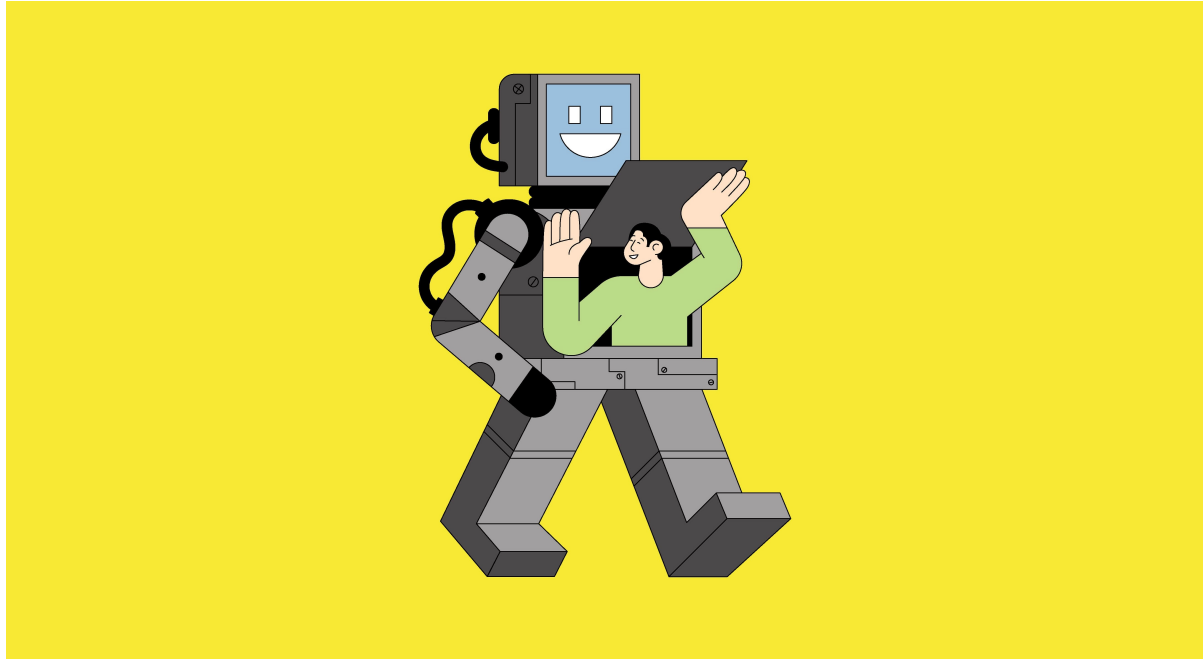


# INTERVIEWER REPORT

Clevry Personality Questionnaire [Enhanced]



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**Olivia Hansen**

Completion Date: 04/12/2025

**This report could be used by:**

Recruiters, interviewers, hiring panels, managers and coaches in the context of development planning.

**This report describes:**

Key findings from Olivia's personality profile with guidance and questions that can be used to explore her potential strengths and development needs.

# UNDERSTANDING THIS REPORT

## Introduction

This report identifies the strongest elements of Olivia's personality along with the potential implications for performance in the role for which Olivia has applied. This report includes advice and questions that will help you to follow-up and explore Olivia's results from the psychometrics she has completed.

The advice, guidance, and questions in this report work most effectively when used by a trained interviewer or feedback provider to gather concrete evidence on how the candidate has performed or behaved in the past.

The results in this report were generated from Olivia's responses to the Clevry Personality Questionnaire [Enhanced] that she completed on 04/12/2025. Olivia's responses were compared with which comprises a diverse group of 355 – 22,074\* individuals who completed Clevry Personality Questionnaires in English between 2021 and 2022..

## Important points

When reading this report, please remember the following points:

- **Personality is not fixed** – it may vary over time, change through training/development, or simply vary depending on the situation.
- There are **no rights or wrongs**. The scores do not measure ability, skills, capability or competence. They are merely indications of preferences or typical styles of behaviour.
- The questionnaire is **very reliable but is not infallible**.
- The profile is intended to clarify Olivia's **self-perceptions** – it does not provide an objective measure.
- For further interpretation of the candidate's profile, you should seek the advice of a trained platform user.
- These results **must be kept within the boundaries of confidentiality** agreed with Olivia.
- The results must not be used for any purpose other than that agreed with Olivia.
- These results **must be kept securely and not retained** beyond the period agreed with Olivia.

