IDENTI3®
Discover your potential

Recruitment Questionnaire

Name : Sample Two
Designation : Admin and Finance Director
Industry :
Total Working Exp : 25
Yrs in Organization :

Professional Edition
Recruitment Questionnaire

Date of Completion: 30 November 2006
Prepared By IDENTI3
Commissioned by Sample Company Pty Ltd
Version 1.0

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FOREWORD

This report generates the 'IDENTI3 Recruitment Questionnaire'. The IDENTI3 Recruitment Questionnaire does not supersede other IDENTI3 reports and can be used concurrently with other reports. When the Candidate completes the IDENTI3 questions, the online system generates this IDENTI3 Recruitment Questionnaire which the recruiting manager can make use of in subsequent/follow-up interviews with this candidate.

"Motivation is a fire from within. If someone else tries to light that fire under you, chances are it will burn very briefly."

Stephen R. Covey

HOW IS THIS REPORT STRUCTURED?

The IDENTI3 Recruitment Questionnaire is divided into 5 areas.

These four areas are:
Part 1 - Traits Based Questions;
Part 2 - Identi3 Type Questions;
Part 3 - Techniques Based Questions;
Part 4 - Context Based Questions and
Part 5 - Frequently Asked Questions.

In Part 1, a set of Traits based questions is generated, based on the candidate's Personal Values Profile (PVP). These questions aim to help you understand the cognitive as well as the behavioural aspects of the candidate's personality. The cognitive questions usually start with "How did you...?" or "What do you think of ...". The behavioural aspect of these questions usually starts with "Describe a time when you..." or "When was the last time you ..."? Cognitive questions allow you to understand the thought process of the candidate whereas behavioural questions help you to understand how the candidate handled some issues in the past. Both types of questions are important. They should be used in equal weightage. It is important that the interviewer is acquainted with the 'Traits-to-Job Fit' technique to be able to assess a proper job-fit.

In Part 2, a series of questions are suggested based on the Candidate's Identi3 Type. As the Identi3 Type are derived based on the Candidate's strengths, you may want to use these questions to draw out the Candidate's abilities base on these attributes.

In Part 3, the Techniques based questions aim to find out the techniques that the Candidate possesses. Traits are inherent in one's personality whereas 'Techniques' encompasses skills, knowledge, experience, and attitude that the candidate may pick up over time but may lose without constant practice. In this area, the questions are further broken down into 2 areas: (i) Person-to-Job Fit and (ii) People-to-Team Fit. The questions will help the interviewer find out how the candidate may assimilate into the job and how they may fit with their team members. In using these questionnaires, having the right traits (Part 1) and having the right techniques (Part 2), will indicate that the candidate has competency for the job. One without the other doesn't make the candidate fully competent.

In Part 4, the Context based questions will guide the interviewer to find out more about the background of the candidate and the current environment they are operating in. This will help the interviewer assess if the candidate will fit within the organization's culture, and the chances this candidate will remain within the organization.

In Part 5, the blank spaces let the interviewer document the type of questions the candidate asks. In section two, a list of generic questions that candidates are likely to ask is provided. This is a guide to help the interviewer(s) answer them.

HOW SHOULD AN INTERVIEWER USE THIS REPORT?

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An interviewer needs to set the interview ambience right. He needs to make the candidate feel comfortable for a more productive interview session. It will also increase the chances of him accepting your offer should you decide to make one. Ask a couple of disarming questions, such as offer them a drink and/or ask if they had any trouble getting there.

As an interviewer, you want to minimise candidates' need to hide or 'mask themselves' in the way they think will most improve their chances. This can be done through a simple explanation that the interview is beneficial for both parties. The candidate should find a job where he can be happy working for a long time and an Organization should recruit a candidate who fits in well. Short-term job-fit does not benefit either party. It does not matter if they are rejected or if they turn down the hiring company if the fit is not right. The candidate should not take rejection personally.

Once you have prepared the candidate with the right frame of mind, the IDENTI3 Recruitment Questionnaire will allow you to probe deeper. These questions are not meant to be an exhaustive list nor should you rely exclusively on them. There is also no need to ask all the questions stated. Some questions can render the others obsolete.

When it comes to the skills and job interview questions, you do not need to plod dogmatically through the list. You can for example present their personality test data to the candidate, and ask whether they think it is accurate? How might they go about tackling their weaknesses?

At times, you will need to re-phrase the question so that it is more targeted. The Interviewer may use the questions from the other areas where and when he feels appropriate i.e. If the candidate scores high in Hard Work, you can use the questions low in Hard Work as an interview question, to see if they can challenge their tendency to follow due process, and if they are able to find more efficient ways of working. As an interviewer, you need to be able to ask the right questions and be able to adapt and respond to the situation as appropriate. The interviewer should ask all questions in a neutral manner, giving no signs of approval or disapproval at the candidate's response.

Also in Personality Profiling, there is no best score. Low scores do not mean poor performance; neither do high scores mean a good one. Interviewers should not try to look for the most well-suited candidate. Interviewers should not impose their expectations on the candidates.

But they should prepare the 'Traits-to-job' fit requirements so that they are mindful of the traits that they are seeking for in the candidate for the position being recruited. This is available in the training and certification module of IDENTI3.

Some candidates may have difficulty understanding words like 'Thought', 'Tactfulness', and 'Exposition'. The interviewer may need to explain the definition of these words before they can get a comprehensive response from the candidate. When answering, the candidate may bring in other sub-dimensions when elaborating on his thoughts and behaviours. As such it is important for the interviewer to be well acquainted with all the personality types, their overlaps and how they interact with each other.

Other common mistakes Interviewers may make include:

- Not asking the questions in the right sequence. Some questions come before others.
- Stereotyping, making assumptions and self-fulfilling fallacy: making an

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incomplete assessment due to watching out only for what you want to find.

- Using the word 'why', i.e. 'Why did you do this?' Using the word 'why' creates the need for the candidates to justify their actions, seeming to ask for a value judgement. You are not asking them to assess their own behaviour; that is your job.
- Leading the interview: Some interviewers may lead the candidate in the interview too much that they only uncover what they want to know, and hence do not really understand the candidate. You are building a profile.
- Tonality of voice when phasing the questions: In addition to body language and content used, the ways in which the questions are being phrased and asked will impact how the candidates perceive the questions.

Sometimes, the candidate may not agree with all parts of this report due to the lack of self-awareness or when they assume a defensive stance. When people receive their reports, they will respond in 3 ways:

1. Denial and Rejection. When candidates have a different perception of themselves, they do not see their results corresponding to their expectations. Candidates usually deny and reject the report.
2. Questions and Reflection. There will be cases where candidates are not aware of their own values; or find some areas accurate, while other areas they feel are not reflective of them. They will usually ask more questions and will seek further clarification.
3. Accept and Improve. The third set of responses comes from those who see themselves in the report given. They are likely to seek clarification and ask for areas/ methods to improve themselves.

When the Interviewers use this report, they may want to understand how the products are designed. Interviewers/ Managers/ HR Practitioners/ Teachers and Coaches may also want to understand the range of IDENTI3 Methodology and Applications before they commence advising users. As an interviewer, you may want to be certified in IDENTI3 methodology. IDENTI3 distinguishes the difference between Techniques (Skills, Techniques, Experience, Attitudes, etc.) and Traits.

