



Personal Interview Coach for:
Charles Poulton
10 Nov 2023

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The Right “Style” for the Job

By the time you arrive for an interview, your potential employer is probably familiar with most of your qualifications such as your educational background, professional training and work experience. This information is usually described thoroughly in your job application or resumé.

So why interview? One important reason is that the interviewer wants to know if your personal style will be a good fit for the position and for the team or organization. Your style can affect the way you approach others as well as the way in which you approach goals, both of which are important parts of nearly every job. Experience shows that people with certain personal styles tend to perform better, have greater satisfaction and stay longer in certain work environments. Therefore, understanding your personal style and knowing how to present yourself can give you an edge in the interviewing process.

Understanding your personal style to prepare for an interview is not an attempt to appear to be somebody that you are not. Rather, knowing yourself better will allow you to present your strengths with confidence and relate them directly to the position you are seeking. You can ask the right questions to discover the personal style a manager may be looking for – and determine if you could be the best fit for the job!

Remember, we should never allow ourselves to be limited by the preconceived notions of others.

What Comes Next...

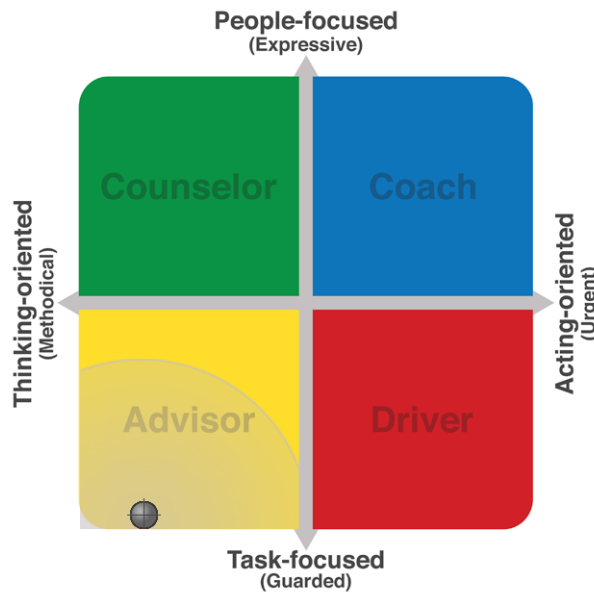
The Personal Interview Coach is based on the REACH Profile assessment; a scientifically validated personality survey used by corporations and government agencies around the globe for selection, coaching, team building and leadership development.

The REACH Profile measures ten style-based dimensions of personality (traits). This report describes four key dimensions of your personal style based on your responses to the REACH Profile. The report includes:

- Overview of your personal style dimensions
- Insight into how your personal style may impact your approach to work and relationships
- Elements of the work environment that may be most appealing
- Factors to consider when interviewing for a position based on your style
- Practice questions designed to explore strengths and overcome challenges of your style
- Interview tips for all personal styles

Your Personal Style - Advisor

A widely accepted method of determining personal style is based on two factors: the manner in which a person relates to others (measured by our Relating Style Dimensions) and the manner in which a person completes tasks and assignments (measured by our Achieving Style Dimensions). The approach one takes when relating to others can range from very guarded and reserved to very open and expressive. The approach one takes when completing tasks and assignments can range from very careful and methodical to quite bold and urgent. The Personal Interview Coach measures both approaches to determine your personal style as graphically depicted below:



Advising Style Profile - You tend to take a guarded approach to relating with others and a methodical approach when completing tasks and assignments. With the Advising Style Profile, you tend to enjoy understanding how things work and prefer to consider all alternatives when making decisions. You tend to have a more reserved style of communicating and prefer to avoid conflict by negotiating a logical and equitable solution.

Your REACH - play to your strengths!

Your REACH Zone (the shaded area) shows your agility in adapting to the strengths of all four style profiles. This zone helps to recognize how comfortably you interact with others (especially those with different styles), and where key strengths may be found in your style.

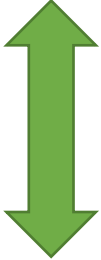
We can all adapt our style of working and communicating depending on the situation, however, spending a lot of time outside our REACH Zone can become tiring. For example, maybe we need to do a budget or our tax return, we can all we can all shift to the bottom left corner of the grid and focus on details, tasks and work through things methodically. For some of us, that takes a lot of effort and we find it tiring, for others we find it natural, even energizing. Alternately, maybe we find ourselves being nominated to lead an activity with a group of strangers in a training course, so we move up to the Coach or Driver quadrant depending on the activity. Some people thrive in these types of situations, while others find it challenging and tiring.

