



The EBW Emotional Intelligence System for Business

Understand the Impact - Know the Full Potential

Recruitment Interview Report

for

John Down

(Example Report with one Emotional Behavioural Cluster)

EBWTM
Emotions & Behaviour at Work

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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 John 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 14.08.2013.

Content

The report is divided into the following sections:

- Guidance on using the EBW Recruitment Report
- 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 John and to explore his suitability for the job role. It should be made clear to John 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 a candidate's Business Emotional Intelligence and to investigate how key emotions and behaviours can impact on the candidate's potential for success. As such, this report should not be treated as a definitive profile of the candidate'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 candidate's responses are compared against a norm group (e.g. college graduates) and bespoke questions provided that are 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 of the candidate.

- Record all the candidate's answers under each emotional behavioural cluster. It is important to keep an accurate record of the candidate'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

Assessment Overview

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

John tends to be quite ambitious and can be enthused and positive about his work, putting a fair amount of energy into it.

John is a competitive person who likes to win and to have an impact on others, enjoying high profile roles.

Slightly more comfortable with uncertainty and change than most people, John is able to adapt quite quickly and be open to new ideas and approaches.

Likely to be supportive and accessible to colleagues, John may at times see meeting the needs of people as one of the most important parts of his job.

Reliable, organised and consistent, John is very concerned to meet his commitments and to do so in a way that is acceptable to those around him.

John is broadly comfortable dealing with the day-to-day stresses of life but may be slightly better than many in coping with pressure and managing his emotions.

John responses suggest he is very aware of his own feelings and abilities and uses this to guide the way he acts and interprets situations.

The feedback narrative in this section of the report is based on John Down'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 candidate's emotional drive for this type of behaviour and how comfortable they will find the questions and how much emphasis and time you may want to spend on each question.

Decisiveness

The capacity and preparedness to take decisions, accept responsibility and take the initiative. Provides clarity on issues and is prepared to be assertive.

Behavioural Indicator



Feedback

John has scored at the high end of the Decisive Scale. People who score highly in this area are generally comfortable making decisions and are prepared to make decisions quickly and firmly. They are relatively comfortable making important decisions that have an impact on others and are less likely than most to put things off or avoid making commitments. They like things to be clear and so 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. They may also seem impatient, particularly of those that need a lot of time to think things through.

Whilst their desire to resolve issues clearly and move things forward 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 their roles out or how good their decisions will be.

Those, like John, 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 and high on Empathy, as John does, may find making objective decisions difficult, tending to focus on the people impact of their decisions.

Whilst those who score high on Decisive may occasionally make decisions without full consideration, those who are also high Conscientious (like John) are more likely to ensure that they have observed the proper procedures and considered the relevant information.

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					