While a person may be taught the Techniques to perform a task, he or she may find it difficult to do it naturally or on a long-term basis if he/ she does not have the personality traits such that this is fulfilling work at which they have a natural advantage.

This IDENTI3 Recruitment Questionnaire can be combined with other interviewing tools and techniques. IDENTI3 is a validated instrument. For information on the Validity and Reliability Score, see the official IDENTI3 Website (www.IDENTI3PROFILING.com)

Depending on your organization's interview policy, you may or may not return the candidate's results to them.

LIMITATION OF THIS QUESTIONNAIRE

The IDENTI3 Recruitment Questionnaire is designed for use during the interviews. The questions are non-exhaustive and should be used as a guide only. The interviewer should adapt the questions according to the situation/job spec as appropriate.

This report also does not show the Candidate's 'Trapped and Conflict' Behaviour. The 'Trapped and Conflict' Behaviours are self-limiting behaviours of the candidate. We strongly encourage the use of further IDENTI3 reports for a more fruitful interview.

In addition, the candidate's attitude and enthusiasm level are not revealed in IDENTI3 Reports. Attitudes or enthusiasm are largely a product of effective management, job

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satisfaction and circumstantial factors.

IDENTI3 recommends looking at Traits for assessing personality fit rather than desire for the job.

SUGGESTED INSTRUCTIONS FOR THE INTERVIEWER

You may want to use the following instructions where necessary. The following instruction aims to remove/ reduce the candidate's need to mask himself for the interview:

"Thank you for attending this interview. This interview is important for both you and for the hiring company. The purpose of this interview is to assess if there is proper expectation from both parties. Short term acceptance does not benefit both parties. The organization needs to see if you possess the relevant character and traits to suit the position and you need to assess if this is a job that you can do well and most importantly happy while doing it. It is alright if you reject our company's offer at any stage and if the company doesn't feel right about your application, please do not take the rejection personally.

Without revealing any confidential information on your current and previous employment, let us proceed with the interview. Remember that there are no 'Right' or 'Wrong' answers in an interview..."

OTHER INFORMATION

When you use this report, you agree to adhere to the End User License Agreement (EULA) found on www.IDENTI3.com. When we use 'he'/ 'him' in the report, we refer to both male and female. This report should be used under discretion and under supervision of a certified IDENTI3 Trainer. IDENTI3 does not bear responsibility for the use of its material or the conduct of any users, trainers, coaches, and consultants, certified by IDENTI3 or otherwise. IDENTI3 materials are constantly researched and updated. You may want to check our website regularly for further updates. For feedbacks or suggestions, you may reach us at support@identi3profiling.com. We welcome you to provide suggestions for improvements or insights.

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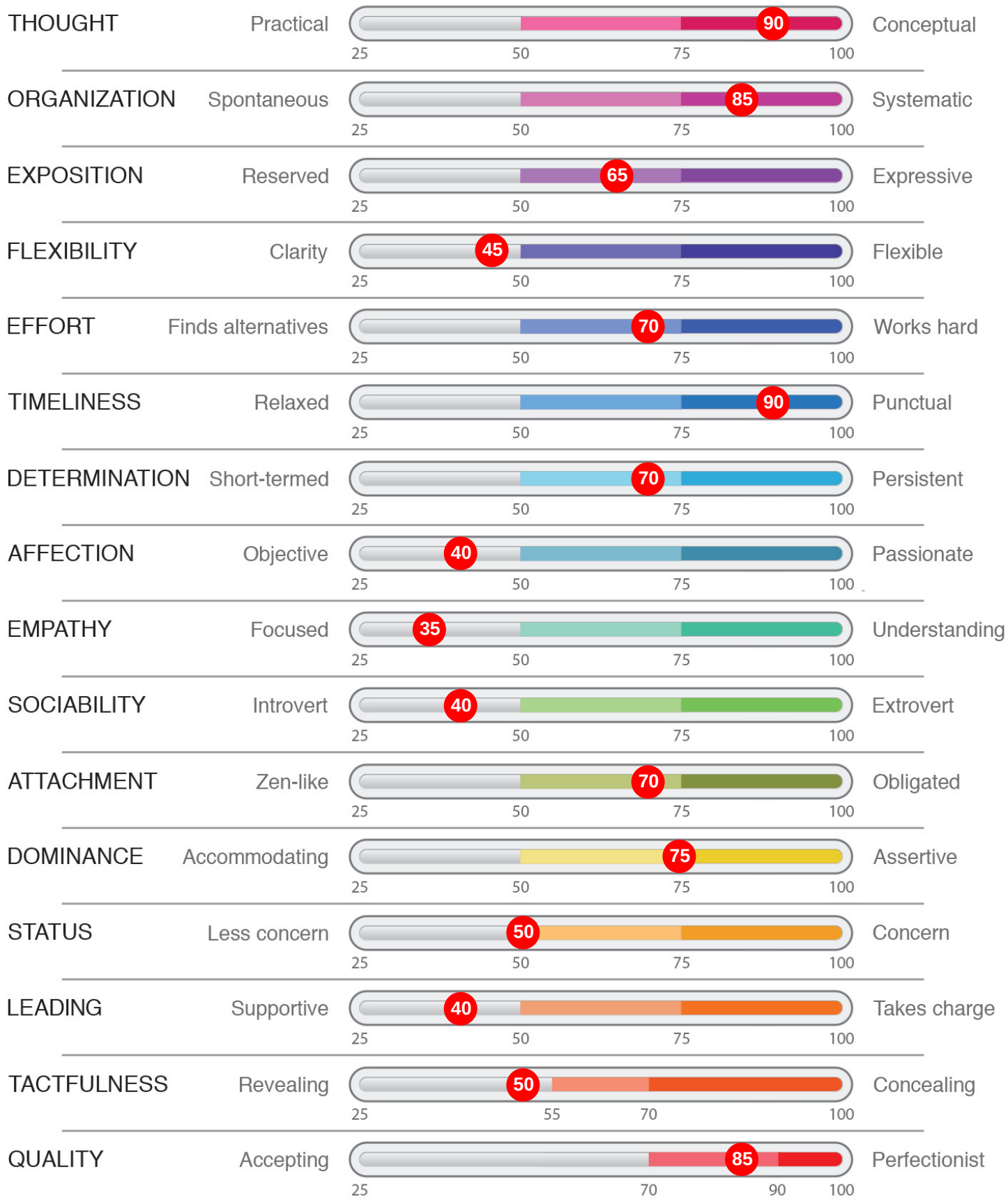
6

