previous occupations.

Please bear in mind that the full analysis and points to review report should be produced and taken into consideration when comparing a person's profile with the HJA. Equally, biographical data should also be evaluated.

## **INTERVIEWER'S GUIDE - JOB COMPARISON**

Tom Sample compared with the Job Profile for Sales Manager

These probing questions are designed to assist the interviewer in gaining additional understanding of this person in terms of their natural, work-related, strengths and possible limitations as well as their compatibility with the requirements of the role of Sales Manager.

We recommend the following probing questions are used by the interviewer, when meeting with this person.

This exploratory approach is based on an analysis of the individual's PPA report, and a detailed comparison between their PPA report and the specific Job Profile identified for this role.

- Persuading, motivating and influencing others are critical requirements of the job. Confirm this by asking the candidate: Describe a situation where you were able to persuade someone to your point of view, where at first they were strongly against you?
- Give me some examples of situations where you have been involved with promoting concepts, services and products.
- Tell me about a situation where you have actively participated in a team or group and been called on to make presentations or be verbally convincing.
- Tell me about a situation where you were required to use an accommodating, amiable and relaxed approach to get a positive result? Were there any difficulties and if so please describe them.
- What is your preferred work pace? Give me some work related examples of where this works well for you and where you have to modify your pace to get the result you want.
- Tell me about a project or assignment that you had to complete quickly. How did you do this and how did it work?
- Give me an example when your own plans and ideas were challenged assertively by others? How did you react, what did you do and what was the outcome?
- What is your approach in getting others to agree with your point of view?
- Give me an example of a situation that required you to take immediate and important decisions?
- Tell me about a situation where you needed to take a defensive position to be successful. How did it work and what was the impact on your peers, manager and team?
- Give me an example of a situation where you had to deal with a serious conflict or confrontation. What was the situation, what did you do and how did it work?
- Is your preference to work independently or collaboratively with others? Give some examples of situations where you have needed to use an approach which different to your preferred style.

#### **Caution: Marginally High 'D' Job Profile**

The 'Dominance (D)' factor for this Job Profile is marginally above the mid-line which separates High from Low behavioral requirements.

If the role requires an even more assertive, forceful and direct behavioral style than the Job Profile suggests, the Dominance factor may have been understated and could be adjusted to an even higher position above the mid-line.

If the role requires a more accommodating and non-demanding approach than the Job Profile suggests, the Dominance factor may have been overstated and could be adjusted to a position below the mid-line.

It is recommended that the requirements of the role are reviewed, the position of the Dominance factor is evaluated and the Job Profile is adjusted and confirmed.

#### **Caution: Marginally Low 'C' Job Profile**

The 'Compliance (C)' factor for this Job Profile is marginally below the mid-line which separates High from Low behavioral requirements.

If the role requires more disciplined, systematic and diplomatic behavioral style than the Job Profile suggests, the Compliance factor may have been understated and could be adjusted to a position above the mid-line.

If the role requires an even more unconventional, independent and strong willed approach than the Job Profile suggests, the Compliance factor may have been overstated and could be adjusted to an even lower position below the mid-line.

It is recommended that the requirements of the role are reviewed, the position of the Compliance factor is evaluated and the Job Profile is adjusted and confirmed.

### **Major Movements Graph I**

Tom Sample likely perceives the need, either consciously or sub-consciously, to make certain important modifications to his preferred behavioral style within the current work environment. It is recommended that the underlying causes for these work-related changes be probed and discussed to gain further understanding.

### **Stability, Dependability and Persistence**

- Do you find that your work environment is influencing you become more patient and well-organized currently rather than being impatient and restless? What is driving this change?
- Are you seeing evidence in your work based activities for the need to use a much firmer and more tenacious style? Please provide some examples to support this. What is the impact on you?
- What are the changes that have taken place in your role recently to cause you to modify your preferred way of doing things?

### **Major Movements Graph II**

When under pressure this person is likely to make some important modifications to his preferred behavioral style. It is recommended that the underlying causes and the possible consequences of these changes are recognized and discussed. There may be an impact on his performance, the organization and on his interpersonal relationships at work. Discuss these with a view to helping him cope with work pressure.

### **Logical and Objective Reflection**

- Your report indicates that when you are under pressure you may adapt your normally outgoing, friendly and participative work style and become more reserved and reflective. Give me some examples of when this has occurred and why.
- Tell me about a project or assignment when the level of your responsibilities increased and you had to contend with many complex problems and challenges. How did you cope and how did it work out? (Answer should indicate the ability to be more logical and serious.)
- When do you change from a positive, confident and communicative work style and why?

The following series of questions can be used to confirm the profile and the extent to which Tom Sample 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 behavior to meet the needs of work associates.

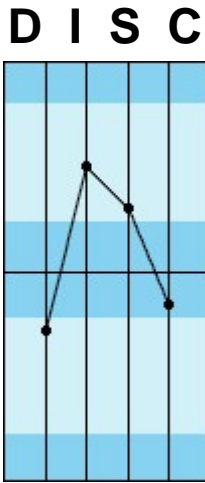
- How often have you been required to make presentations at work? How do you prepare for this? How do you feel about presenting to groups?
- In terms of building work relationships please describe your strengths and your areas of challenge?

## Thomas International – System Overview & Sample Reports

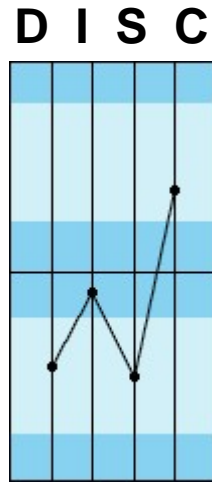
- How would you describe the manner in which you approach and complete most of your work-related assignments?
- How would others describe your style of communication in the work place?
- Describe some work situations where you get the opportunity to utilize both your technical and inter-personal capabilities?
- Provide some work examples where a friendly and outgoing style works positively and then some examples where this style is not appropriate.
- In making decisions or taking advantage of opportunities, how do you balance the need to be cautious and conventional while at the same time being open to risk and new ideas? Please provide some examples.
- Describe a situation where you had a particularly strong point of view and yet were flexible and open to the opinion of others. What was the situation, what was the outcome and what was your impact on the other people?

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

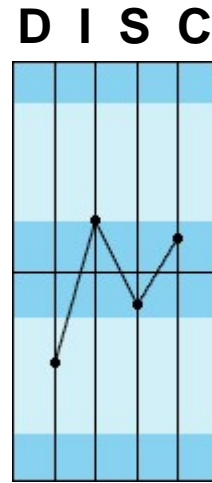
**I**  
Work Mask



**II**  
Behavior under pressure



**III**  
Self Image



**Job**

