



assessment
associates
international

Retail Hospitality Inventory

RHI-S

A Big 5 Personality Questionnaire

Selection Report

Susan Sample

TEST123

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Profile Report

Introduction & Interpretation

This Retail Hospitality Inventory (RHI) Selection Report provides information about the Work Styles (Personality) of a job candidate. It enables insights regarding how the candidate may fit with certain types of jobs/roles and work environments within the Retail Hospitality field. Using this report will help provide clarity on an individual's preferred style of behaving in work settings.

The scales on this report are in alignment with the Work Styles scales of the O*NET system which is provided by the US Department of Labor. The O*NET system provides insights regarding how important each of the scales on this report are to job success.

Scores are presented in terms of the individual's percentile standing in comparison to a large and diverse normative sample of Retail Hospitality workers. The descriptions to the right and left of the score provide a brief summary of the characteristics of high and low scores. If the scores are above the 75th percentile, the descriptions to the right tend to describe the individual. If the scores are below the 25th percentile, the descriptions to the left tend to describe the individual. If scores are between the 25th and 75th percentile, the individual's behaviors are a blend of the descriptions to the left and right.

After the Graphic Profile (Page 3), recommended behavior-based **Job Interview** questions, tailored to the candidate's self-description, are presented.

Response Fidelity

These four measures help identify whether this report is likely to be an accurate description of the individual. They help identify whether the respondent was attentive and realistically accurate in completing the questionnaire.

If the scores for **Accurate Self-Assessment** and **Accurate Self-Presentation** are in the white (unshaded) area, the self-description is likely to be accurate. If a score is in a **red zone**, caution should be used in interpreting this report.

If the **Response Inconsistency** score is in the **red zone** (above 90), interpret this report cautiously. It is likely that the respondent was inattentive or didn't understand the instructions.

Response Percentage Breakdown shows the percent of responses for each questionnaire response alternative. This should be relatively balanced, with similar proportions of responses above and below neutral.

Percentile		
Overly Confident -For scores below 10: has been overly-confident, claiming rare abilities; scores likely over-represent him/her.	15. Self-Perception 71	Humble -For scores above 90: has been overly-humble, claiming many shortcomings; scores likely under-represent him/her.
Virtuous -If score is below 10: has presented a virtuous description, claiming more virtues than typical; scores likely over-represent him/her.	16. Self-Presentation 16	Modest -If score is above 90: has provided a modest description, claiming few virtues; scores likely under-represent him/her.
Consistent -If score is below 90, responses were made in a consistent and attentive manner.	17. Response Inconsistency 69	Inconsistent -If score is above 90, the respondent was inattentive or misunderstood the instructions.