## Further information about Olivia

Further reports can be downloaded for Olivia, which provide additional information about her personality:

- **Insights report** – Describes Olivia's personality profile and contains information about each scale.
- **Selection report** – Describes degrees-of-fit between Olivia and the requirements of a given job role (if the personality questionnaire included job-match scoring).
- **Ability test report** – Details Olivia's ability test results, where additional assessments have been completed.
- **Personal feedback report** – Provides Olivia with feedback and advice from the results that concern her development.
- **On-boarding report** – Provides Olivia's Line Manager with advice based on her results for how to help her fulfil her strengths.

# INTERVIEWING OLIVIA

Your discussion with Olivia is your opportunity to really understand her personality and the way she is likely to perform at work. These are the elements of her personality where she is most different from other people – Olivia's five strongest preferences:

## Striving



Olivia is much **less focused on striving** and achievement. Her job satisfaction stems more from working on a job than completing it. She does not have a need for constant challenge, and may be more focused on the process than the outcome.

### 1st strongest

- This is Olivia's strongest personality preference, where she described herself as being most different from other people
- This element of personality may be explored during the part of the interview structure under the heading of Motivation

## Variety



Olivia finds settling down to focus on a single job a great deal more motivating than juggling many different tasks at once. She describes herself as feeling **unhappy** in a role where the nature of her work **frequently changes** and she has to perform many tasks in parallel.

### 2nd strongest

- This is Olivia's second strongest personality preference
- This element of personality may be explored during the part of the interview structure under the heading of Motivation

## Order



She has a very strong value for working in a culture that is **unstructured** and free from procedures, controls and rules for how work should be done. She is at her most comfortable working in an environment and job where she has free rein to do work in a way that she pleases.

### 3rd strongest

- This is Olivia's third strongest personality preference
- This element of personality may be explored during the part of the interview structure under the heading of Culture fit

## Decisive



Olivia has a strong preference for taking time to reach decisions. She demonstrates a ponderous and contemplative decision-making style. She dislikes making rushed judgements and **avoids being decisive** until she has considered all the options.

### 4th strongest

- This is Olivia's fourth strongest personality preference
- This element of personality may be explored during the part of the interview structure under the heading of Thinking Style

## Strategic



Olivia has a fairly strong preference for approaching plans and decisions from a broad, **strategic** perspective. She tends to focus on long-term strategic considerations.

### 5th strongest

- This is Olivia's fifth strongest personality preference
- This element of personality may be explored during the part of the interview structure under the heading of Thinking Style

# SELF-PRESENTATION

When we apply for jobs there is an understandable motivation to present ourselves in the best possible light to our potential employer. People will often try to manage the impression they create through the way they describe themselves in interviews or complete a personality questionnaire.

The Clevry Personality Questionnaire [Enhanced] includes measures to identify the extent to which people try to influence the results to create a positive picture of their personality. We monitored Olivia's response style while she completed the questionnaire. The results of this are presented below along with some advice about how interviewers should adapt their approach when interviewing Olivia to minimise the effects of any self-presentation attempts.

## Olivia's levels of self-presentation



Olivia's response style suggests that she tended to be very open about her possible weaknesses when responding to the personality questionnaire. She tended to be **self-critical** when responding to the questions and probably made very little effort to manage the impression her answers created. Caution should be exercised when interpreting the results and Olivia should be asked to comment on her profile during an exploration discussion to ensure her self-perceptions are sufficiently accurate.

### Advice for the interviewer

- Adopt a warm and encouraging approach during the interview and use open and concrete competency-based questions to establish an accurate picture of Olivia's strengths and weaknesses
- Ensure that Olivia has the opportunity to describe her strengths as well as any weaknesses she may have in relation to the role

## What you need to know about response styles



### It happens all the time

People impression manage in many situations; at work, at home, with strangers. We do it whenever we feel it's important to create a good impression with others. Some people do it more than others. Some people are better at it than others. It is not the same as lying or cheating. It happens most in situations when making a positive impact is important, such as when going for a job, dealing with customers, or meeting your partner's parents for the first time.



### It's often linked with job performance

Psychologists have identified a link between impression management and effective performance across a range of different jobs and professions. In modern organisations, where managing perceptions is critical, demonstrating effective impression management skills can be critical to success in a role.