Your REACH Zone shows the area within which you may feel most comfortable exercising influence at work. In the context of considering job roles, people generally enjoy roles where a large portion of the role sees them working within their REACH Zone, which means they are working to their natural style and the role is more energizing than draining.

When thinking about the role you are applying for, you may consider talking to your interviewer about the strengths of your natural style (your REACH) and how these might be leveraged in the potential job. Exploring this during the interview allows you and the interviewer to better understand aspects of the job that may be a great fit as well as other aspects that may require a stretch on your part (allowing you to offer examples of how you have made similar stretches in past experiences). Skilled interviewers should not expect a perfect fit, but they will be looking for examples of your agility in responding to a variety of scenarios. Preparing those examples beforehand may make all the difference during your interview.

Personal Summary

The Personal Interview Coach also measures ten dimensions of personal style, expressed as twenty distinct strengths. The following chart depicts these twenty strengths ranked by the level of influence each has on your approach to relationships and tasks:

	Achieving Dimensions	Relating Dimensions
Most Influencing	Consistent	Objective
	Analytical	Guarded
	Cautious	Independent
	Intense	Contented
	Reflective	Trusting
	Confident	Skeptical
	Measured	Competitive
	Bold	Social
	Intuitive	Expressive
	Flexible	Nurturing
	Least Influencing	

The four strengths that most significantly impact your personal style are highlighted below. Your strengths may influence the type of work environment that you may find most favorable and should be considered as you prepare to interview. These items are summarized below and discussed in detail on the following four pages.

Your Strengths:

- Objective
- Consistent
- Guarded
- Analytical

Favorable Work Environment:

- Structured environment where plans and decisions are based on practicality.
- Routine with stable and consistent expectations.
- Privacy is valued and personal interactions are kept to a minimum.
- Methodical pace with emphasis on doing things right.

Interview Tips:

- Be friendly and build rapport before jumping into the specifics of the job.
- Highlight stability and dependability.
- Try not to rush the conversation if the interviewer opens with small talk.
- Take time to understand the big picture before diving into the details.

Objective

Consideration/Supporting Others

Consideration describes a person's tendency to consider the feelings and needs of others when making plans and decisions. People tend to be objective, nurturing or somewhere in between. Some jobs require individuals to be very close and nurturing to coworkers and customers, while other jobs have much more formal and distant characteristics. People who are nurturing are described as expressing more warmth and concern for others. People who are objective are described as being more distant and formal at work. Most people are somewhere in the middle; showing both distant and nurturing behavior depending on the situation.

About You:

You tend to be formal and objective in your approach to decisions and planning. You appreciate an environment where people take care of their own needs. You prefer to make decisions based on facts and the desired outcome instead of dwelling on how to make the decision or how it may impact coworkers. You try not to become emotionally involved when making decisions or solving problems. While others can count on you to lend a hand when needed, you are not likely to go out of your way to help. You like to stay focused on your assignments and try to remain neutral in office politics. Your objectivity can provide great balance in approaching complex problems and your desire to stay on task can keep the team moving along. At times your approach may be viewed as cold or harsh by more sensitive coworkers, but they know they can count on you for an impartial perspective.

Favorable Work Environment:

Objective individuals may find the greatest job satisfaction in a workplace that is a more formal and professional environment where individuals do not need a lot of hand-holding to get the job done.

The Interview:

People who tend to be more objective should use the interview to show that while they might work best in a more formal and professional environment, they can build productive relationships with coworkers and function well in a more casual setting.

- If you are applying for a job in a workplace that is warm and friendly, as opposed to formal and professional, be prepared to show that you can loosen up appropriately and be a part of the team.

Practice Questions

- Can you recall a time when your awareness of another person's feelings and emotions helped you at work? What happened and what did you learn from that experience?
- Describe a time when you sensed a change in a coworker's demeanor and you were able to adjust the way you related to that person. How did you know that person's demeanor had changed and how did you adjust?

Consistent

Stability/Adaptability

Adaptability describes how a person handles with change. When faced with an unexpected situation, people tend to be reluctant, flexible or somewhere in between. Because of advancing technology, today's workplace is changing faster than ever. People who are more flexible are likely to view change as a positive opportunity or even as an adventure. Those who are more consistent prefer an environment that is stable and predictable. Most people are somewhere in the middle; comfortable in a secure setting, but flexible enough to make changes in order to perform new tasks.