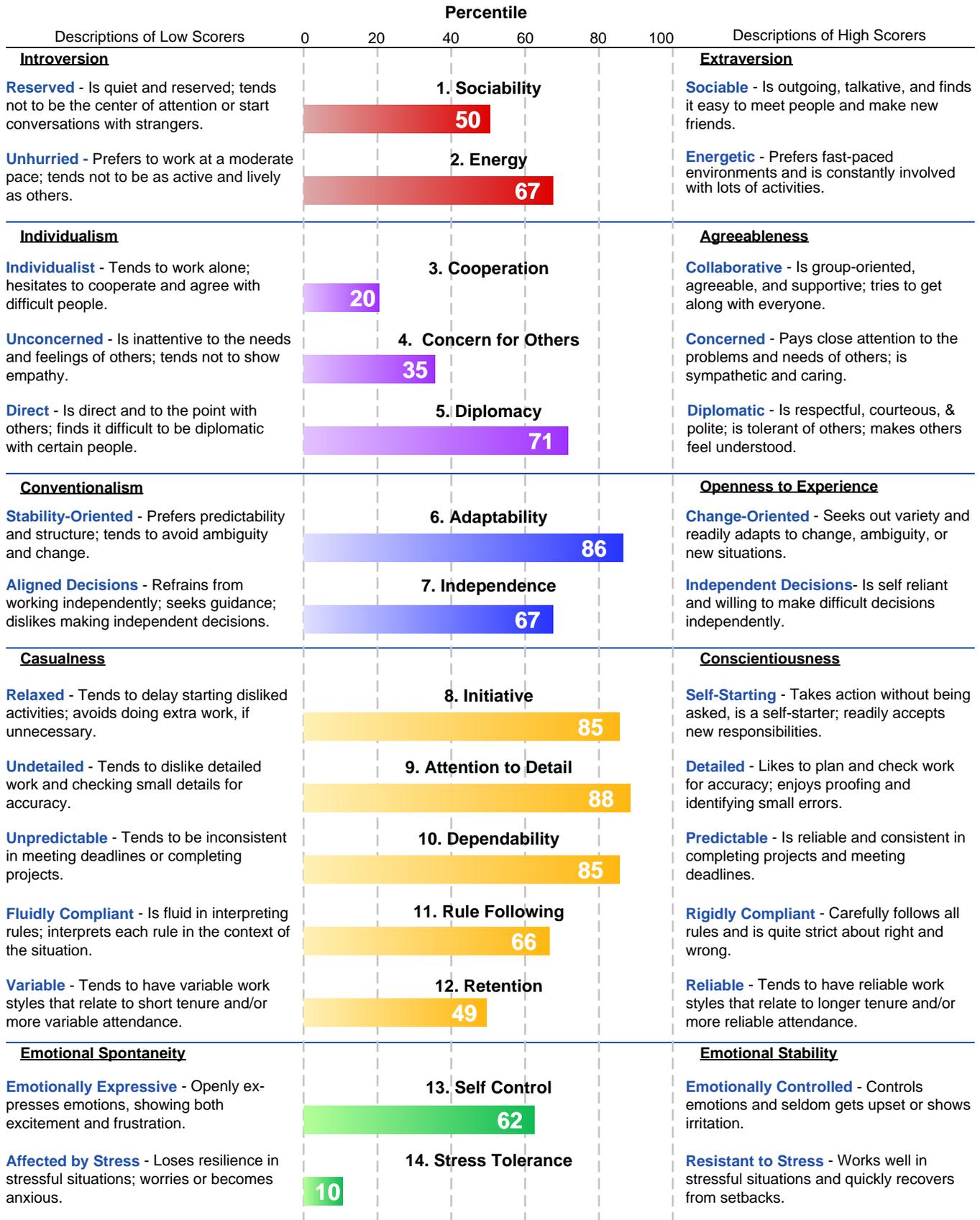
18. Response Percentage Breakdown

Percent of responses for each question alternative:

Strongly Disagree 7 %	Disagree 28 %	Neutral 16 %	Agree 40 %	Strongly Agree 8 %
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Graphic Profile

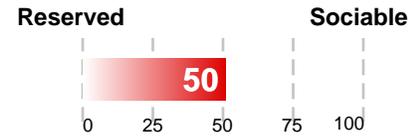




1. Sociability Relates to: Interpersonal Skills & Relationship Building

Is this one of the 5-10 most important competency areas for the position?

Sociability reflects an individual's likelihood of being approachable and easy to communicate with, quickly building rapport with others, building work relationships with a wide range of people, using humor in building relationships, and creating a network of contacts.



The candidate's score on Sociability suggests that he/she is more **Sociable** than others. His/her strengths and cautions include:

Strengths

- Easily builds a large network of contacts and colleagues.
- Likely to be comfortable with lots of customer contact.
- Likely to invest in relationships with coworkers.
- Easily starts and sustains conversations.

Cautions for Underuse/Overuse

- Socialization may distract others from accomplishing tasks.
- May socialize too much and not focus on tasks.
- May feel uncomfortable when working alone.
- May seek too much attention from others.

Behavioral Competency-Based Questions:*

1. Tell me about an experience you've had when you needed to communicate effectively in a highly visible, adversarial situation.

- What prompted the situation and how did you handle the challenge?
- How did other individuals react and what was the end result?