Profile Consistency Score



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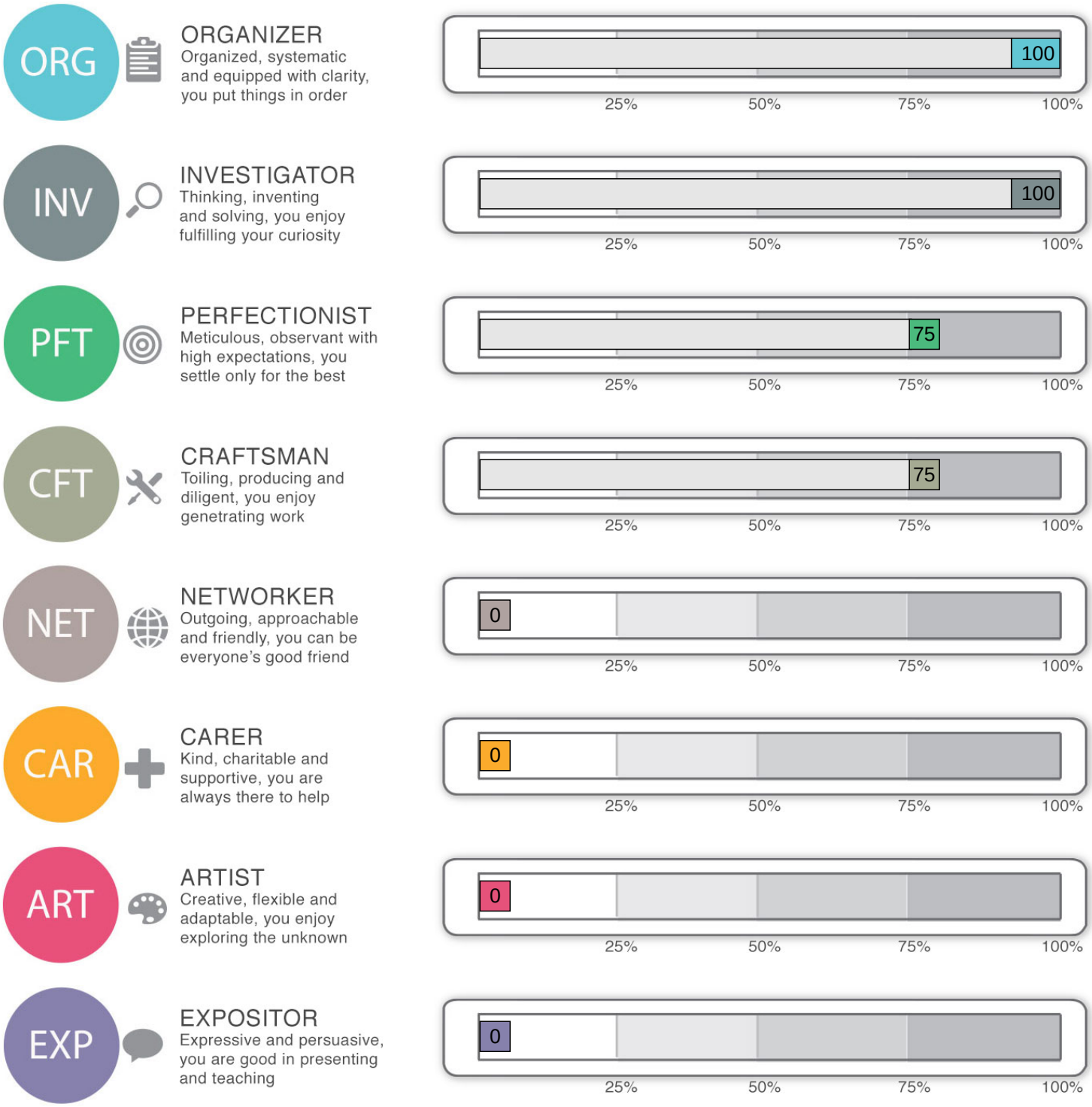
Your IDENTI3 TYPE

Identi3 Career Types are designed from research and empirical studies over 33 years. The findings show that broadly speaking, individuals have strengths in certain areas. Using the statistical method of cluster analysis, eight key types, based on their strengths, have emerged.

The following are the results of your answers from your questionnaire, arranged in your *MOST LIKELY* to *LEAST LIKELY* IDENTI3 TYPES.



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Part One - Traits Based Questions

Traits are inherent qualities of your personality. This is also important when it comes to selecting your career. Because traits are hard to change, you will find it hard to do a particular work if you do not have the matching traits.

Without the awareness of your own traits, you will find it hard to understand how you can do well in your career. Go through the results of your traits and ask yourself when and how you respond to a particular situation.

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THOUGHT

Definition

Exploration of ideas; Thought level.
(Has no relation to IQ)

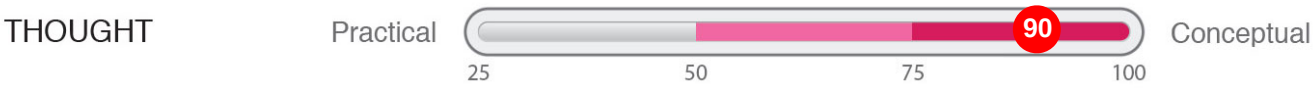
Keywords/ Description

Idea, frame, concepts, create, dream, devise, envision, imagine, invent, originate, see, think, understand, realize, image, fancy, knowledge, opinion, mental, belief, impression, perception, philosophy, spirit, thought, picture, metaphor.

Characteristics

Low in THOUGHT
Does not have the tendency to think more than necessary. Realistic and practical.

High in THOUGHT
Enjoys reading books, discussing with people to source for new ideas. Indulging in new ideas. Tendency to daydream.



Questions For High score (80-100)

- This is your score for Thought. What do you think it means? Do you think it reflects you well?
- You have a high score for Thought. People who score high on Thought tend to have a lot of ideas. What do you think of this statement? Do you think it reflects you well?
- Describe the last time when you had a good time dreaming up wonderful ideas?
- Do people describe you as a dreamy person with lots of ideas? (Note that people with lower Exposition score may have lots of original ideas but lack the presentation skills to express them convincingly. You may want to check their corresponding scores).
- Has anyone told / praised you for being full of ideas? (Note that people with lower Exposition score may not be expressive on some of their ideas. You may want to check their corresponding scores).
- Describe one of your ideas that you have applied at work and if it was well received.
- Can you think of a public or well-known figure who had a vision and successfully put it into practice?

Things To Note:

You may need to first explain what the word 'Thought' encompass. (Note that people high in Thought but lower in Exposition score may be reserved when it comes to presenting their ideas. When you get a person high in this score but not articulate, you may want to check his corresponding Exposition scores).

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ORGANIZATION

Definition

Creating work process, sequence.

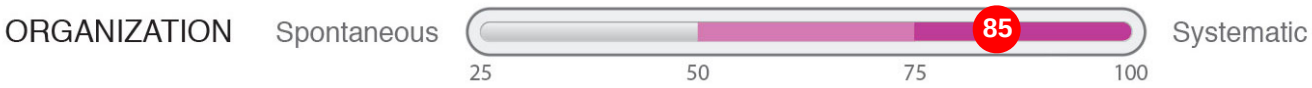
Keywords/ Description

Aim, arrange, arrangement, aspiration, block, chart, conceive, conception, contemplate, design, devise, dodge, engineer, figure, idea, intent, intend, maneuver, method, path, organization, pattern, policy, procedure, methodology, program, project, stratagem, tactics, preparation, coordinate, compile' order, process, orderly, systematic, tidy, neat, sequential, forming, efficiency.

Characteristics

Low in ORGANIZATION
Plans sufficiently and not excessively. May be rash or bold.

High in ORGANIZATION
Careful. Usually slow to make decisions.