About You:

You tend to be most content when there is structure and stability in the work place. If change is forced on you, especially in a hurry, you may resist and become stressed. You may occasionally question why changes are being made, especially if the changes do not appear to make sense to you. You feel much more comfortable with change if you are personally involved in the process.

You provide a stable "down to earth" perspective for your coworkers and you offer a consistent and predictable approach. You are fairly well organized and may become frustrated when something or someone causes a disruption to your routine. You are realistic in your time management, do not over-promise on commitments and others can have confidence that you will complete nearly all tasks timely and properly.

Favorable Work Environment:

Consistent individuals may find the greatest job satisfaction in a workplace that provides a stable and predictable environment with clear routines, procedures and expectations.

The Interview:

People who tend to be more consistent should use the interview to highlight their stability and dependability, while making sure not to appear so rigid that they are unwilling to learn something new.

- If you are applying for a job in a workplace that requires flexibility and creativity, be prepared to discuss how you are willing to operate outside of the box when needed. Also, provide answers that show you can successfully handle changes at work.

Practice Questions

- Describe a time when you had to quickly adjust to an unexpected change at work. What happened, how did you handle it and what did you learn from that experience?
- Can you recall a time when outdated rules and procedures kept you from being effective in your job? How did you successfully work around these rules to get your job done?

Guarded

Openness/Building Rapport

Openness describes a person's desire to learn and share personal information with others. People tend to be guarded, expressive or somewhere in between. Interacting with others and building rapport is an important part many jobs. How much a person is willing to share with others can have a strong impact on the kind of work that person is interested in. People who are approachable are usually described as being more open with others. People who tend to be stoic may be described as more private and standoffish in personal interactions. Most people are somewhere in the middle; confiding in others on occasion, while maintaining privacy at other times.

About You:

You are a fairly private person and value professional formality when interacting with customers and coworkers. You are often reserved in communication and may take a while to open up to others. You tend to be more focused on the task at hand rather than spending time building rapport with small talk and casual conversation. Emotions are something you carefully control and you rarely express them at work.

Very seldom do you talk about yourself or share personal stories with coworkers. Neither do you intrude into the personal lives of customers and coworkers. Your reserved approach indicates that you typically do not get caught up in office politics and that you can be trusted with confidential company and personal information. Others may say that you practice good etiquette by not spreading gossip or engaging in the venting that often distracts others in the workplace.

Favorable Work Environment:

Private individuals may find greatest job satisfaction in a workplace that is a more formal environment with limited need to open up and discuss feelings or personal matters with customers and coworkers.

The Interview:

People who tend to be private in nature should understand that the person interviewing you is the gateway between you and the job. Spend a little time building rapport before getting into the meat of the interview and actively listen to everything that is said.

- If you are applying for a position in a workplace where the culture is more relaxed with an emphasis on listening to others and probing for information and other personal interactions, be prepared to show the interviewer that you have the ability to build rapport when needed, while still getting the job done. Also, emphasize that you can effectively share any information needed to adequately serve the interests of the employer.

Practice Questions

- Can you recall a time when you had an opportunity to help a coworker with a personal concern? What was the situation, how did you help and what did you learn from that experience?
- Describe a time when it took you some time to develop rapport with a coworker. What did you do to develop that rapport and how might you do so more quickly in the future?

Analytical

Perception

Perception describes the thought process a person is most likely to take when analyzing situations and making decisions. When making decisions, people tend to be intuitive, analytical or somewhere in the middle. As such, a person could place a heavy reliance on feelings and experience or on the facts and analysis. One's approach, based on the context of the situation, can be the difference between a good or a poor decision. People who are more intuitive tend to rely on feelings and experience and more willing to "go with their gut" in making decisions. People who are more analytical usually follow a very logical and methodical analysis of the facts when making decisions. Most people are somewhere in the middle; using feelings and experience to make some decisions, while using careful thought and logic to make other decisions.

About You:

You tend to be a rational thinker and prefer to rely on logic and analysis when making decisions and solving problems. An intense analytical approach may leave little room for emotion or gut instinct. A methodical approach is important to you when working on complicated tasks and you don't like to change a process once started. You like to know how things work and often enjoy studying the details. You prefer to have as much relevant and detailed information as you can before drawing conclusions. Coworkers value your level head; however your cautious nature may cause you to suffer from analysis paralysis at times. Overall, your coworkers count on your careful analysis as a check and balance for the team's decision-making.