### Sometimes it's all true

It's possible to appear to be impression managing when in fact you're describing yourself completely truthfully. Take care not to assume all strengths described during an interview are the result of impression management. Though it is important to make sure that the strengths you do identify are backed up with clear evidence of performance. As an interviewer, you should use the insights in this report to probe beneath the way your interviewee presents themselves to build a clear picture of their fit with the job.

# INTERVIEW GUIDANCE: INTERPERSONAL STYLE

The results presented below are the strongest elements of Olivia's personality compared to other people. For each element, we have provided information about the way she described herself, any potential strengths and concerns suggested by her style, and follow-up questions you can use to explore Olivia's approach and performance.

## Poised



Olivia describes herself as appearing to be fairly shy and nervous in some social situations. She may often appear quiet and reticent with people they do not know well. Olivia **does not appear to be very poised** and socially confident in some situations.

### Potential strengths and concerns

- No strengths or concerns identified in this area

### Interview questions

Your responses indicate that you often tend to feel reticent and quiet and may appear somewhat ill-at-ease in social encounters.

- Describe a situation where it has been important to say the right thing.
- Tell me about a situation where you worked hard to create a great impression.

## Gregarious



She is happier working alone than working with other people. Her responses suggest she likes to keep herself to herself and is **less gregarious** than most other people who have completed the questionnaire.

### Potential strengths and concerns

- Comfortable working alone for extended periods

### Interview questions

Your responses to the personality questionnaire suggest you are very comfortable with your own company:

- How has this affected the way you work with others?
- How have you felt about tasks that involved working alone?

Use rough paper to record evidence and candidate responses

# INTERVIEW GUIDANCE: THINKING STYLE

## Decisive



LOW JOB FIT

Olivia has a strong preference for taking time to reach decisions. She demonstrates a ponderous and contemplative decision-making style. She dislikes making rushed judgements and **avoids being decisive** until she has considered all the options.

### Potential strengths and concerns

- Dislikes making snap decisions

### Interview questions

You describe yourself as having a strong preference for taking your time making decisions and considering all the options.

- Tell me of a time when you took your time making a decision.
- Tell me about a time when you were rushed into making a rapid decision.

## Strategic



HIGH JOB FIT

Olivia has a fairly strong preference for approaching plans and decisions from a broad, **strategic** perspective. She tends to focus on long-term strategic considerations.

### Potential strengths and concerns

- No strengths or concerns identified in this area

### Interview questions

From the personality questionnaire it seems you have a fairly strong preference for approaching plans and decisions from a long-term, strategic perspective:

- Describe a strategy or vision which you created.
- How did you communicate this strategy or vision to others?

Use rough paper to record evidence and candidate responses

# INTERVIEW GUIDANCE: EMOTIONAL STYLE

## Stress management



Olivia describes herself as someone who works best when she is calm and relaxed. She may sometimes **struggle** with **stress management** when working under pressure, and finds it slightly more difficult to perform when stress levels rise.

### Potential strengths and concerns

- May feel stressed by time pressure

### Interview questions

Your responses to the questionnaire seem to indicate that you like working in a calm and relaxed way. Tell me about a more pressured situation you have been in which you found stressful.

- How did you feel in this situation?
- How did you cope with the stress you experienced?

## Resilient



Her responses suggest that she sometimes finds it **difficult to be resilient** when responding to setbacks and negative messages. Olivia describes herself as fairly sensitive to criticism and may feel slightly hurt when she receives negative feedback.

### Potential strengths and concerns

- May lack emotional resilience

### Interview questions

Your responses to the personality questionnaire suggest you are quite sensitive about criticism or negative feedback:

- Tell me about an occasion when you received some critical feedback.
- How did you respond in this situation?

Use rough paper to record evidence and candidate responses

# INTERVIEW GUIDANCE: MOTIVATION

## Striving



LOW JOB FIT

Olivia is much **less focused on striving** and achievement. Her job satisfaction stems more from working on a job than completing it. She does not have a need for constant challenge, and may be more focused on the process than the outcome.

### Potential strengths and concerns

- May sometimes be happy to take it easy between job demands

### Interview questions

Tell me about a task you have completed where you are particularly proud of the results you achieved.

- How did your contribution affect the outcome?
- What motivated you to complete the task in the way you have described?

## Variety



LOW JOB FIT

Olivia finds settling down to focus on a single job a great deal more motivating than juggling many different tasks at once. She describes herself as feeling **unhappy** in a role where the nature of her work **frequently changes** and she has to perform many tasks in parallel.

