

CONVERSATION 1

UNDERSTANDING YOUR DESIGN

CONFIDENTIAL

Fact: Avoiding one bad hire pays for a lifetime of using the Career Direct system.

Personality profiling increases accuracy of a successful hire to 53%, Job profiling even higher. Studies by John Hunter at Michigan State University found that the interview process is only 14% accurate in predicting a successful hire, that background checking has a 26% accuracy, while aptitude and personality profiling has a 53% accuracy and that job profiling increases the accuracy to 75%. **Let's do the Job profiling now!**

1. POSITION

Fill in the title of the position for which you are hiring

2. SKILLS: See annexure A for definitions

What skills and training requirements are necessary for this position?

Think about the job, now take each skills category and assess how important it is for success in the job. Using the following scale, please decide the degree to which the statement accurately describes the position:

1. Very low (VL)
2. Low (L)
3. Moderately Low (ML)
4. Midrange (MR)
5. Moderately High (MH)
6. High (H)
7. Very High (VH)

SKILLS	1 VL	2 L	3 ML	4 MR	5 MH	6 H	7 VH
Analytical							
Artistic							
Athletic							
Clerical							
Cross-cultural							
Interpersonal							
Managing							
Marketing							
Mathematical							
Mechanical							
Musical							
Organising							
Working with others							
Writing							
Other: Please specify							

3. GENERAL INTERESTS: See annexure B for definitions

What are the general Interest requirements necessary for the vacant position?

	GENERAL INTERESTS	1 VL	2 L	3 ML	4 MR	5 MH	6 H	7 VH
1.	Animal Care							
2.	Artistic							
3	Athletic							
4.	Civil Design							
5	Clerical							
6	Communication Large Groups							
7.	Counseling							
8.	Customer Service							
9.	Hotel/Restaurant Service:							
10.	Educational							

11	Electronic/Machines							
12.	Entertainment							
13	Factory							
14.	Farming							
15	Financial							
16.	Food							
17.	Hand Construction							
18.	Health Service/Support							
19	International							
20.	Landscaping							
21	Management							
22.	Math							
23.	Musical							
24.	Political Communication							
25.	Provide Medical Care:							
26.	Religious							
27	Research Nature							
28	Research Medical							
29.	Risky Activities							
30	Sales Communication							
31.	Science Research							
32.	Security							
33	Self-employment							
34.	Styling							
35.	Transportation							
36	Writing Communication							

4. PERSONALITY TRAITS

What are the personality requirements necessary for the vacant position?

After reading each statement, decide on the degree to which the position requires certain personality traits:

1. Think about your rating by starting from the middle, namely the rating M.
2. Decide if the position requires a specific personality that is more to the left or to the right if you are not rating it a 4.
3. If you tend to rate it more to the left, then decide if it is **completely** to the left (a L3 rating), **mostly** to the left (a L2 rating), or **slightly** to the left (a L1 rating)
4. Apply the same guideline if you tend to rate it more towards the right: **completely** to the right (a R3 rating), **mostly** to the right (a R2 rating), or **slightly** to the right (a R1 rating)

	L3	L2	L1	M	R1	R2	R3	
Personality Traits								Personality Traits
Compliant								Dominant
Introverted								Extroverted
Detached								Compassion
Unstructured								Conscientious
Cautious								Adventurous
Conventional								Innovative
Pliable								Assertive
Conforming								Independent
Tactful								Blunt
Distant								Enthusiastic
Reserved								Social
Quiet								Verbal
Neutral								Sympathetic
Objective								Supportive
Questioning								Tolerant
Improvising								Precise
Spontaneous								Organised
Indifferent								Achieving
Conservative								Daring
Content								Ambitious
Predictable								Imaginative
Traditional								Clever

5. EXPECTED WORK BEHAVIOUR

DIRECTIONS

- **FOCUS:** This is based your response on what you as employer or manager expects of the job incumbent at work
- **RESPOND:** Rate each group of four lines on a 1, 2, 3,4 scale with **1 being the behaviour LEAST** needed in the job/descriptive of you and **4 being the behaviour MOST** needed to succeed/descriptive of you in the job
- Use all ratings (1,2,3,4) in each group and use each rating (1,2,3,4) only once in each group

