



The EBW Emotional Intelligence System for Business

Understand the Impact - Know the Full Potential

Recruitment Interview Report

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Summary

The Emotions and Behaviours at Work assessment (EBW) is a validated psychometric measure that provides feedback on a person's Business Emotional Intelligence. It has been created to assist with the assessment and development of personnel.

Who is the report written for?

The information contained in this report is STRICTLY PRIVATE & CONFIDENTIAL and is to be used solely to assess Adam in an interview. The following report has been generated using a general population norm group and is intended to summarize the results from the EBW completed on the 27.04.2018.

Content

The report is divided into the following sections:




- **Guidance on the Interpretation of Feedback**
- **Executive Summary**
- **Feedback Profile**
- **Interview Questions**

Important Note

This report was produced by software that is normally only available to individuals with training in the use of psychometrics (BPS Level A) and the Emotions and Behaviours at Work Assessment in particular. This report should only be used to interview Adam and to explore Adam's suitability for the job role. It should be made clear to Adam how the EBW report was generated and how it will be used in the interview.

Guidance on the Interpretation of Feedback

- The main reason for this report is to assess an EBW User's Business Emotional Intelligence and to investigate how key emotions and behaviours can impact on the User's potential for success. As such, this report should not be treated as a definitive profile of the User's working style but as a starting point from which to explore their potential for success against key areas (Emotional Behavioural Clusters) needed for the job role.
- The report provides feedback under each key emotional behavioural cluster. A User's responses are compared against a norm group (e.g. college graduates) and rated using a colour code.

-  Green indicates 'likely to behave' this way - some probing may be necessary
-  Orange indicates 'sometimes behaves' this way - probing is necessary
-  Red indicates 'unlikely to behave' this way - strong probing needed

- When interviewing you should read the definition of each emotional behavioural cluster before asking questions to the User.
- Record all the User's answers under each emotional behavioural cluster. It is important to keep an accurate record of the User's answers to help you reach a fair and objective assessment decision.
- You should rate the answers from each emotional behavioural cluster using the following scale:

5	Outstanding = Evidence of very high levels of competence in this area
4	Above average = Evidence of good general levels of competence in this area
3	Acceptable = Acceptable levels of competence in this area
2	Marginal = Mainly acceptable (or better) but with some significant areas of concern
1	Weak = Evidence of consistent and significant areas of concern and few strengths

Executive Summary

This summary provides an overview of eight key emotional behavioural clusters that form the focus of the EBW. The feedback from each emotional behavioural cluster is described in relationship to the person potential for success and specific questions have been generated to be used in the interview.

Executive Summary

Adam likes taking on responsibility and being in control. He needs to get decisions made and is comfortable taking a stand on tough issues.

Adam is ambitious and passionate about his work and puts a great deal of energy into it. He actively seeks challenge and expects positive outcomes.

Adam needs to be heard and have an impact, to persuade others and affect outcomes. He likes to lead and is comfortable in high profile roles.

Comfortable with some uncertainty and changing situations, Adam is likely to be open to new ideas, whilst valuing some stability in his working environment and a degree of clarity in what is required of him.

Comfortable working without the support of others, Adam is task focused, and will focus objectively on the issues and facts, rather than on individuals' needs and perspectives.

Adam is comfortable with a lack of structure in his work and will be prepared to take a slightly more flexible approach to the rules and regulations than many people, being more concerned with achieving the goal than the way in which it is achieved.

Adam is generally comfortable dealing with the day-to-day stresses of work and may be better than many in coping with pressure and managing his emotions.

Adam responses suggest he may be slightly more aware of his own feelings and abilities than others.

Feedback Profile

The feedback narrative in this section of the report is based on Adam Smith's responses on the EBW assessment. Each section starts with a definition of the area being assessed followed by the emotional behavioural indicators and colour ratings. The colour ratings indicate the User's emotional drive for this type of behaviour and the questions colour ratings indicate how much emphasis and time you may want to spend on each question.

Decisiveness

Willingness to make decisions, the need for control and the level of comfort with decision making responsibility.

Behavioural Indicator



Feedback

Adam has scored on the right-hand side of the Decisive Scale. People who score highly in this area are likely to seek positions of responsibility and be very comfortable making decisions. They are likely to be prepared to make decisions quickly and firmly and are relatively untroubled by having to make major decisions that will affect themselves and others. At times, they may be too eager to take responsibility and come to a conclusion as soon as they can. So they could give too little weight to contradictory information or close down options before they need to, so that they are able to give others a clear direction. Their need to make decisions may make them appear impatient and controlling to others who feel more comfortable with a more considered and collaborative approach to decision making.

Whilst their need to be in control and have things finalised could lead to premature decisions being made at times, this scale indicates whether a person is keen to make decisions, but cannot tell you how effectively they will carry out their roles or how good their decisions will be.

Those, like Adam, who score highly on the Decisive Scale and also high on Motivation, are likely to be comfortable with making decisions believing that all outcomes will be positive and finding it hard to consider any negative consequences.

Also, people who score high on Decisive but low on Empathy, as Adam does, may make decisions without bringing others along or considering their input.

Whilst those who score high on Decisive, may at times make commitments in order to resolve a situation and move on, those who are also low Conscientious (like Adam) may not always have the ability and motivation to deliver on his promises.

Questions

(In this question we are seeking to establish how appropriate the candidate is in seeking out positions of responsibility.)

- Tell me about a time when you had to take control of a situation which was not your responsibility.
 - How difficult did you find it to take control and take responsibility for the decisions ?
 - What was the most difficult aspect of the situation?
 - What would have been the benefit of not taking control?
 - How did other people help you? (This is the question we are interested in, was the candidate able to empower others to make decisions or did the candidate have to be the decision maker)
 - How satisfactory was the outcome?
 - What would you do differently if the situation arose again?

(These questions explore how important it is for the candidate to be a decision maker and how concerned the candidate is about risk. People who score high in motivation (like this candidate) may be overly optimistic about the outcomes of their decisions.)

- How important is it to you that you are the person with responsibility and why?
 - How does it feel when you are not the decision maker?
 - Do you feel the need (or think it is important) to finalise your decisions quickly and if so why?
 - How do you ensure that the decisions you make do not have a negative or serious impact on other people or the organisation as a whole?
 - Give an example of when you have taken an important decision on your own that could have, or did have, a serious or negative impact on others.
 - Reflecting on this, would you make the same decision again?

Decisiveness Notes

Rating guideline	Weak	Marginal	Acceptable	Above average	Outstanding
Overall Competence Rating					