



REPORT AND INTERVIEW GUIDE

CANDIDATE: Ava Julian
JOB: Office Manager
COMPANY: ACME Financial

January 21st, 2016

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INTRODUCTION

This interview guide is designed to assist in the interview of Ava Julian as a candidate for the Office Manager position at ACME Financial. The guide is designed to help you confirm the strengths and areas of good fit seen in Ava's application as well as help you explore the areas where possible flags have been raised. It includes the following sections:

SUMMARY: Ava's basic information.

CAN: The duration and proficiency level of the skills and experience Ava possesses, compared against those required by for the role.

WILL: Feedback on the results of Ava's personality fit to the role and suggested interview questions.

THRIVE: How Ava's ideal working environment matches the one on offer and questions to explore the differences.

CANDIDATE SUMMARY

PICTURE



FITZII SCORE



IMPACT STATEMENT

I love to work in companies that offer me a rewarding and challenging environment. In return I give 110% and never stop trying to improve.

CURRENT/LATEST EMPLOYER

Nu Wave Accounting
Office Manager
2012 - 2015

PREVIOUS EMPLOYER

Zeta Technologies
Compliance Specialist
2009 - 2012

LAST EDUCATION

Stanford

2006 - 2009

PREVIOUS EDUCATION

Western High School

2004 - 2006

CAN

This section covers the skills and experience that Ava possesses in relation to the job requirements. When interviewing Ava you should ask questions to explore those areas where the skill or experience is present, to ensure that her/his representation of them matches your own. The questions themselves will depend on the skill/experience but should confirm the candidate's knowledge and expertise, i.e. "I see you've been using tool X for over five years, how do you think it has developed during that time?"

Where the candidate appears to lack a skill or experience, the interview can help identify adjacent areas of expertise "I see you haven't had any experience with Y, can you think of any similar tools or processes you have used?". The candidate's willingness and desire to learn a new skill should also be assessed. i.e. "I see you haven't used Z, if you were to get the job, how would you get up to speed on this technology?"

SKILL OR EXPERIENCE	REQUIRED YEARS	ACTUAL YEARS	SELF ASSESSED SKILL LEVEL	SUPPORTING ARGUMENT
Experience in general office administration	5-10	5-10	Excellent	I efficiently managed a variety of office administrative duties for 50+ people at Nu Wave.
Experience working in the financial services sector	1-2	10+	Very Good	Nu Wave is an accounting services firm, and Zeta provides financial technology services.
Experience with Microsoft Office	1-2	5-10	Very Good	I use MS Office daily and am a Microsoft Certified trainer In Excel, Word and PowerPoint.
QUALIFICATION				
High School or Equivalent in		Yes		

ENTER INTERVIEW COMMENTS HERE

WILL

This section describes Ava's results on six of the scales used in psychometric assessment and how his/her personality matches that of people that have been shown to succeed in the category of role this job falls under.

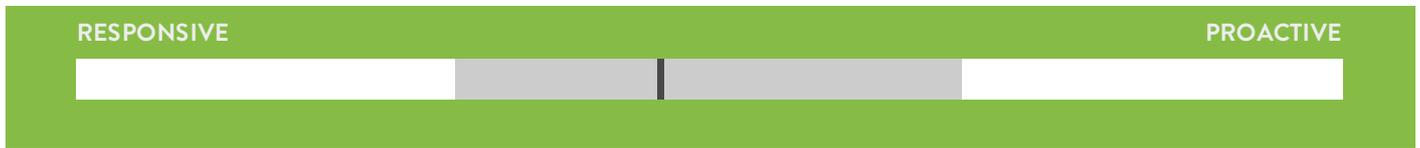
Ava's results in the WILL section may indicate that she/he has tried to ensure their answers are "socially desirable". This does not mean that she/he has deliberately been dishonest or tried to manipulate the test, but they may have tried to answer with what they think they should, rather than purely instinctively. This does not mean Ava should be ruled out but exploring the job fit is important.