⇒		
	Enthusiastic	Energetic, eager or zealous
	Loyal	Faithful, dependable or steadfast
	Detailed	Particular, meticulous, pays careful attention
	Commanding	Directs others with authority, exercises dominating influence
⇒		
	Lenient	Not strict nor harsh, merciful or generous
	Expressive	Easily communicates thoughts, feelings, ideas or moods
	Decisive	Conclusive, firm, comfortable in decision making or problem solving
	Particular	Concerned with and attentive to details , meticulous
⇒		
	Convincing	Believable, plausible, able to be persuasive
	Tough Minded	Determined, not easily swayed, realistic
	Meticulous	Extremely careful and precise, concerned with details
	Kind	Friendly, generous and warm-hearted
⇒		
	Independent	Self-reliant, prefers to operate free from influence and control of others
	Follow Rules	Likes to follow established procedure, instructions or guidelines
	Peaceful	Calm, tranquil, free from hostility and conflict
	Fun loving	Playful, amusing, enjoys yokes, pleasure, amusement
⇒		
	High Standards	Insists on excellence, high quality or precision
	Understanding	Tolerant, accepting, responsive to thoughts and feelings of others
	People oriented	Likes to interact with different people, social, outgoing
	Daring	Adventurous, bold, willing to take risks
⇒		
	Charitable	Generously gives to the needs of others, lenient, concerned with others

	Lively	Energetic, vigorous, full of life and spirit
	Risk taker	Daring willing to take chances, open to uncertainty
	Serious	Sober, grave, in earnest, concerned
⇒		
	Cheerful	Happy pleasant, merry willing in disposition
	Courageous	Faces danger with confidence, brave, valiant
	Precise	Likes to be exact, definite accurate or correct
	Merciful	Full of compassion, kind, forgiving
⇒		
	Confident	Full of assurance and certainty, bold, self assured
	Logical	Prefers to use clear reasoning, analytical, rational
	Supportive	Furnishes assistance with practical needs, aids in the causes and interest of others
	Inspiring	Stimulates the mind, actions or emotions of others, arousing, guiding
⇒		
	Conscientious	Thorough, painstakingly ,careful principled
	Patient	Capable of calmly enduring tolerant, understanding
	Good mixer	Sociable, interacts easily with people outgoing
	Fearless	Bold, unafraid, brave
⇒		
	Non conforming	Resists rules, beliefs, bounds, or customs of others
	Talkative	Inclined to talk frequently, verbal
	Gentle	Kind, patient, amiable, tender
	Analytical	Given to careful, methodical examination studious logical
⇒		
	Organized	Orderly, systematic, structured
	Assertive	States one position boldly, confident self assured
	Popular	Widely liked and appreciated or sought after for company
	Even-paced	Steady, consistent, balanced
⇒		
	Good listener	Pays careful attention to what is said, makes effort to listen well
	Factual	Relies on facts rather than rumour, or innuendo, realistic
	Take charge	Assumes responsibility command or control
	Uninhibited	Open, free from traditional constraints, unrestrained
⇒		
	Aggressive	Bold, assertive, enterprising

	Cooperative	Works well with others, compliant willing
	Vibrant	High energy or activity, vigorous, lively, vital
	Accurate	Free from error, wants to be correct, conforming to fact
⇒		
	Efficient	Works with a minimum of wasted or unnecessary effort
	Direct	Candid, frank, straight forward
	Gracious	Kind, courteous, compassionate, warm
	Excitable	Capable of being easily excited aroused or stirred-up
⇒		
	Influencing	Can cause others to change their minds able to sway of other's action
	Accommodating	Responsive or helpful to others, obliging adaptable
	Focused	Able to concentrate attention, not easily distracted, able to direct towards a purpose
	Frank	Candid, straightforward, direct, open, sincere
⇒		
	Agreeable	Pleasant and pleasing to others, suitable and conforming
	Animated	Lively, vigorous, energetic, zestful
	Forceful	Pushy direct or strongly persuasive
	Systematic	Methodical, purposeful, orderly, procedure oriented

6. VOCATIONAL CATEGORIES

Please indicate to what extent percentage-wise the job will expect of the person to reflect the following vocational categories (the total score must add up to 100%):

		Percentage	Comments or examples or reasons why
1	DOING , for example Mechanical or Outdoor activities		
2	HELPING , for example Service		
3	INFLUENCING , for example Management/Sales, Counselling, Education		
4	ANALYZING , for example Science or Computers/Finance		
5	EXPRESSING , for example Communication, writing		

	or Artistic		
	Total	100%	

7. CHARACTER QUALITIES

What are the seven Character First qualities needed for the potential employee? Please check five areas in which the person is still working on according to the 49 Character First qualities. (Ask the person to identify these by referring to the 49 Character First qualities. Please check seven areas in which the person is the strongest according to the 49 Character First qualities. (Ask the person to identify these by referring to the 49 Character First qualities). Split CF qualities into High Middle and Low

Highest seven CF Qualities	Lowest seven CF Qualities
1	
2	
3	
4	
5	
6	
7	

8. IINTERVIEW QUESTIONS: For further details please see annexure C

Write different questions based on the areas listed in steps 2-7. Be creative and probing when determining which questions to ask. Also include the following eight accomplishments questions:

1. Refer to the past 3 years. What would you say are some of your more important accomplishments? We are interested in operational results and any other accomplishments you consider important. **Write down 4 to 5 accomplishments.**
2. Considering these accomplishments, what are some of **the reasons for your success?**
3. Were there **unusual difficulties** you had to overcome in achieving these accomplishments?
4. What two or three things do you feel **you have learned** over the past 3 years?
5. What did you **particularly like** about the past 3 years?
6. There are **always a few negatives/frustrating issues** about a position. What would you say you liked least about your work experience the past 3 years?