Interviewer Notes:

2. Describe a time that you had to deliver bad news, negative feedback, or a problem to others.

- What was the situation? What did you do and say?
- What were the results?

Interviewer Notes:

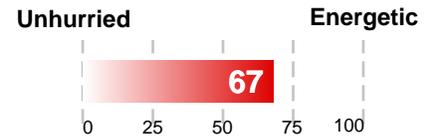
* More interview questions can be obtained from AAI's Selecting Talent Interview Questions Database.



2. Energy Relates to: Drive for Results and Inspiring Others

Is this one of the 5-10 most important competency areas for the position?

Energy reflects an individual's likelihood of working quickly and energetically, preferring a fast-paced work environment, becoming involved in many activities, and sustaining a rapid mental or physical pace over extended periods of time.



The candidate's score on Energy suggests that he/she is more **Energetic** than others. Their strengths and cautions include:

Strengths

- Will not be intimidated by fast paced workloads.
- Feels comfortable in highly active settings.
- Has the stamina to work long hours.
- Gets things done quickly.

Cautions for Underuse/Overuse

- May become frustrated in slow-paced work environments.
- May become restless if not constantly active.
- May work too quickly and make mistakes.
- High energy may disrupt others.

Behavioral, Competency-Based Questions:*

1. Describe a project that you were responsible for that required a high amount of energy for a long time.
 - What was the situation? Why did it require a lot of energy and stamina?
 - What did you do? How long have you worked on the project? How did it turn out?

Interviewer Notes:

2. Tell me about a time that the work pace was extremely fast and accuracy was important.

- What was the situation? How did you handle that?
- What did you do? How did that turn out?

Interviewer Notes:

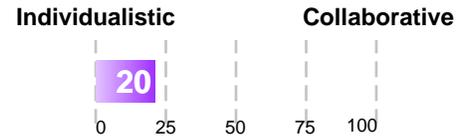
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3. Cooperation Relates to: Teamwork & Team Building

Is this one of the 5-10 most important competency areas for the position?

Cooperation reflects an individual's likelihood of actively collaborating with a wide range of people, assist and support both team members and disagreeable people, help build group participation, and agree with and support the decisions of others.



The candidate's score on Cooperation suggests that he/she is more **Individualistic** than others. Their strengths and cautions include:

Strengths

- Typically does not need a lot of input or support from others.
- Likely willing to take on certain aspects of a project alone.
- Typically does not interfere with the work of others.
- Doesn't try to help others when it is uncalled for.

Cautions for Underuse/Overuse

- May miss opportunities to share ideas and learn from others.
- May hesitate to identify and resolve conflict within the team.
- May refrain from collaborating with difficult people.
- May be hesitant to assist coworkers.

Behavioral, Competency-Based Questions:*

1. Tell me about a time when you needed to get team members to work together.

- What did you do? How did the others respond to you?
- What would you do differently next time?

Interviewer Notes:

2. Describe a time when you had to deal with a difficult team member.

- Why were they difficult? What did you do?
- How effective was your approach? What did you learn from this experience?

Interviewer Notes:

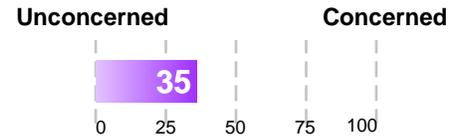
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4. Concern for Others Relates to: Customer Focus, Attracting, Coaching & Developing Talent

Is this one of the 5-10 most important competency areas for the position?

Concern for Others reflects an individual's likelihood of being sympathetic and compassionate with unfortunate people, being sensitive to the needs and feelings of others, and being motivated to help or provide care to strangers.



The candidate's score on Concern for Others suggests that he/she is more **Unconcerned** than others. Their strengths and cautions include:

Strengths

- Not easily distracted from work by helping others unnecessarily.
- Does not get distracted by listening to other people's problems.
- Tends not to become involved in the troubles of others.
- Can make the tough decisions that others don't like.