SELF-INITIATIVE

DESCRIPTION

The Self-Initiative scale is a measure of an individual's potential to plan and direct oneself effectively, and to focus on achieving goals. This scale examines the extent to which an individual is responsive and process-oriented, versus being proactive and taking initiative in performing daily activities.

RESULTS



Ava would be described as possessing an average potential to self-manage, being comfortable in situations that require a balance between a responsive and proactive disposition. Ava will be effective in environments that require responsiveness to customer and organizational needs combined with the need to plan and initiate additional tasks in a more independent manner. Ava will work most effectively with a manager who provides clear guidance and feedback, without being too controlling.

INTERVIEW QUESTIONS

- How do you currently organize and prioritize your daily responsibilities?
- Describe a situation in which you took initiative. Is there anything you would do differently?
- Outline a situation in which you developed a plan, and subsequently implemented it successfully.

ENTER INTERVIEW COMMENTS HERE

DRIVE

DESCRIPTION

The Drive scale examines the timeliness and intensity with which an individual works toward job goals. This scale examines whether an individual is relaxed or intense with regard to job goals and tasks.

RESULTS



Ava possesses a modest sense of urgency, and balances efforts and motivation between short and long term goals. When interacting with others, Ava will handle their needs in a timely manner, yet pay particular attention to being thorough and precise. Ava is a stable and dependable employee, with a methodical and deliberate approach.

INTERVIEW QUESTIONS

- Describe a situation where you had to complete a task under very tight time constraints. What strategies did you employ in order to be successful?
- If you had a choice, would you prefer to work in an environment where you were responsible for several tasks at one time, or an environment where you could focus on just one task at a time? Explain your answer.
- Describe a situation that illustrates your patience.

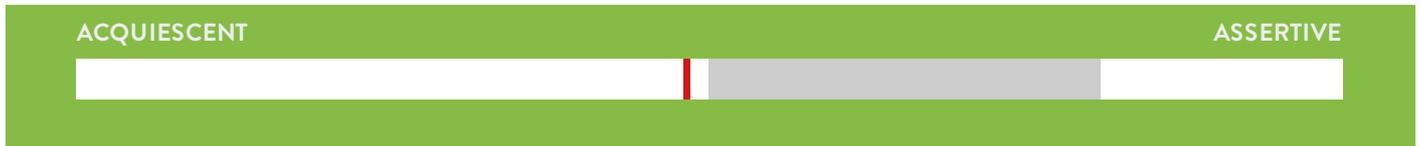
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COMMUNICATION STYLE

DESCRIPTION

The Communication Style scale is the reflection of an individual's comfort dealing with situations where there is conflict or potential for it. This scale examines the degree to which an individual is acquiescent versus assertive when managing conflict.

RESULTS



Ava is relatively comfortable in situations where there is some conflict but would be most at ease in an environment where conflict was neither the normal state of affairs, nor too intense. Ava is best suited to a role where the organization is prepared to invest in training and strategies that will help the candidate resolve conflict situations effectively.

INTERVIEW QUESTIONS

- What skills do you possess that allow you to be effective in resolving conflict with other people?
- Describe a previous work environment that included a lot of argument and conflict. How did you manage to work effectively in this environment?
- How would you handle an unruly (e.g., rude, profane, disrespectful) customer / client / colleague?

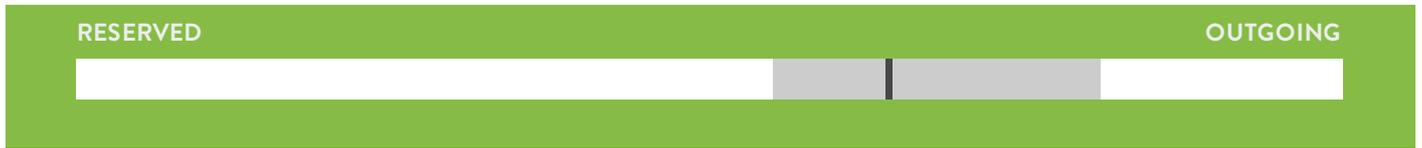
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SOCIAL STYLE

DESCRIPTION

The Social Style scale reports on an individual's approach to building relationships with other people and the degree to which the individual is motivated by meeting and interacting with new contacts. This scale measures how reserved or introverted a candidate is, versus outgoing or extraverted.