7. **What outcomes or results have not come up to your expectations?** We are interested in things you planned to accomplish, but failed to do so. We sometimes call them disappointments.

8. What are **some of the reasons** for this?

9. ADDITIONAL COMPETENCIES

(Questions on these competencies are available on request.)

	1 Not relevant at all	2 Not very relevant	3 Relevant	4 Very relevant	5 Extremely relevant		1 Need to improve	2 Almost competent	3 Competent	4 Exceeds expectations	5 Exceptional level of competence
1.						Communication					
1.1						Listening					
1.2						Oral and Written Communication					
1.3						Oral Presentation					
1.4						Client Orientation and Customer Focus					
2.						Personal/Motivational Competencies					
2.1						Job Motivation					
2.2						Work Standards					
2.3						Initiative					
2.4						Tolerance for Stress					
2.5						Administrative Orientation					
2.6						Professional/Technical Interest					
2.7						Energy					
2.8						Attention to Detail					
2.9						Accountability and Ethical Conduct					

					Interpersonal/Sales					
2.10					Sensitivity					
2.11					Team orientation					
2.12					Tenacity					
2.13					Sales Ability/Persuasiveness Client Orientation and Customer Focus					
2.14					Impact					
2.15					Rapport Building					
2.16					Flexibility					
2.17					Negotiation					
2.18					Adaptability					
2.19					Independence					
2.20					Resilience					
					3. Decision Making					
3.1					Analysis					
3.2					Judgment					
3.3					Decisiveness					
3.4					Action and Outcome orientation					
3.5					Innovativeness (Creativity)					
3.6					Risk Taking					
3.7					Organisational Sensitivity					
3.8					Controlled Decision Making					
4					Professional Competencies Knowledge/Skills					
4.1					Technical/Professional Proficiency and knowledge					
4.2					Financial management Financial Analytical Ability					
4.3					People Management and Empowerment					
4.4					Programme and Project Management					

5.						Self-development					
5.1						Career Ambition					
5.2						Self-development Orientation					
5.3						Technical/Professional/Job Self-development					
6						Leadership competencies					
6.1						Planning and Organising					
6.2						Delegation					
6.3						Control and Monitoring					
6.4						Coaching and mentoring					
6.5						Staff Coordination					
6.6						Self-organisation					
6.7						Impact and Influence					
6.8						Change management					

10. VALUES

10.1 WORK ENVIRONMENT VALUES

	Value	Definition	Your ranking From 1-12
1	Adventure/Risks	You like to be where the action is even when it is somewhat risky. Experiencing adventure and working with the unknown and unexpected will keep you motivated in your work.	
2	Challenge	You need the opportunity to solve tough problems and work “make or break” issues. Look for difficult assignments and obstacles to overcome. Controversy is not a problem because you will enjoy restoring order where there is chaos	
3	Clean Environment	In your work, look for occupations that would not require you to get dirty or be exposed to strong outdoors. You enjoy a clean, orderly, and sanitary work environment. Your ideal work situation would be one in which the environment and job duties allow you to stay neat and clean all day	
4	Equality	You enjoy working in a career in which people are treated fairly without regard to race, gender, creed, religion, or national origin. Look for career opportunities in which workers are equally paid at the same competency level and in which all work opportunities are available without prejudice	

5	Flexible Hours	Being able to set your work schedule around other activities is highly regarded by you. Look for career opportunities in which you have some control over the hours of your work, allowing you to have a flexible schedule.	
6	Harmony	You enjoy a harmonious, agreeable work environment. Look for occupations in which you can work with little confrontation, in harmony with your co-workers and boss, and with a considerate team of individuals into which you fit.	
7	Independence	You will want to make decisions for yourself so look for considerable job autonomy. It is important that you be able to do things the way you want to do them. Everyone has to have guidelines, but it is important that you are able to experiment with your own ideas and work without someone looking over your shoulder.	
8	Outdoors	You enjoy working outdoors rather than staying inside during your work day. Look for opportunities to work in contact with nature and fresh air, even if it means working in the heat, cold, and severe weather	
9	Stability	You enjoy working in an environment of consistency, an established routine, and no surprises. You value regular hours, steady salary, and a schedule that does not change.	
10	Travel	Look for occupations in which you are able to travel and see different parts of the world. You enjoy meeting new people, taking frequent trips, and having responsibilities away from the office	
11	Variety	Look for occupations that will involve you in a variety of tasks. Frequent changes in activity will help keep you from getting bored at work. In general, you probably will be more motivated if you can work with different problems and different people on a daily basis.	
12	Well Organized	You value a highly structured and organized work environment. Seek careers in which the work environment promotes order, neatness, and systematic processes	