Cautions for Underuse/Overuse

- Tends to be less concerned about the feelings of others.
- May find it difficult to show empathy for others.
- May overlook opportunities to help others.
- Might be perceived as uncaring.

Behavioral, Competency-Based Questions:*

1. **Tell me about a time when you were complemented for helping a customer beyond the call of duty.**

- What did you do? Why did you do this?
- How frequently do you go to that kind of effort? What feedback have you received?

Interviewer Notes:

2. **Tell me about a time that you showed an intimate understanding of a client's perspective on an issue.**

- What was their perspective? How did you identify this?
- What did you do? What was their reaction?

Interviewer Notes:

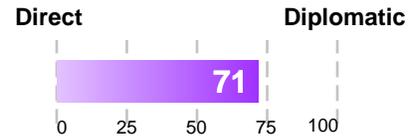
* More interview questions can be obtained from AAI's Selecting Talent Interview Questions Database.



5. Diplomacy Relates to: Cross Cultural Agility and Managing Differences/Conflict

Is this one of the 5-10 most important competency areas for the position?

Diplomacy reflects an individual's likelihood of interacting with others in a tactful and courteous manner, being respectful with difficult people, being diplomatic when sharing a disagreeing opinion, and being forgiving with disrespectful people.



The candidate's score on Diplomacy suggests that he/she is more **Diplomatic** than others. Their strengths and cautions include:

Strengths

- Finds ways to effectively communicate negative information.
- Helps others feel their concerns are heard and understood.
- Typically courteous and diplomatic with others.
- Tends to be respectful toward everyone.

Cautions for Underuse/Overuse

- May not be clear on issues as a result of being diplomatic.
- May be hesitant to share bad news or negative feedback.
- May be so courteous that it is perceived as insincere.
- May tolerate inappropriate behavior from others.

Behavioral, Competency-Based Questions:*

1. Tell me about a time when you had to deal with conflict in the workplace.

- What was the situation? How did you respond to the situation?
- What would you have done to avoid the conflict?

Interviewer Notes:

2. Describe a situation where you had to address dissatisfied patients/customers.

- What was the situation? How did you learn of their dissatisfaction?
- What did you do? What were the results?

Interviewer Notes:

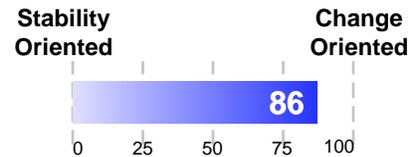
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6. Adaptability Relates to: Adaptability & Change Management

Is this one of the 5-10 most important competency areas for the position?

Adaptability reflects to an individual's likelihood of adjusting quickly to changes at work, embracing new ways of doing things, continually trying new approaches, and readily adapting to environments with great ambiguity and uncertainty.



The candidate's score on Adaptability suggests that he/she is more **Change Oriented** than others. Their strengths and cautions include:

Strengths

- Likely to be an "early adapter" and try emerging approaches.
- Readily adapts to a changing market or environment.
- Likely to push for change and be a "change agent."
- Enjoys having to learn new ways of doing things.

Cautions for Underuse/Overuse

- May abandon working procedures for new, untested methods.
- Uncomfortable in steady and unchanging work environments.
- Others may have difficulty adjusting to inconsistent routines.
- May seek unnecessary change.

Behavioral, Competency-Based Questions:*

1. **Give an example of when you dealt with ambiguity and organizational change.**
 - What have you done to reduce ambiguity? How has this worked?
 - What have you done to reduce organizational resistance to change? Why?

Interviewer Notes:

2. **Tell me about a time that you have been involved in an organizational transformation.**
 - What was the situation? How did it impact you?
 - What did you do? How did it affect your style of working?

Interviewer Notes:

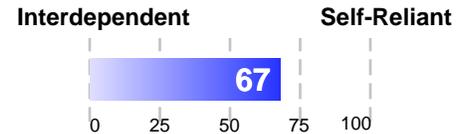
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7. Independence Relates to: Initiative & Risk Taking and Decision Making

Is this one of the 5-10 most important competency areas for the position?