RESULTS



Ava is generally a sociable, friendly and outgoing person. This candidate is at ease building relationships with new people and is quite comfortable in general social situations. Ava will be able to work well in an environment where there is regular contact with others, whether it be with a well-established client base or new customers.

INTERVIEW QUESTIONS

- How do you build effective relationships with clients / colleagues?
- What attributes do you possess that make you a people person?

ENTER INTERVIEW COMMENTS HERE

LEARNING STYLE

DESCRIPTION

The Learning Style scale evaluates an individual's tendency towards being analytical, technical and logical. This scale examines the extent to which an individual is intuitive vs. detailed.

RESULTS



Ava is very analytical, logical and interested in a variety of issues. This candidate pays attention to detail and tends to examine issues until they are well understood. Ava would be comfortable in a culture that has a significant problem-solving component, while dealing with technical needs would also likely be of interest. This candidate would also enjoy learning about new ideas and products.

INTERVIEW QUESTIONS

- Describe a situation where you had to learn a lot of new material. What strategies did you employ in order to retain all of the new information?
- Describe some of the strategies that you use to organize your daily activities.
- What steps do you take to ensure accuracy when completing a task and/or making a decision?

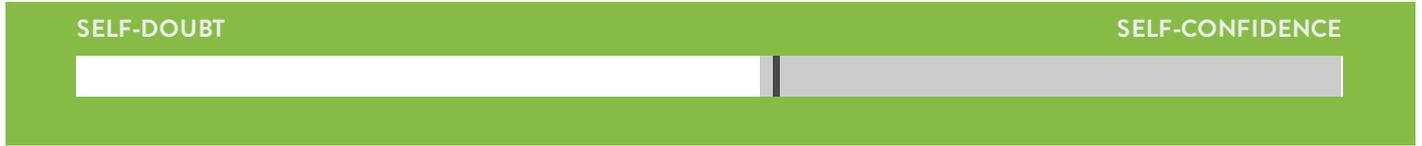
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SELF-PERCEPTION

DESCRIPTION

The Self-Perception scale examines an individual's level of self-doubt vs. self-confidence. It assesses the individual's perception of control over life's events and stresses.

RESULTS



Ava would be described as a confident individual who is able to manage stressful situations effectively in the workplace. This candidate has a very positive self-perception of the ability to be successful, and has strong coping strategies to buffer the negative effects of workplace stress.

INTERVIEW QUESTIONS

- What attributes do you possess that allow you to be successful in the workplace?
- Describe a stressful workplace situation, and outline the steps/strategies you used to cope. What would you have done differently looking back?

ENTER INTERVIEW COMMENTS HERE

THRIVE

This section compares Ava's description of a desirable working environment to that which was entered for the job in question. The compatibility between a candidate and the work environment is an important retention factor, i.e. the more similar a work environment is to Ava's ideal, the more likely it is Ava will stay.

Unlike the traits in the WILL section, the THRIVE traits are subjective, i.e. your definition of regular hours may not be the same as Ava's; giving practical examples is, therefore, important, e.g. "We typically work 9-5 but may have overtime requirements during our busy season". It is also advisable to explore those traits that are particularly mismatched and which may cause issues post-hire, e.g. "You have expressed a preference for a fixed compensation package, however, this role has a large variable component - how would that motivate you?"

ENVIRONMENT

DESCRIPTION

The Environment scale represents different working environments that can be found in companies. On the left end of the scale is independent, which describes a working environment where individual team members work independently of each other with very little team-based coordination. On the right end of the scale is team-oriented, which describes a working environment that requires a large degree of teamwork and collaboration.

RESULTS



Ava has not indicated a strong preference for either a team-oriented or independent working environment. It may be that Ava has no particular preference, or that they would like an environment that combines both styles of working.

INTERVIEW QUESTIONS

- When do you think it is important to involve your colleagues in completing your work?
- How does working independently affect the morale of your team?
- Do you get more satisfaction from completing a task alone or with others?