10.2 WORK OUTCOMES VALUES

	Value	Definition	Your ranking From 1-8
1	Career Progression	You are interested in occupations that offer a well-defined progression of career positions. You enjoy moving up in the organization so you can increase your responsibility and authority at work. Look for job settings that offer a chance to grow and develop in your field	
2	Continuing Education	You enjoy growing and developing as a professional in your career field. Having the opportunity to take development courses, workshops, or formal education is important to you. Look for job opportunities that promote personal growth through continued education.	
3	Help Others	Contributing to the welfare and growth of others is important to you and should be an integral part of your work. This could be carried out through training, teaching, counseling, encouraging, and the provision of financial resources. Your occupational choice should afford the opportunity to express your concern for others.	
4	High Income	You value being highly rewarded financially for your efforts at work. You believe a high income level is a factor needed to feel successful in your work	

5	Intellectual Stimulation	You enjoy thinking through complex issues and applying reasoning skills to solve problems. The opportunity to acquire new information and think at an intellectual level should be an important consideration in career choices	
6	Leadership	You will feel comfortable in positions of responsibility for people and resources. You are comfortable taking charge, telling others what to do, and making decisions for the group. Your work should include the opportunity to lead a team toward a common goal.	
7	Recognition	You are willing to work hard in order to be known as someone who has made his or her mark. Recognition of accomplishments will be a big motivator for you so analyze potential occupational choices carefully to be sure that a clearly defined rewards system is present	
8	Security	You would like to know that you have a job that will be around for a long period of time. Some career opportunities still have a measure of security; however, keep in mind that they are on the decline. Job security is now much more dependent on your ability to continually develop your skills to meet the changing workplace.	

10.3 LIFE VALUES

	Value	Definition	Your ranking From 1-9
1	Achievement	You set lofty goals and strive for excellence in all you do. Achieving your full potential is extremely important to you. Look for opportunities in which you are able to set high goals and see the results from your efforts.	
2	Aesthetics	Artistic expression and creativeness are high priorities in your life. You enjoy being involved in activities that make life more beautiful, where you can use your emotional sensitivity, and where you can freely express your creative views and talents.	
3	Family	Your family has a high value for you and you want to be able to take care for them whenever they need you. You consider it important to be available and involved in their activities. Having a lot of quality time with your family is important to you and should be an consideration to the occupational choices you make.	
4	Friends	Making and keeping friendships is an important part of your life. You enjoy spending time with close friends, helping them when they need you, and building and developing new friendships. You value a lifestyle that allows time to "get away" from responsibilities and enjoy time with close friends and acquaintances.	
5	Help Others	As a part of fulfilling your life purpose, you believe it is important to help others. You should make sure that your work contributes positively to the well being of others	
6	Integrity	Honesty in every area of life is a key value for you. You make every effort to keep your commitments and live by the highest standard of fairness and truth. To be sure you will not be asked to compromise your integrity, carefully evaluate the work environment and the leadership, as well as products and services of any organization you are considering for employment	
7	Leisure	Having time for entertainment and recreation are important values in your life. You enjoy a career setting where you have time away from	

		work to pursue other interests or hobbies. Look for career opportunities that allow you time to enjoy other pursuits and give you adequate time to relax and enjoy life	
8	Make Money	You believe accumulating wealth is an essential part of your happiness. You probably value a lifestyle in which you are able to have frequent vacations, live in a nice home, and drive nice automobiles; or perhaps you want to be a very generous provider to others and to the charitable causes you support.	
9	Serve God	You have indicated that your life mission involves serving God in everything you do. It will be very important for you to see how your work is contributing to that goal. Remember that all occupations offer the opportunity to serve Him. Kindness and a commitment to excellence can be an attractive light for others in the workplace.	

ADDITIONAL NOTES

What additional requirements are necessary for this position?

Source and Full recognition: Career Direct

ADDITIONAL NOTES

- Explain the greatest challenges in this job.
- State typical problematic situations in this job and how these are or are can be resolved.
- In one paragraph, describe the major purpose of this job i.e.: Why it exists and Its expected end results.
- Principal accountabilities describe the major objectives of this job, and not the tasks/duties that arise from these accountabilities. Only list the most important accountabilities
- The total value of the budget allocated for operational purposes, for which the job holder is accountable
- Decision-making required in this job
- Description and purpose of interaction required, within and outside