Independence reflects an individual's likelihood of choosing to work independently with little or no supervision, being decisive and making decisions with little input from others, and being self-directed and fully accountable for what one does at work.



The candidate's score on Independence suggests that he/she is more **Self-Reliant** than others. Their strengths and cautions include:

Strengths

- Likely to be self-reliant and well suited to entrepreneurial roles.
- Likely to be productive when defining personal responsibilities.
- Trusts own judgment and is willing to make decisions alone.
- Rarely seeks direction from others.

Cautions for Underuse/Overuse

- May be hesitant to seek guidance when it could be helpful.
- May feel frustrated in jobs where there is little autonomy.
- May feel stifled by organizational bureaucracy.
- Likely feels stifled by close supervision.

Behavioral, Competency-Based Questions:*

1. **Describe a recent important decision you had to make under tight time pressure/constraints**
 - What did you do? How did it turn out?
 - Would your decision process have been different if time was not an issue? If so, how?

Interviewer Notes:

2. **Describe the riskiest decision you ever made.**

- What was the situation? Why was it a risky decision?
- What mental steps or actions did you take to help make the decision? What was the outcome?

Interviewer Notes:

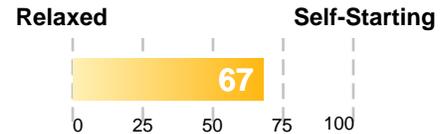
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8. Initiative Relates to: Initiative & Risk Taking

Is this one of the 5-10 most important competency areas for the position?

Initiative reflects an individual's likelihood of being a self-starter and initiating activities without being asked, volunteering for new assignments, starting activities right away rather than procrastinating, and doing more than is typically expected.



The candidate's score on Initiative suggests that he/she is more **Self-Starting** than others. Their strengths and cautions include:

Strengths

- Likely to assume additional responsibilities.
- Likely to volunteer for assignments.
- Tends to start tasks right away.
- Is motivated to get things done.

Cautions for Underuse/Overuse

- May be frustrated when tasks are not done immediately.
- May underestimate the time it takes to complete tasks.
- May start tasks too quickly without approval of others.
- May take on too many tasks at once.

Behavioral, Competency-Based Questions:*

1. Describe a time when you had to show initiative in the face of resistance.

- What were the circumstances? In what way did you show initiative?
- What resulted from the initiative that you took?

Interviewer Notes:

2. Describe a time when you achieved results that far exceeded the expectations of the organization.

- What are your strengths in terms of getting things done? How does this relate to your example?
- What motivates you? Give me an example and what you achieved because of it.

Interviewer Notes:

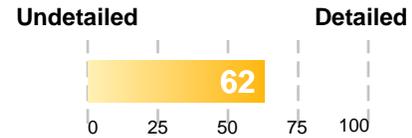
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9. Attention to Detail Relates to: Planning & Organizing

Is this one of the 5-10 most important competency areas for the position?

Attention to Detail reflects an individual's likelihood of carefully planning work activities, double checking work products for accuracy and quality, preventing errors and omissions, being meticulous and tidy, and maintaining careful records.



The candidate's score on Attention to Detail suggests that he/she is more **Detailed** than others. Their strengths and cautions include:

Strengths

- Easily identifies errors or omissions and double checks work.
- Plans work carefully with many details before starting.
- Tends to be good at preventing careless mistakes.
- Tends to spot errors in work documents.

Cautions for Underuse/Overuse

- May have difficulty shifting from details to strategic issues.
- May be perceived as spending too much time planning.
- May focus on the details and miss the big picture.
- May spend too much time on minor details.

Behavioral, Competency-Based Questions:*

1. **Tell me about a time where a mistake was made with a customer because of a simple communication error.**
 - What was the mistake? Who made you aware of this? What happened as a result?
 - What have you done differently as a result of this?

Interviewer Notes:

2. **Give me an example of the records you keep.**

- How do you use the information? How easy is it for you and others to retrieve this information?
- Have you ever found it difficult to retrieve the information? If so, how have you addressed this?