Questions For High score (80-100)

- This is your score for Organization. What do you think it means? Do you think it reflects you well?
- You have a high score for Organization. People who score high on Organization tend to plan a lot. What do you think of this statement? Do you think it reflects you well?
- Describe a time when good planning helped to reduce wastage and maximise resources in your work.
- Do people describe you as an organised person?
- Do you feel that people tend to seek your opinion on planning work?

Things To Note:

- N.A.

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EXPOSITION

Definition

Method(s) of expression.

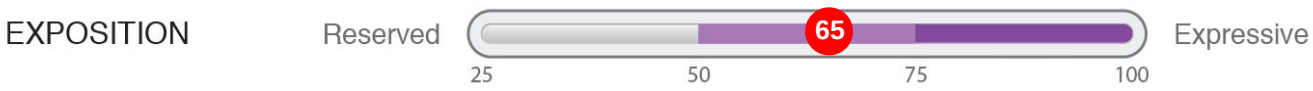
Keywords/ Description

Comment, demonstration, display, exhibition, explanation, presentation, show, theme, speak, speech, voice, write, language, communicate, eloquent, fluent, dramatic, meaningful, shape, symbolize, sports, physical built, psychomotor skills.

Characteristics

Low in EXPOSITION
Specific language skill/ lower ability to express oneself well.

High in EXPOSITION
May have multiple language/ Presentation ability; Ability may see the candidate do better in dressing or sports.



Questions For Medium score (55-75)

- This is your score for Exposition. This means that you sometimes express yourself a lot and sometimes you can be quite reserved. Do you think it reflects you well?
- Under what circumstances do you feel that you express yourself a lot and when do you keep quiet?
- If you have to deliver your thoughts or ideas, how would you approach it?

Things To Note:

- N.A.

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FLEXIBILITY

Definition Tolerance for uncertainty.

Keywords/ Description Ambiguous, formal-casual, changeable, Abide, accept, allow, bear, endure, allowance, patience, suspicious, vague.

Characteristics

Low in FLEXIBILITY
Needs clarity, policy; procedure probes deeply, thoroughly.

High in FLEXIBILITY
Casual, carefree, easy-going, Ask broad-based questions. Easily satisfied with basic answers. More accommodating.

Questions For Low score (30-50)

- This is your score for Flexibility. What do you think it means? Do you think it reflects you well?
- You have a lower score for Flexibility.. People who score low on Flexibility need clarity in the things that they do. What do you think of this statement? Do you think it reflects you well?
- How comfortable are you to proceed ahead with a task or project where there is no one to brief you, or which nobody has done before?
- Describe the last time when there were lots of certainty/ clarity in your work?
- Describe a time where you took a risk at work.
- Do people describe you as someone who doesn't take risks?
- Is your routine important to you?

Things To Note:

You may need to first explain what Flexibility means.

Low in Flexibility can be explained as having difficulty in accepting the unknowns. When a person is rated low in this sub-dimension, it means he feels uncomfortable in accepting things that he doesn't know.

Note that low Flexibility may be mistaken for high Dominance.

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Yrs in Organization :

EFFORT

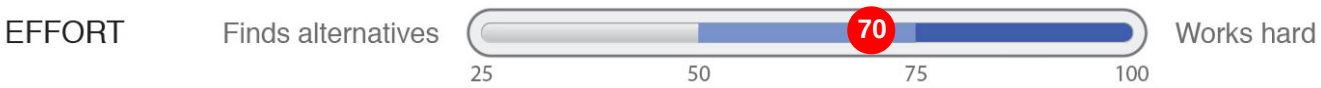
Definition Attitude towards WORK.

Keywords/ Description Hours (Long, short), Efforts, Toil, Effort, Lack of Efforts, Drive, Achievement, Accomplishment. Work, Business. Active, Activity, Occupied, Hard (at it), Diligent, Challenges, Obstacles, Discipline, task.

Characteristics

Low in EFFORT
Person puts in lesser effort.

High in EFFORT
Person works hard, toils long hours and constantly keeps himself busy



Questions For Medium score (55-75)

- This is your score for Effort. This means that you fluctuate between working hard and at times seeking ways to take 'shortcuts' (working smart). Do you think this reflects you well?
- In the past, how did you balance between working hard and working smart?
- Tell us a recent situation when you put in a lot of effort, and one where you achieved the same result as others but with minimal labour.
- Tell us about a time when you were juggling a lot of tasks at once. How did you manage your work?
- If you can reduce the number of steps in a project, will you do it? Under what circumstances would you do it and what might deter you from taking a 'shortcut'?

Things To Note:

- N.A.

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Yrs in Organization :

TIMELINESS

Definition Attitude towards time.

Keywords/ Description Movement, advance, early, late, occasionally, frequent, response, sometimes, prompt, punctual, often, repeatedly, speed, insincere, readiness.

Characteristics

Low in TIMELINESS
Not observant in time

High in TIMELINESS
Highly observant in time

Questions For High score (80-100)

- This is your score for Timeliness. What do you think it means? Do you think it reflects you well?
- You have a higher score for Timeliness. This probably means that you make sure you turn up early for your appointments and always deliver on time as promised. What do you think of this statement? Do you think it reflects you well?
- How do you feel about people who do not make an effort to be punctual?
- Describe a time when you had to hurry others?
- Are there any disadvantages to finishing work ahead of deadline?
- Was there an occasion when you deliberately turned up late? How did you feel?
- Do you feel that you are often pressured by time? How do you deal with it?

Things To Note:

A candidate with a high score in Timeliness usually feels bad when they are late.

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DETERMINATION

Definition

Perseverance, determination.

Keywords/ Description

Insistent, perseverance, determination, completed tasks, endurance, follow-through, fortitude, strength, persistent, resolute, continue, hang, hold, keep, pursue, remain, relentless, tireless.

Characteristics

Low in DETERMINATION
Gives up easily

High in DETERMINATION
Determined in completing task

Questions For Medium score (50-70)

- This is your score for Determination. This means that you fluctuate between persevering at times but giving up easily at other times. Do you think it reflects you well?
- Describe an occasion you have persevered when others might have quit.
- Describe an occasion when deciding to bow out proved to be a right decision.
- What might you tell a person who continues working on projects that would yield very little or no results?
- Under what circumstances do you decide to persevere and when to move on?
- Tell us about an obstacle (or particular situation) that made it difficult to accomplish a goal or task.

Things To Note:

- N.A.

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QUALITY

Definition

Appreciation towards details, quality.

Keywords/ Description

Meticulous, quality, observant, excellence, merit, distinction, aesthetic, beautiful, great, above-average, superb, noticeable, alert, attentive, sharp-eyed, vigilant, eye, visual, watch, monitor, standardizing, satisfaction, better, best, compliments.

Characteristics

Low in QUALITY
Less concerned with quality of work

High in QUALITY
Detailed, meticulous, observant, quick to pick out abnormalities

Questions For Medium score (80-85)

- This is your score for Quality. This means that you fluctuate between being very particular over quality and details at times while accepting less than perfect quality at other times. Do you think it reflects you well?
- What motivates you to decide to be a perfectionist and when do you 'make-do' with?
- Tell us about a quality issue that made it difficult to accomplish a goal or task.
- To what extent will you pursue perfection/ excellence? When do you do it, and when is not necessary?

