

The logo consists of the letters 'EBW' in a white, cursive, handwritten-style font. The letters are slightly overlapping and have a soft, glowing effect against the background.

Understand the impact - Know the full potential

Selection Interview Report

for

John Down

(Example Report with one Emotional Behavioural Cluster)

The logo consists of the letters 'EBW' in a blue, cursive, handwritten-style font. The letters are slightly overlapping and have a soft, glowing effect.

Emotions & Behaviours at Work

Brentfield Consultancy Ltd
Brentfield House
15 Brentfield Road
Dartford
Kent
DA1 1YJ

Summary

The Emotions and Behaviour at Work Questionnaire (**EBW**) is a validated psychometric measure that provides feedback on a person's preferred behavioural style and 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 John Down in an interview. The following report has been generated using a general population norm group and is intended to summarise the results from the EBW completed on the 16.1.2006.

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 Questionnaire in particular. This report should only be used to interview John Down and to explore his suitability for the job role. It should be made clear to John how the EBW report was generated and it will be used in the interview.

Guidance on the Interpretation of EBW Report

- The main reason for this report is to assess an EBW User's Emotional Intelligence and to investigate how key behaviours can impact on the User's working style and 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 (Behavioural Clusters) needed for the job role.
- The report provides feedback under each key Behavioural Cluster. A User's responses are compared against a norm group (e.g. college graduates) and rated using a colour code.

- Dark Blue indicates preferred behaviour - some probing may be necessary
- Blue indicates some preference for this behaviour - probing is necessary
- Light Blue indicates unlikely to behave this way – strong probing needed

- When interviewing you should read the definition of each Behavioural Cluster before asking questions to the User.
- Record all the User's answers under each 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 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

- You should use this report to structure your interview and use the evidence from the User's answers to make your selection decision.

If you are concerned about any of the feedback in this report, please contact the distributors of the report or The EBW Support Team at info@ebwonline.com.

Executive Summary

This summary provides an overview of eight key behavioural clusters that are the focus of the EBW. These behavioural clusters provide insight into the User's Emotional Intelligence and their potential for success.

EBW Feedback Overview

John likes making decisions and taking on responsibility, actively seeking to put forward his views and take a leading role.

John tends to be quite enthused and energised by his work and will put a fair amount of energy into it.

John will be comfortable with being in the spotlight and in role that involve influencing others or having an impact on others.

Comfortable with uncertainty and change, John is likely to work in a relatively unstructured way and be open to new ideas and approaches.

John is concerned with achieving goals in the most expedient and effective manner available and will not feel overly constrained by the rules and conventions that apply to the organisation.

Dealing unemotionally and rationally with issues, John is comfortable working without the support of others and may prefer to remain distant from those he is working with.

John may find the day-to-day pressures of life more difficult to manage than many and this may make him more aware of, and sensitive to, the way that stress affects others.

John operates without focusing on his own feelings and may not be fully aware of the way he comes across to others.

Interview Profile

The feedback narrative in this section of the report is based on John Down's responses to the EBW questionnaire. Each section starts with a definition of the competency followed by the behavioral indicators and colour ratings. The behavioural indicator colour ratings shows the User's preference for this type of behaviour and the colour ratings for the questions indicate how much emphasis and time you may want to spend on each question.

Influence

Is able to persuade others, gets own views across, can get others to do things for them or to do what they want, is able to lead and likes to, likes a position of authority

Behavioural Indicator



Feedback

John has a high score on the Influence Scale. Those scoring high on this scale generally like to take a lead and enjoy roles that require them to persuade and influence others. They are likely to seek out roles where they can have an impact and may become de-motivated in situations in which they cannot see that they are making a significant difference – some may therefore prefer high-profile roles. They may be more able than most to get others to follow them and go along with their plans. However, their desire and ability to take control and command could occasionally mean they take a lead when it is not appropriate for them to do so. They may be impatient of highly consultative and democratic processes. It is important for these people that they have an opportunity to put their ideas across and will be likely to do this regardless of whether or not this is required of them. They may find it harder to take a lead from others but this does not mean they will not follow another's instructions. This scale only indicates that they like and may be successful at influencing others – it should not be assumed from this alone that they will be a good influence!

People (like John) who have a high score on Influence combined with a low score on Empathy may be effective in getting people to do what they want but may not always give adequate consideration to the feelings or needs of these people and this can result in ill-feeling.

Questions

(This question explores how a person deals with a poor lead and whether they take over leadership roles and, if so, the way in which they do it i.e. whether it is appropriate or not.)

- Can you tell me about a situation you have been in when the person who was meant to be taking a lead was not performing well?

- What did you do to resolve the situation?
- How much responsibility did you take on in this situation?
- How effective were you in providing a lead?
- How did the leader respond to your involvement?

(This question is to assess how the person balances their desire for control with the needs of the task.)

■ Can you tell me about a time when you had an opportunity to put your ideas across to an important person or group of people?

- How did you feel about this?
- What were your personal goals in this situation?
- How successful were you?
- What was the hardest part of this situation?
- What was the best part of this situation?
- What would have been different if you had not been able to present your own ideas personally?

(In this situation we are trying to find out how the candidate dealt with situations in which they were required to take a lead and whether they embraced the role or tried to minimise it.)

■ Can you tell me about a time when you had to take on a leadership role?

- How comfortable were you in this role?
- How large a part of your duties was the leadership?
- In what ways did you lead?
- Did others see you clearly as a leader?
- If you were in the same situation now, what would you do differently?
- If the choice was yours, how much of the leadership responsibility would you take on?

Influence Notes

Rating guideline	Weak	Marginal	Acceptable	Above average	Outstanding
Behavioural Cluster Rating					