

Personality Factors	Lower Scores	JR	JG	Higher Scores
Warmth	Reserved - impersonal, distant, cool, reserved	2	9	Warm - outgoing, attentive to others, participative
Use teamwork and communication skills questions	May need to draw out JR, whereas JG is likely to be open. Check fit with customer - does it appear that the candidate is too distant, and may appear too impersonal?		How will the team respond to a warm, open person in the team? How does that fit with the current make-up of the team? Empathy for customers may be useful, but probe for the reality.	
Reasoning	Concrete - lower general mental capacity, less able to handle complex or abstract problems	3	8	Abstract - higher general mental capacity, bright, more intelligent
Use decision & judgement, adaptability & flexibility questions + ability tests	How will the candidate deal with more complex issues or be able to pick up new skills/adapt to new technology and challenges? Check job fit for both candidates.		How will this candidate handle the day-to-day routine activities? Some answers may be straightforward, so overthinking may be an issue. May need to be mentally stimulated.	
Emotional Stability	Reactive - easily upset, less controlled emotionally, changeable	3	8	Emotionally Stable - adaptive, mature, faces reality calmly
Use resilience & tenacity and customer focus questions	Check examples of when candidates have reacted to pressure or customer issue. You need to bottom out the view that he/she can become easily upset. Is it a job/team fit issue?		Check the reality of this perception through probing, using the suggested areas.	
Dominance	Deferential - co-operative, avoids conflict, obedient, easily led, submissive	6	6	Dominant - forceful, assertive, competitive, aggressive
Use teamwork and communication skills questions	Similar reports: in both cases they report to be neither over-assertive nor submissive which is in the norm.		Can BOTH candidates handle the customers and issues and how?	
Liveliness	Serious - restrained introspective, silent	5	9	Lively - animated, cheerful, expressive
Use communication skills and customer focus questions	The key is to check how the candidates come across at interview. A candidate may still be focussed on the customer, but may be less lively and chatty, this could work either way. It's how they handle and deliver the role/results?		In addition, will this candidate distract others? Check for team fit.	
Rule-consciousness	Expedient - non-conforming, disregards rules	3	8	Rule-Conscious - dutiful, staid, rule-bound
Use decision-making & judgement, adaptability & flexibility and customer focus questions	What would be the impact or processes not being followed? What would be the impact of following rules to the tee? What would happen if new ideas came to the fore and processes need to be changed?		Will this candidate be able to adapt or tweak processes as needed? The impact of both reported scores needs to be explored.	

Personality Factors	Lower Scores	JR	JG	Higher Scores
Social Boldness	Shy - timid, hesitant, intimidated	7	8	Socially Bold - venturesome, uninhibited, thick-skinned
Use resilience & tenacity, communication skills and customer focus questions	Some scores indicate that this candidate may be quiet, restrained, there appears to be some confidence where they report that they tend to be less intimidated by certain circumstances.			Again, this candidate may not be too worried by issues or criticism. It may be that both candidates are comfortable handling customer issues and can both deal with flack. Probe to find out.
Sensitivity	Utilitarian - objective, tough-minded, no-nonsense, self-reliant	6	6	Sensitive - tender-minded, intuitive, sentimental
Use resilience & tenacity and communication skills questions	No marked differences - check using questions probing where they may have not handled pressure situations			Also check how candidates handle criticism or negative customer feedback.
Vigilance	Trusting - accepting, unsuspecting, unconditional	3	4	Vigilant - suspicious, sceptical, distrustful
Use customer focus, teamwork and drives for results questions	Will BOTH candidates allow the customer to persuade them so that the problem can be resolved? Also check out trust within the team. Will they probe to check out intent? Are they too accepting, when they should be challenging? What environment have they come from?			
Abstracted	Grounded - practical, solution-oriented, steady	3	8	Abstracted - imaginative, ideas-oriented, impractical
Use decision-making & judgement questions	To what extent can this candidate think laterally to resolve issues?			To what extent will this candidate be grounded and use well-proven methods?
Privateness	Forthright - genuine honest, artless, unpretentious	3	3	Private - discreet, detached, astute, non-disclosing
Use communication skills & teamwork questions	How will the candidate communicate with the team and interact with stakeholders? There is a difference between honestly and tactless which may impact adversely.			
Apprehension	Self-assured - Confident, self-assured self-satisfied, secure	3	8	Apprehensive - self-doubting, insecure, worrying, lacking in confidence
Use drive for results and communication skills	How does this confidence stack up when handling pressure or difficult situations? Link with social boldness, low warmth/directness, so check team and job fit.			How will insecurity manifest itself? Higher emotional stability so is this inner self-confidence? Is the previous reported extroversion linked to this in any way? How does this impact upon interaction/decisions and results? Probe job/team fit.

Personality Factors	Lower Scores	JR	JG	Higher Scores
Openness to Change	Traditional - attached to familiar, conservative, respects traditions, the way we do things here	6	6	Open to Change - open to change, experimental, critical, free thinking
Use adaptability& flexibility questions	Both candidates report that there are times when they prefer traditional methods and other times when they are more open.		Check for critical incidents where these situations apply.	
Self-reliance	Group-oriented - affiliative, team-oriented, collaborative style	5	5	Self-reliant - solitary, resourceful, self-reliant, self-sufficient
Use team work questions	Reported balanced between team work and solitary work			
Perfectionism	Tolerates Disorder - flexible, undisciplined, lax, impulsive, lack of self-control	8	4	Perfectionist - organised, self-disciplined, precise, controlled
Use adaptability & flexibility and drive for results questions	Reports organised, measured approach, can the candidate build in flexibility where needed?		Check organisation skills and how this impacts upon priorities/ customers. There is a difference between flexibility and disorganisation so probe for details	
Tension	Relaxed - lack of urgency, relaxed, placid, patient	5	7	Tense - high energy, impatient, driven, time-driven, over-wrought
Use communication skills and drive for results questions	Reports balance - find situation evidence of where candidate can feel relaxed or tense.		This is important to explore given the earlier apprehension and emotional maturity reported score. Is it incident or person driven? Find the triggers through probing.	