Things To Note:

- N.A.

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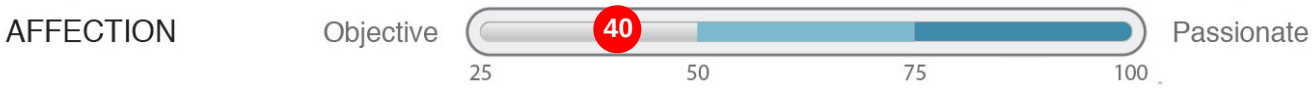
AFFECTION

Definition Emotional Needs.

Keywords/ Description Love, romance, interest, attachment, devotion, heart, friendship, warm, passion, inclination, liking, take, regard, amiable, fond, maternal, intimate, dearly, emotional, subjective-objective.

Characteristics

Low in AFFECTION
Subjective person. Need to be with people. The 'Taker' in a relationship.



Questions For Low score (30-50)

- This is your score for Affection. What do you think it means? Do you think it reflects you well?
- You have a lower score for Affection. People who score lower on Affection are more objective. They are more ruled by reasons than emotions. This helps them make more informed judgments. What do you think of this statement? Do you think it reflects you well?
- Describe a time when you were emotionally involved in a project. How did it turn out?
- Do you sometimes forget to display an 'emotional' reaction to a situation where this would seem like a normal response, because you are too busy rationalising it?
- Describe a situation where you made yourself view the issues from your own point of view rather than a 3rd person's point of view?
- Under what circumstances do you decide to be objective and when do you decide that you should do things based on feelings?

Things To Note:

The emotional traits tend to be confusing to understand. Most people understand emotions as one single element: You are either emotional or you are not.

In IDENTI3, we have split emotions into two strands: Affection (Take) and Empathy (Giver).

Low Affection (being objective) can easily be mistaken with low Empathy (being focused and less caring).

People are also trapped with the choices of being rationale (what the mind says) and emotional (what the heart says).

You may have to explain this to your candidate if necessary.

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EMPATHY

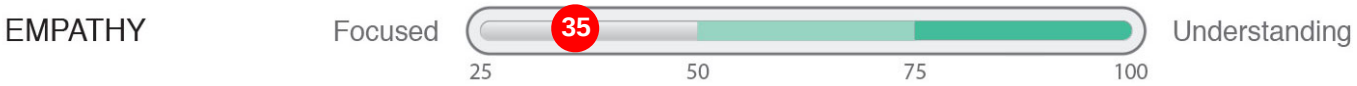
Definition Being Understanding.

Keywords/ Description Sympathetic, feel, relate, respond, understand, identification, heart, appreciation, charitable, familiarity, fatherly, humane, insight, interpretation, lenient, kind, realization, supportive, providing.

Characteristics

Low in EMPATHY
Less understanding. The 'Taker' in a relationship.

High in EMPATHY
Understanding, listener, The 'Giver' in a relationship.



Questions For Low score (30-50)

- This is your score for Empathy (Caring for others). What do you think it means? Do you think it reflects you well?
- You have a lower score for Empathy. People who are low on Empathy are more focused on their goals. They care for others to a limited extent. They feel that everyone has their own problems and they should deal with it themselves. What do you think of this statement? Do you think it reflects you well?
- To what extent will you accept excuses from someone who does not put in enough effort?
- Do you find that people are always giving excuses?
- What do you think of leaders who care too much for others that it inhibits their ability to focus on their goals?
- Do you feel that while you understand others' needs, others do not understand yours?
- Is it ok in some circumstances to subject someone else's needs to your own to get ahead? Describe a situation this has helped you to achieve.

Things To Note:

The emotional traits tend to be confusing to understand. Most people understand emotions as one single element: You are either emotional or you are not.

In IDENTI3, we have split emotions into two strands: Affection (Take) and Empathy (Giver).

Low Affection (being objective) can easily be mistaken with low Empathy (being focused and less caring).

People are also trapped with the choices of being rationale (what the mind says) and emotional (what the heart says).

You may have to explain this to your candidate if necessary.

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Name : Sample Two
Designation : Admin and Finance Director
Industry :
Gender : Female
Total Working Exp : 25
Yrs in Organization :

SOCIABILITY

Definition Interacting with people.

Keywords/ Description Fellowship, friendship, hospitable, forthcoming, friendly, approachable, outgoing, associate, mingle, mix, circle, grouping, clan, company, people, union, co-operative, acquaintance, inner, introvert- extrovert.

Characteristics

Low in SOCIABILITY
Introvert, shy. Tends to minimize contact with people.

High in SOCIABILITY
Extrovert, outgoing behavior

Questions For Low score (30-50)

- This is your score for Sociability. What do you think it means? Do you think it reflects you well?
- You have a lower score for Sociability. People who score lower on Sociability tend to stay within their circle of close friends. What do you think of this statement? Do you think it reflects you well?
- They say that a few good friends are better than a party of acquaintances. What do you think of this statement?
- Describe how you would get the contact details of a person whom you do not know personally. (i.e. your boss tasks you to find out the vice president of a company and contact him for a purpose). (Most candidates would choose a non-personal contact such as an internet search rather than a personal approach such as calling up the office).
- Are your weekends spent with a few close friends or immediate family members?
- Do you take time to warm up to others?
- Do you feel a need to help a newcomer to the company settle in with other colleagues?

Things To Note:

For some candidates (i.e. those already in sales, or in top management), not having a high sociability score is unthinkable. While the job requires them to be a social butterfly, they might be an introvert in the inside. The candidates may dispute their scores for the fear of learning the truth.

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Name : Sample Two
Designation : Admin and Finance Director
Industry :
Gender : Female
Total Working Exp : 25
Yrs in Organization :

ATTACHMENT

Definition

A person's belief in people, product, service.

Keywords/ Description

Brotherly, constant, devoted, faithful, allegiant, noble, great, steadfast, true, trustworthy, patriotic, attachment, dedication, duty, piety, reliable, beliefs.

Characteristics

Low in ATTACHMENT
Lacking in strong bonds with people.

High in ATTACHMENT
Have closer friends who are willing to share; have certain preferred brands and have strong beliefs and faith.

Questions For Medium score (55-75)

- This is your score for Attachment. This means that you fluctuate between keeping people as acquaintances and at times forming deep bonds with others. Do you think it reflects you well?
- How do you decide to invite people into your inner circle and under what circumstances do you keep people at arm's length?
- How does a company go about earning your loyalty?

Things To Note:

- N.A.

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Recruitment Questionnaire

Name	: Sample Two
Designation	: Admin and Finance Director
Industry	:
Gender	: Female
Total Working Exp	: 25
Yrs in Organization	:

DOMINANCE

Definition

The need for the person to be in control, also defining his/her territorial needs.

Keywords/ Description

Central, control, possessive, power, hold, predominance, superiority, rule, upper, supremacy, central, major, boss, command, enslave, bind, obsess, occupy, monopolize, possess, rule, tyrannize, dominion, gripe, assertive, authoritarian, dictatorial, imperative, excel, oversee, police, rein, responsibility, ownership, courage.