### Potential strengths and concerns

- Sustains focus on a task at hand
- Uncomfortable juggling numerous tasks in parallel

### Interview questions

It seems from your responses to the questionnaire that you have a very strong value for a job that is consistent and predictable rather than varied and constantly changing.

- Can you describe a job where you had to juggle a variety of tasks and responsibilities?
- How did you manage these varied demands?

Use rough paper to record evidence and candidate responses



# INTERVIEW GUIDANCE: CULTURE FIT

## Order



She has a very strong value for working in a culture that is **unstructured** and free from procedures, controls and rules for how work should be done. She is at her most comfortable working in an environment and job where she has free rein to do work in a way that she pleases.

### Potential strengths and concerns

- Comfortable working with ambiguity
- Frustrated by rules and procedures at work

### Interview questions

You indicate a very strong value for a culture at work that is completely free from rules, procedures and structure.

- Tell me about a time when you did have to follow a frustrating procedure to get a job done.
- How did you balance the procedural requirements with your value for freedom to work in your own way?

## Humour



Olivia prefers to work in a light-hearted and cheerful environment. She favours working with others who like to have a laugh at work and can see **humour**, even in difficult situations. Olivia values a business culture that encourages fun and feels that work should include opportunities to have a laugh and a joke now and then.

### Potential strengths and concerns

- No strengths or concerns identified in this area

### Interview questions

You suggest that you value a business culture that encourages humour and feel that work should include opportunities to have a laugh and a joke now and then.

- Tell me about a previous role you have had that you would describe as having a light-hearted working environment.
- Tell me about a previous role that you would describe as having a serious or overly earnest working environment.

Use rough paper to record evidence and candidate responses

# ABILITY RESULTS

Olivia was also asked to have a go at some cognitive ability test questions. Ability is an important factor in job performance because it powers the individual's performance in areas that require thinking, such as analysis, problem-solving, and learning new things.

## Verbal Reasoning Test (Enhanced)



Olivia's score on the Verbal Reasoning Test (Enhanced) was **outstanding**, scoring within the **top 10%** compared with other candidates. This score suggests that Olivia would deal very effectively with the demands of the role that require verbal reasoning; for example analysing and making judgements about complex written material in documents such as reports, proposals, letters and emails.

### Questions for Olivia

Your performance on the verbal test indicates that your verbal ability is well above average compared with people who have taken the test before. Tell me about a task or responsibility that really stretched your verbal ability:

- What did you find challenging about the task?
- How did you overcome these challenges?
- What aspects of the outcome were you pleased with?
- Which aspects were you less pleased with?

## Numerical Reasoning Test (Enhanced)



Olivia's score on the Numerical Reasoning Test (Enhanced) was **slightly below average**, scoring within the **20% of candidates who are just below the average range** compared with other candidates. This score suggests that Olivia may not deal effectively with the demands of the role that require numerical reasoning; such as understanding and manipulating numerical information, working with financial data or performing cost calculations.

### Questions for Olivia

Your performance on the numerical test indicates that your numerical ability is slightly below average compared with people who have taken the test before. Tell me about a time when you had to work hard to understand some difficult business related numerical data:

- What made the material difficult?
- What challenges did it place on your numerical ability?
- How did it develop your ability?

## Abstract Reasoning Test (Enhanced)



Olivia's score on the Abstract Reasoning Test (Enhanced) was within the **average** range, scoring in the **middle 34%** compared with other candidates. This score suggests that Olivia would deal adequately with the demands of the role that require abstract reasoning; such as being able to quickly process new information in a logical manner or to identify relationship patterns and trends in organisational data.

### Questions for Olivia

Your performance on the abstract reasoning test indicates that your abstract reasoning ability is slightly below average compared with people who have taken the test before. Tell me about a time when you had to solve a problem by making sense of several sources of complex information.

- What were the challenges associated with working with this information?
- How did you meet this challenge?
- What would you change about your approach now?

## What you need to know about ability at work



It's about mental firepower



Ability can change



Ability is different from personality at work. It drives your performance in terms of how effective your thinking is when you are required to analyse, reason, solve problems and take decisions. The abilities measured by these tests power your learning potential, how you respond to complex work, and what many managers call 'common sense'.



People can strengthen their abilities through training, development, or simply by using them more often in a new job. Many people work effectively at high levels with average or lower levels of ability by drawing on the strengths of their personality, style, or motivation to power their performance.