Favorable Work Environment:

Detail-minded individuals may find the greatest satisfaction in positions that utilize their analytical skills and provides a steady paced environment that allows time for proper analysis and decision making.

The Interview:

People who are more detail-minded can use the interview to ask plenty of questions about the company and job they are seeking; however, they will want to make sure that they don't get bogged down in the details and miss the big-picture aspects of the job.

- If you are applying for a position in a very fast-paced environment that will require you to make decisions quickly, relying more on your gut feelings and intuition than careful analysis, be prepared to answer questions about your ability to think rapidly and come to a conclusion with limited information. Also, let the interviewer know you can shift gears when needed and make decisions even when you have less than ideal information.

Practice Questions

- Can you recall a situation in which you were required to take action without having all the facts and information you thought you needed? What happened and what did you learn from that experience?
- Describe a time when you missed a good opportunity because you could not make up your mind quickly enough? How might you adjust your decision-making approach in the future?

Interview Tips

Be on time.

Nothing else matters if you don't get to the interview on time. Interviewers know that you will most likely be late for the job if you are late for the interview.

Dress for the job you want.

The world is becoming increasingly casual, so dress professionally and you will stand out. Clean and neat does not cost extra but it sure will make a positive impression. One standard rule of thumb is to dress for the job you want, not the job you have.

Understand your Personal Style.

Knowing your personal style can be as important as knowing your other qualifications for a job – maybe even more so by the time you reach the interview. With all else being equal, the interviewer will most likely select the candidate who is perceived as the best “fit”. You need to know what that fit looks like relative to your style.

Understand the Position Profile.

You should understand key characteristics for the position you are seeking. If these are not clear from advertisements or job listings, you should ask the interviewer how high performers differ from others in the position. Only then will you be able to link your personal style to the job for a good fit. You will also be in a better position to overcome potential hesitations on the part of the interviewer based on perceptions of style rather than proven experience.

Research the Job.

Learn as much as you can about the position you are interviewing for, including the education, skills and experience that are required to be successful. You may not have the exact experience they are looking for, so be prepared to share related experiences and skills you developed elsewhere (such as with school projects, hobbies and volunteer activities).

Research the Employer.

Learn as much as you can about the potential employer and develop a case for why you should work there. Interviewers appreciate applicants who take the time to learn about an employer and can explain why they want to work there (something more than “I need a job”). Internet-based search engines allow research to be done easily.

Prepare a Professional Resumé.

Provide a resumé if you have not done so already. Bring a few extra copies in case the interviewer did not bring a copy, or if you want to introduce yourself to others in the process. You may need to refer to the resumé yourself during the interview. Many questions will arise from information on your resumé, so be very familiar with what you have written. Be precise and accurate.

Ask plenty of questions.

Remember an interview is a two-way street, not only is the interviewer trying to get a feel for your personal style, you should be getting a feel for the job. Interviewers expect questions, and the right questions can show that you have done your homework. Ask about the job and about the working environment. Ask questions that will open conversation around your strengths, while allowing you to better understand the organizational culture you may be joining.

Be conscious of the Interviewer's Personal Style.

Lean forward if they seem intense, relax if they lean back. Be observant. You might even ask about their pictures or office decorations, but go straight back to the interview if they are not receptive to small talk. Remember, your personal style shapes how you interact with others, so will theirs. If you

can quickly determine similarities and differences in light of your style, you will be in a better position to exercise interpersonal agility – and REACH a better outcome in the process!

We hope this has been a valuable learning experience for you,
and that you continue your development journey.



Important Note

The information contained herein describes certain behavioral preferences and tendencies derived from the participants' self-reporting. While such patterns of behavior tend to be consistent over time, these can change based on circumstances beyond the scope of what has been measured by this survey. Therefore, this information does not represent a comprehensive measure of psychological traits, nor does it claim to represent a prediction of future behavior. No part of this information is intended to convey a psychological, medical, or psychiatric evaluation, and in no way is this information intended to convey an evaluation of employability. This information is intended to provide insight that is useful in coaching, team-building, and other aspects of professional development and training. No employment decision should be made based, in whole or in part, on the results contained herein, and no indication of suitability for employment should be inferred or implied based on the REACH Profile Survey.