Characteristics

Low in DOMINANCE
Accommodating, push-over.

High in DOMINANCE
Territorial. Sense of ownership.

Questions For Medium score (55-75)

- This is your score for Dominance. This means that you fluctuate between being in Control and letting others take control. Do you think it reflects you well?
- Under what circumstances do you take command and when do you decide to give in to others?
- If there is something that you prefer to be done in a certain way, how do you react when others try to change it?
- For tasks that are under your remit, how do you react when others try to do them for you?
- How do you decide what things are more important to you such that you will defend/protect/preserve them? Can you give some examples?
- For the things that you feel are more important than others, how do you defend them when people try to replace or marginalise them?
- When you present an idea or solution that you assess to be the best but it is met with some opposition / resistance, how will you react?

Things To Note:

- N.A.

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Name : Sample Two
Designation : Admin and Finance Director
Industry :
Gender : Female
Total Working Exp : 25
Yrs in Organization :

STATUS

Definition Opinion towards place in society.

Keywords/ Description Caste, dignity, face, footing, grade, importance, level, place, position, prestige, quality, rank, reputation, standing, recognition.

Characteristics

Low in STATUS
Does not care about how people judge him/ her. Can generally expect a poor dresser.

High in STATUS
Concerned about how people view him/ her.

Questions For Low score (30-50)

- This is your score for Status. What do you think it means? Do you think it reflects you well?
- You have a lower score for Status. People who score lower on Status tend to have lesser regards for compliments and material goods. What do you think of this statement? Do you think it reflects you well?
- How will you feel if you have done your job well and do not receive any compliments for it?
- To what extent are compliments important to you?
- Is the work only worth the eventual pay-out, or is its own reward?
- Do you feel that your outlook and physical presentation is an important aspect of how others perceive you?

Things To Note:

Take note that people High in Status may not want to be seen as such. In some settings, a person who is regarded as High in Status is seen as arrogant. Participants may become defensive if he is being positioned as such. You need to validate this point tactfully.

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Name : Sample Two
Designation : Admin and Finance Director
Industry :
Gender : Female
Total Working Exp : 25
Yrs in Organization :

TACTFULNESS

Definition Perception towards people and art of managing them.

Keywords/ Description Managing, artful, tactical, tactful, designing, wily, smooth, sly, Machiavellian, crafty, calculating, serpentine, game, trick, plot, scheme, dealing, mastermind, diplomatic.

Characteristics

Low in TACTFULNESS
Sees people as friendly, warm and approachable. May be gullible.

High in TACTFULNESS
Does not believe in people easily.

Questions For Medium score (50-65)

- his is your score for Tactfulness. This means that you always suspect people of having an alterior motive or agenda. Do you think it reflects you well?
- Under what circumstances do you trust others and when do you decide to hold back?
- Do you think that you are good at hiding your emotions?
- How do you evaluate a person? (E.g. expression, conversations, presentation)

Things To Note:

- N.A.

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Name : Sample Two
Designation : Admin and Finance Director
Industry :
Gender : Female
Total Working Exp : 25
Yrs in Organization :

LEADERSHIP

Definition Ability to provide direction.

Keywords/ Description Lead, head, command, conduct, control, direction, initiate, reign, superiority, forward, influential, star, high, premier, first, hero, protagonist, chair, chief, director, pioneer, guide, moderator, courage, suggestions.

Characteristics

Low in LEADERSHIP
Response to instructions. Does not tend to influence or steer people. Usually a good supporter.

High in LEADERSHIP
Wants to steer, guide people into certain directions. Usually a good influencer.

Questions For Low score (30-50)

- This is your score for Leadership. What do you think it means? Do you think it reflects you well?
- You have a lower score for Leadership. People who score lower in Leadership tend to be a high supporter of others. A high supporter is one who assists others, especially their supervisors in their goals. What do you think of this statement? Do you think it reflects you well?
- Amongst friends and colleagues, are you more participative or are you in the role of leading them?
- Name an occasion when you have taken a backseat and supported someone else taking charge make something a success.
- Why do you think you might be uncomfortable taking a leadership role?

Things To Note:

Note that although not everyone wants to be a leader, they do not want to be seen as someone who is just a follower. It is important that you phrase low Leadership as a 'High Supporter'.

It is also important that when you interview candidates who are in senior positions, you do not embarrass them. Also, not all positions require leadership traits. Some people do a better job as a supporter. In some work environments, a specialist role can be designed for them.

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Name : Sample Two
Designation : Admin and Finance Director
Industry :
Gender : Female
Total Working Exp : 25
Yrs in Organization :

Part Two - Personality Type Questions

IDENTI3 has identified eight career/team types (Identi3 Types), which help applicants understand their strengths and give them direction as to their optimal career options. The classification also helps employers to choose interview prospects with the right skill set.

Identi3 Types make it easier for Organizations to hire, as they can assess applicants, not on the individual's perception of their strengths and weaknesses, but an accurate classification of their personality. For example, if a firm is hiring an Accountant, they can narrow the search to Organizers, Craftsman or Perfectionist types.

The following questions are generated based on the Identi3 Types of the candidate.

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Name : Sample Two
Designation : Admin and Finance Director
Industry :
Gender : Female
Total Working Exp : 25
Yrs in Organization :

The Candidate Type: **ORGANISER**

Questions For Low score (30-50)

- Do you always sit down and plan your approach before you start a task? How would you structure your approach to (insert job-specific task)?
- How do you respond to an unexpected change to your work processes, eg. if faced with a problem you'd never encountered before. Use a real-life example.
- Describe a situation where you proved adept at picking up new rules, e.g. following a legislation change. Were you able to set an example to your peers?
- Is it more important for an organisation to have clear and well-documented procedures for all its business processes, or to be able to innovate in response to changing market circumstances?
- How do you respond to a forced change to your work processes, e.g. through a management directive?

Things To Note:

Other people may be mistaken as her type if they are:

- High in Effort (When people high in Effort have a to-do list, they may appear to others as having a plan).
- High in Dominance (When things have to go their way, their demands for a particular workflow may make them look like they are organized when they are not).

Possible Conflict Behaviours:

She may be overlooked as an Organiser when she is:

- Low in Exposition and Sociability (She works in the background so no one knows that she has this ability).

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Name : Sample Two
Designation : Admin and Finance Director
Industry :
Gender : Female
Total Working Exp : 25
Yrs in Organization :

Part Three - Techniques Based Questions

Techniques are Skill, knowledge, Experience, Attitude that the Candidate may have learnt. It is important to assess if the Candidate posses the right techniques. Only with the combination of Traits and Techniques, can the Candidate be fully competent.