Interviewer Notes:

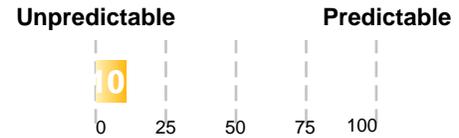
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10. Dependability Relates to: Drive for Results and Project/Process Management

Is this one of the 5-10 most important competency areas for the position?

Dependability reflects an individual's likelihood of following through with responsibilities, meeting deadlines, being predictable and on time in completing assignments, having good attendance, and refraining from impulsiveness that may hinder dependability.



The candidate's score on Dependability suggests that he/she is more **Unpredictable** than others. Their strengths and cautions include:

Strengths

- Is comfortable in settings with few day-to-day deadlines.
- Comfortable in a work setting with moveable deadlines.
- If necessary, readily lets go of projects or schedules.
- Tends not to have a rigid attitude toward timelines.

Cautions for Underuse/Overuse

- May need to be reminded to complete assignments.
- May fail to meet deadlines on certain occasions.
- May be unpredictable with work assignments.
- May become distracted from completing work.

Behavioral, Competency-Based Questions:*

1. **Sometimes obstacles arise and it is difficult to meet deadlines. Describe when this happened to you.**
 - What was the situation? What difficulties did you face?
 - What did you do? Why did you do it this way? How did it turn out?

Interviewer Notes:

2. **Give an example of a time when you personally took responsibility for completing a project on time.**
 - What was the nature of the project? Specifically, what did you do?
 - Why did you do this? How did it turn out? What did you learn from this effort?

Interviewer Notes:

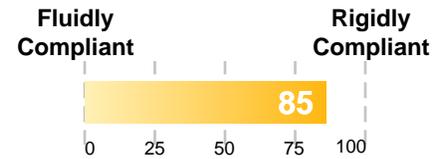
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11. Rule Following Relates to: Integrity Trust & Credibility

Is this one of the 5-10 most important competency areas for the position?

Rule Following reflects an individual's likelihood of following rules and procedures, complying with policies and procedures regardless of the consequences, being strict about right and wrong, and not bending the rules to meet specific situations.



The candidate's score on Rule Following suggests that he/she is more **Rigidly Compliant** than others. Their strengths and cautions include:

Strengths

- Tends to follow policies before considering own convenience.
- Is comfortable in environments that require high compliance.
- Tends to follow all rules and procedures.
- Tends not to question policies and rules.

Cautions for Underuse/Overuse

- May spend too much time following unnecessary rules.
- May be perceived as too strict about procedures.
- May put too much effort into enforcing rules.
- May fail to challenge inappropriate rules.

Behavioral, Competency-Based Questions:*

1. Tell me about the last time you fostered or promoted high ethical standards.

- What was the situation? What did you do?
- Why did you do it this way? How did it turn out?

Interviewer Notes:

2. Tell me about a time when you admitted making a mistake and accepted full responsibility for it.

- What was the situation? What was the mistake and to whom did you communicate?
- Why did you do this? How did it turn out?

Interviewer Notes:

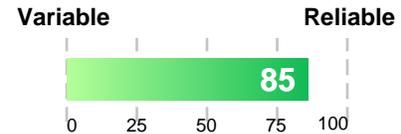
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12. Retention Relates to: Initiative & Risk Taking and Drive for Results

Is this one of the 5-10 most important competency areas for the position?

Retention reflects an individual's likelihood of being a longer-term employee, being motivated to consistently attend work, feeling commitment to the current employer, having stamina for work, and having few personal issues that may interfere with work.



The candidate's score on Retention suggests that he/she is more **Reliable** than others. Their strengths and cautions include:

Strengths

- Likely to have a long period of tenure
- Likely to be able to commute to and from work.
- Likely to have a strong commitment to an employer.
- Likely to have few personal issues that interfere with work.