ENTER INTERVIEW COMMENTS HERE

DEMANDS

DESCRIPTION

The Demands scale represents the range of tasks and responsibilities required in the job. On the left end of the scale is varied, which describes a role where the day-to-day activities are eclectic and challenging. On the right end of the scale is routine, which describes a role where the day-to-day activities remain relatively constant and repeatable.

RESULTS



Ava has indicated a preference for a routine set of tasks. This candidate prefers the straightforwardness and simplicity of completing a routine or repeated series of job requirements.

INTERVIEW QUESTIONS

- Do you find it hard to stay motivated when working on similar projects or activities repeatedly?
- How do you manage the stress and complexity when you're assigned a variety of tasks?
- Can you give an example of the type of work tasks you find particularly satisfying or not satisfying?

ENTER INTERVIEW COMMENTS HERE

CULTURE

DESCRIPTION

The Culture scale represents the range of cultures or working styles that can be found in teams and organizations. The left end of the scale is casual, which represents an informal or untraditional culture. On the right end of the scale is formal, which describes a culture that is more traditional and serious.

RESULTS



Ava has not indicated a strong preference for either a casual or formal working environment. It may be that Ava has no particular preference, or that they would like an environment that is somewhere between the two.

INTERVIEW QUESTIONS

- Can you give an example of a company or team culture that felt like either a very good or very bad fit for you?
- What are the 2 or 3 key things that define a company culture and whether it is formal or casual?
- Describe your ideal culture in terms of how it empowers employees to get their jobs done effectively?

ENTER INTERVIEW COMMENTS HERE

MANAGEMENT

DESCRIPTION

The Management scale represents the management structure of teams and organizations. On the left end of the scale is matrix, which describes a distributed management structure with cross-functional management of responsibilities, tasks and projects. On the right end of the scale is hierarchy, which describes a "top-down" management structure with clearly defined vertical chains of command.

RESULTS



Ava has indicated a preference for working in a matrix management structure. This candidate prefers direct interaction with diverse teams, managers and responsibilities.

INTERVIEW QUESTIONS

- How do you manage conflicting deliverables when reporting to two or more managers?
- Isn't it simpler - and therefore more productive - to report to only one manager?
- Can you provide an example of a reporting structure that you particularly liked or disliked and why?

ENTER INTERVIEW COMMENTS HERE

HOURS

DESCRIPTION

The Hours scale represents the range of work schedules that can be found in various roles. On the left end of the scale is variable, which describes a role where the work hours are not fixed and may change frequently. On the right end of the scale is regular, where the working hours do not change and are typically standard office hours (e.g. 9-5).

RESULTS



Ava has indicated a preference for a work schedule that is regular, where the working hours are fixed. This candidate prefers to complete work at times that are more traditionally associated with conducting business (e.g. 9-5). Ava has determined this is the most convenient time to work and/or the time of highest personal productivity.

INTERVIEW QUESTIONS

- What kind of work schedule did you have in your old job and how did you find that?
- Do you prefer to know how each day's schedule looks in advance?
- If you could determine your own working schedule, what would it look like?

ENTER INTERVIEW COMMENTS HERE

COMPENSATION

DESCRIPTION

The Compensation scale represents the type of reward structures and remuneration that can be found in various roles. On the left end of scale is variable, which describes a reward package that is heavily based on results and consists of less guaranteed pay combined with a large variable component. Commission-based pay for sales employees is a common example of variable pay. On the right end of the scale is fixed, which represents a reward package that is largely static, with a minimal or no variable portion.

RESULTS



Ava has indicated a preference for a compensation package that is largely variable. Ava would likely be motivated by having a significant portion of their overall rewards package based on performance against certain metrics, goals and targets. For example, this could take the form of commission for sales roles, performance related bonuses or profit-sharing.

INTERVIEW QUESTIONS

- What kind of pay-for-results package did you have in your old job and how did you find that?
- How do you think top performers should be rewarded?
- What is the highest percentage of your salary you would put "at-risk" based on achieving performance targets?

ENTER INTERVIEW COMMENTS HERE