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Recruitment Questionnaire

Name	: Sample Two
Designation	: Admin and Finance Director
Industry	:
Gender	: Female
Total Working Exp	: 25
Yrs in Organization	:

Section One - Person to Job Fit

(i) Basics
Salary/ Salary after tax (Will you accept this job if it falls below your expectation? Is the final take home amount most important or are you okay if some of the company benefits offsets your spending amount (i.e transportation, health benefits are paid for but salary amount is lower)?
Distance from home (Is it difficult to get to the work location?)
Education Background (How do you think your choice of subjects may assist/ hinder you from doing this job well?)
Marital Status (How will Marital Status affect you from performing your role i.e frequently away from home? Can the company offer any flexibility? Can you make arrangements at home)
Additional Hours (How do you feel about having to put in extra hours? Is it easy for you to make adjustments?)
Office Environment (Are you comfortable with an open-office concept or prefers a closed workspace?)
Tell us how much you know of our Company? (Please rate from 'Not Knowledgeable' with 1 - to 'Highly Knowledgeable' with a 10)
Tell us how much you know of our industry? (Please rate from 'Not Knowledgeable' with 1 - to 'Highly Knowledgeable' with a 10)

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Recruitment Questionnaire

Name : Sample Two
Designation : Admin and Finance Director
Industry :
Gender : Female
Total Working Exp : 25
Yrs in Organization :

(ii) Interest in the Job	Always	Sometimes	Never
Tell us what motivates you to apply for this job/ stay in this industry?			
Describe the activities that you are doing to keep informed about industry developments, specifically those impacting the position.			
Describe some suggestions you have made in the past for your position/ industry.			
Tell us about a specific time in which you did something special for a guest/customer/client?			
In the past year what types of goals have you set for yourself?			
Tell us about a time when you had to change the way you did something on the job.			
What would you do for the areas that you think you may have a shortfall in?			
What are your wishes for future career or personal development (and why)?			
Describe a time when you or your group created and tried something new to bring about an improvement in service or to reduce costs.			
Describe a time when you went out of the way for your work or for your clients and how do you feel about it.			
How long was your last probation period?			

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Recruitment Questionnaire

Name : Sample Two
Designation : Admin and Finance Director
Industry :
Gender : Female
Total Working Exp : 25
Yrs in Organization :

(iii) Current Role	Always	Sometimes	Never
Describe your job/job history.			
Describe your current employment situation (Identify 'Push' Factors; Reasons for leaving)			
Please describe your key responsibilities in your current role.			
Which advantages do you find in your present job?			
Which disadvantages do you find in your present job?			
Describe the way you come to making decision at work.			
Describe the way you would implement a project.			
Describe the way you make things happen in your daily work.			
Describe where you picked up your skills in doing this job?			
Describe how you fit in with your current job (in terms of skill, experience, qualifications, knowledge, etc)?			
To what extent do you think you fit in with this job opening (in terms of skill, experience, qualifications, knowledge, etc)?			
Describe your reporting line in your current job.			
What are the courses or seminars you have attended in your last job?			

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Recruitment Questionnaire

Name : Sample Two
Designation : Admin and Finance Director
Industry :
Gender : Female
Total Working Exp : 25
Yrs in Organization :

(iv) Handling Situations	Always	Sometimes	Never
Tell us about the most angry/difficult guest/customer/ client/supplier that you have ever had to deal with.			
Tell us about a critical situation you had to manage.			
Tell us about a time when you did not understand, at first, what a guest/customer, coworker or boss was saying?			
Give us an example of a time when you had to adjust your style or communication approach to a person or a group?			
If you had the position of a _____ at our company and I was a guest/customer/client who has _____ (situation), what will you do or say to me? How will you rectify the problem? (Does the candidate's thought process go beyond current situation? How does he improve and prevents things from happening again?)			
Tell us about a specific time when someone gave you useful feedback that was meant to help you improve your performance.			
Think of a time when you were taking one course of action, but then had to change course.			
Tell us about the last big change that happened at work.			
Tell us about how you handle any major dispute amongst colleagues at work.			
When faced with a critical decision-making, who do you seek your opinion from?			

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Recruitment Questionnaire

Name : Sample Two
Designation : Admin and Finance Director
Industry :
Gender : Female
Total Working Exp : 25
Yrs in Organization :

(v) Ethics/ Work Integrity	Always	Sometimes	Never
When were the last time you worked overtime and why?			
Quite often we are pushed between getting something done quickly and doing something really well. Tell us about the last time you faced with this situation.			
Tell us about a time in which you did not feel well or just didn't feel like going to work but you did.			
Tell us about a time when you were asked to do something against your beliefs/values.			

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Recruitment Questionnaire

Name : Sample Two
Designation : Admin and Finance Director
Industry :
Gender : Female
Total Working Exp : 25
Yrs in Organization :

(vi) Other Knowledge Areas	Always	Sometimes	Never
Please describe your experience in the follow segments (its alright if you don't have any experience in this area or not formally appointed to do work in this area but has done so.			
a) Marketing - Sales/ Business Development/ Overseas- Cross Cultural Experience			
b) Finance - Business Administration - P/L responsibility			
c) Production			
d) Product development			
e) Brand management			
f) Organisation development			
g) Information Technology			
h) People Management responsibility			
i) Human resource issues			

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Recruitment Questionnaire

Name : Sample Two
Designation : Admin and Finance Director
Industry :
Gender : Female
Total Working Exp : 25
Yrs in Organization :

(vii) Management Questions	Always	Sometimes	Never
Tell us about a time when you gave someone an assignment and he or she didn't live up to your expectations.			
Tell us about an employee with whom you have had performance problems/issues.			
In your day-to-day work in managing staff, explain to me how do you make sure what needs to be accomplished is accomplished?			
Tell us about a time in which one of the employees you were working with had a personal problem that was interfering with his or her work.			
Tell us why you hired the last employee that you hired.			
Think back to a time when you had significant conflicting priorities. How did you handle them?			
Tell us about a time when you had to make a difficult decision on the spot (without additional input from your supervisor)?			
In your past experience, what were the major factors that made your company profitable or unprofitable?			
What steps did you personally take to help make the business more profitable?			
What do you think is our organization's USP?			
Tell us about a project which you were responsible for planning and implementing.			
Describe the last time you made a suggestion to change a process, service, policy or product.			
In the past year what types of goals have you set for yourself?			
Describe a time where you had to ask someone to leave.			
Tell us if there were times when you set time aside to research courses to instil your subordinates with new skills.			

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Recruitment Questionnaire

Name : Sample Two
Designation : Admin and Finance Director
Industry :
Gender : Female
Total Working Exp : 25
Yrs in Organization :

Section Two - Person to Team Fit	Always	Sometimes	Never
Without revealing any confidential information, whom do you work with in your current/ previous organization? (Draw the organization chart of your existing/ previous organization).			
How many people do you have to manage/ work with?			
Describe the way you manage internal/ external relations (i.e. supplier, superior, customer, stakeholders, other team members, etc.)			
Describe your people management style.			
Describe how you would resolve conflicts between (i) a supervisor and a subordinate, (ii) two supervisors, (iii) two subordinates (iv) a supervisor and a client/ subordinate and a client.			
Describe how others treat you? (i.e. Supervisor/ Subordinate).			
What actions have you taken in the past to help you build trust with your coworkers, staff or bosses?			
Describe a time when you created a good working relationship with someone where rapport was difficult to establish at first.			
Tell us about the last decision you had to make that affected an entire group.			
Think back to a time in which you had to deal with conflicting needs of two different employees or groups of employees?			
Think about a time when one or more of your coworkers were not doing their fair share of the work. How did you handle this situation?			
Describe a time when it was necessary to make a personal sacrifice for the sake of the people you work with or your employer			
Think back to a time in which you worked on a group project. Briefly describe the project and your role in the group.			
Tell us about a time in which you were frustrated with your manager's/ management decision?			
Tell us about a time in which an employee, who reported to you, broke a rule or policy to provide what they thought was better service to a guest/customer/client.			
How often do you have meals with your supervisor / subordinates / colleagues?			
Do you have problems reaching out to your colleagues after working hours on urgent matters?			