Cautions for Underuse/Overuse

- May stay too long in a job or role.
- May prefer an employer that has no record of layoffs.
- May be resistant to working on a temporary basis.
- May want work where there are clear growth opportunities.

Behavioral, Competency-Based Questions:*

1. *What specific goals, other than those related to your occupation, have you established for yourself for the next 10 years?*

- How did you set these goals?
- How will you measure your performance?

Interviewer Notes:

2. *How have you worked to broaden the depth or scope of your knowledge of the business or profession?*

- What resources do you use? How do you know when you have learned relevant information?
- What has been the impact of this?

Interviewer Notes:

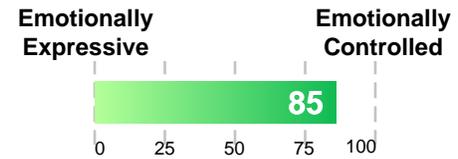
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13. Self-Control Relates to: Managing Differences/Conflict and Emotional Resilience

Is this one of the 5-10 most important competency areas for the position?

Self-Control reflects an individual's likelihood of restraining emotions and not letting others know how they are feeling, controlling emotions and avoiding emotional outbursts, and refraining from making decisions based on emotions or impulses.



The candidate's score on Self-Control suggests that he/she is more **Emotionally Controlled** than others. Their strengths and cautions include:

Strengths

- Tends to be good at controlling impulses.
- Controls emotions in stressful situations.
- Rarely expresses anger or frustration.
- Tends to be calm in crisis situations.

Cautions for Underuse/Overuse

- May be perceived as unenthusiastic because of little emotion.
- May find it difficult to excite the emotions of others.
- May be perceived as hiding emotions.
- May be seen as cold and unfeeling.

Behavioral, Competency-Based Questions:*

1. **Tell me about a time when an important person was upset with you or your organization.**
 - What was the situation? Why were they upset? What was your emotional reaction?
 - What did you do to manage your emotions? What happened as a result?

Interviewer Notes:

2. **Tell me about a recent time that a customer or coworker rejected you and you failed at your efforts.**
 - What was the situation? What was your emotional state after this incident?
 - How did you recognize and manage your emotions? What have you learned from this?

Interviewer Notes:

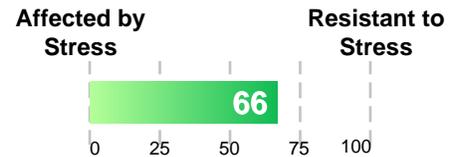
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14. Stress Tolerance Relates to: Emotional Resilience

Is this one of the 5-10 most important competency areas for the position?

Stress Tolerance reflects an individual's likelihood of remaining calm in stressful situations, easily recovering from setbacks or failures, not being bothered by stress, not feeling discouraged, and rarely worrying about things.



The candidate's score on Stress Tolerance suggests that he/she is more **Resistant to Stress** than others. Their strengths and cautions include:

Strengths

- Tends to be comfortable working in high-stress environments.
- Tends to remain calm in crises or stressful situations.
- Is rarely discouraged by setbacks.
- Tends not to worry.

Cautions for Underuse/Overuse

- May not notice issues that are stress provoking for others.
- May be perceived as insensitive to setbacks or mistakes.
- Lack of stress may imply low levels of motivation.
- May be too prone to seek high-stress situations.

Behavioral, Competency-Based Questions:*

1. Describe a time when you were faced with problems or stresses at work that tested your coping skills.

- How did you deal with the situation? How did you keep yourself even-tempered?
- What was the outcome?

Interviewer Notes:

2. Describe a time when you felt overloaded with important deadlines, things to do, and time was running out.

- What did you do? Why did you do this?
- How did situation turn out?

Interviewer Notes:

* More interview questions can be obtained from AAI's Selecting Talent Interview Questions Database.



assessment
associates
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World Headquarters:
Assessment Associates International, LLC
11100 Wayzata Blvd., Suite 540
Minnetonka, MN, 55305 USA

952-854-6551

Internet: <http://www.aai-assessment.com>
Email: info@aai-assessment.com