Doing a comparison report between the candidates can enhance the interview and existing staffs i.e. supervisors, co-workers in the company to identify potential conflicts.

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Name : Sample Two
Designation : Admin and Finance Director
Industry :
Gender : Female
Total Working Exp : 25
Yrs in Organization :

Part Four - Context Questions

Apart from Traits and Techniques, it is important to understand how the candidate will fit in with the environment.

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Recruitment Questionnaire

Name : Sample Two
Designation : Admin and Finance Director
Industry :
Gender : Female
Total Working Exp : 25
Yrs in Organization :

Section One - Person to Company culture fit	Always	Sometimes	Never
Tell us about a time when a staff/ colleague/ subordinate, broke a rule or policy to provide what they thought was better service to a guest/customer. How did you respond to it?			
Tell us about a time when you broke a rule or policy to provide what you thought was better service to a guest/customer. How did your boss(es) respond to it?			
Breaking rules within the company can be a sign that your values and beliefs are not inline with the company's. What do you think of this statement?			
Without revealing any confidential information, describe how your current company makes decisions. Who makes these decisions? How are these decisions made?			
How will you describe your current company's values and culture? (Identify the type of Organization Culture the candidate prefers and compares this with current company value and culture).			
How do you think you will fit in with our company's values and culture? Which are the areas do you think you will not fit well in?			
How did you deal with people who do not /were unable to associate or work closely with you?			
What do you think are the unspoken rules of your current/ past organization?			

Doing a Corporate Value Profiling Questionnaire can enhance the interview.

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Name : Sample Two
Designation : Admin and Finance Director
Industry :
Gender : Female
Total Working Exp : 25
Yrs in Organization :

Part Five - Candidate's Questions and Frequently Asked Questions

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Name : Sample Two
Designation : Admin and Finance Director
Industry :
Gender : Female
Total Working Exp : 25
Yrs in Organization :

Section (i) Questions that the candidates have asked.

Instructions: Ask aloud: "Are there any questions in particular you would like to discuss during this meeting?"

The candidate asked the following Questions:

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Recruitment Questionnaire

Name	: Sample Two
Designation	: Admin and Finance Director
Industry	:
Gender	: Female
Total Working Exp	: 25
Yrs in Organization	:

Section (ii) Questions that the interviewees may ask:

Part One - Traits Based Interviews

Qn: What is this questionnaire that I have done?
The questionnaire is called the IDENTI3 Profiling. It reveals what a person feels is important in their behaviour toward others, their work, and how they handle situations.

Qn: Would the results be shared with me? Do I get my results back?
(Depending on your organization's interview policy, you may or may not return the candidate's profile to them.)

Qn: Will the results be used as part of the interview evaluation process? Will my interview success be based on this questionnaire?
(This depends on your organization's interview policy.)

Qn: Will the results change? I am sure I can change my results if I were to do it again?
The results may change after some time or if the person undergoes a trauma. But in general, traits are more inherent and do not change overnight.

Unless you are deliberately trying to manipulate the outcome, multiple attempts on the questionnaire do not vary much.

Qn: What are traits and can traits change?
Traits are defined by Traits Theorists as the different elements that make up a person's character/ personality. In theory, all of us have the different traits but to varying levels and in different combinations. This gives us our personality. Traits are the core elements, which are stable and consistent over time. People sometimes reject this idea and it is true that they can make decisions not in keeping with their diagnosed 'traits', or face the same situation in a different way on a different day. This makes it difficult to belief there is continuity in our behaviour patterns.

They simply do not realize that they are simply using different traits to make decisions or modifying themselves from their original values to adapt to the situation, or to other's expectations. Regardless, they remain the same person with the same traits. Traits can change when beliefs or values are re-shaped. This can happen drastically (i.e. by suffering a shock) or over a period of time. In other words, you don't 'change' overnight but you may do things differently (external behaviour) when the situation requires so. In summary, (i) Personality does not change drastically, and (ii) People modify their behaviours (external) to adapt to their environment while internally, they stay the same.

If you would like to try to 'change' some of your traits (vs temporarily modifying your behaviour), you may want to seek help from a certified IDENTI3 Trainer.

Qn: I don't think this report is accurate. People see me differently from what this report says.
The (first) impression/ stereotype of yourself you make on others affects how people respond to you. But if you look outwards on external sources (such as people around you) to tell you who you are, you do not have a stable sense of self. If you look inwards to your personal values to find out more about yourself, you get internal alignment.

Qn: How can such a short questionnaire determine my personality?
IDENTI3 materials have undergone extensive research and have been constantly validated. The test follows a unique methodology that is able to provide insights to a person's traits with such a short set of questions, using techniques such as forced choice and psychometric profiling. IDENTI3's materials have undergone rigorous testing and have been validated and deemed reliable for use.

Qn: My report says that I am a 'High Supporter' and I will have many issues with regards to leadership/ management. I ask to differ from this opinion. If I weren't good, I will not be promoted to this position in the first place.
People are promoted to their position including those of leadership due to many reasons. We agree that many people have unique strengths that will propel them to great heights. In some organization/culture, many people are promoted based on seniority, loyalty, experience.

A leader is someone who constantly leads and manages others over other tasks. Ask yourself do you feel tired when you have to constantly lead and guide people around?
For more information on leadership structure in organizations, you may want to refer to the 'L-S' Formation in 'The Enlightened HR'.

Qn: What are psychometrics and how should I use them?
Psychometrics is a form of measurement that stems out from the school of Psychology. Psychometrics gives its users an indication of what their personalities are. This is useful as an indication or areas to improve on. Sometimes by being in denial or negative, about

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Recruitment Questionnaire

Name : Sample Two
Designation : Admin and Finance Director
Industry :
Gender : Female
Total Working Exp : 25
Yrs in Organization :

Interviewer's Notes / Official Use

HR Manager (Name):

_____
Signature:
Date:

Line Manager (Name):

_____
Signature:
Date:

Interviewer (Name):

_____
Signature:
Date:

HR Process

Recruiting Talents	**Enhancing Talents**	**Retaining Talents**
* Delete where necessary **Employment Status** Proceed to next round of interview/ Keep in View/ Hired/ Rejected due to _____ _____ Start Date: _____ End Date: _____	Training Programs _____ _____ _____ _____ Coaching Programs _____ _____ _____ _____ Team Building Programs _____ _____ _____ _____	Interventions to retain this Talent [] Job Rotation [] Training [] Skill Enhancement [] Overseas Exposure [] Incentive trips [] Others_____ Reason(s) for leaving: _____ _____ _____ _____

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Name : Sample Two
Designation : Admin and Finance Director
Industry :
Gender : Female
Total Working Exp : 25
Yrs in Organization :

Moderately Inconsistent
Determination
Attachment
Dominance
Tactfulness

Inconsistent
Affection

Most Inconsistent

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