



### Leading Strengths

These traits emerged as behavioral strengths for this individual. Review the "Key Insights" tab for more details on these.

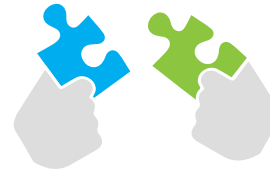
**Multitasking:** The extent to which individuals prefer variety and handling multiple tasks, as opposed to predictability and focusing on one thing at a time.

**Objective Thinking:** The extent to which individuals view information and situations factually, as opposed to viewing situations from a more personal frame of reference.

**Criticism Tolerance:** The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

**Detail Interest:** The extent to which individuals enjoy engaging in detail-oriented tasks as opposed to disliking them.

**Positive View of People:** The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.



### Potential Weaknesses

These traits emerged as behavioral limitations for this individual. Review the "Key Insights" tab for more details on these.

**Accommodation:** The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

**Competitiveness:** The extent to which individuals place emphasis on achieving success over others and winning versus being less competitive.

**Follow Through:** The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

**Preference for Structure:** The extent to which individuals prefer to be provided with direction and structure in their work environment as opposed to a more loosely defined work setting.

**Work Intensity:** The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

For more information:

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## Key Insights

### Job Match



2.8

FAIR

Relevance 100.00 %

### BEHAVIORAL MATCH

A measure of behavioral traits and their impact on the key competencies for the role.

Match Area =

### Relating

Accommodation



#### The Definition

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

#### Key Insight Narrative

May appear unconcerned with pleasing others and could be perceived as argumentative or uncooperative.

Assertiveness



#### The Definition

The extent to which individuals take the initiative with people or situations, rather than allowing others to take the lead.

#### Key Insight Narrative

Should enjoy influencing others and taking charge.

Competitiveness



#### The Definition

The extent to which individuals place emphasis on achieving success over others and winning versus being less competitive.

#### Key Insight Narrative

Appears less competitive than others, which may be perceived as less desire to win.

### Criticism Tolerance



#### The Definition

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

#### Key Insight Narrative

Should not be sensitive to criticism or rejection and should interpret it objectively.

### Interpersonal Insight



#### The Definition

The extent to which individuals are aware of or "tuned in" to others' feelings, motivations, and behaviors.

### Optimism



#### The Definition

The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.

#### Key Insight Narrative

Optimistic and should recover from setbacks quickly.

### Positive View of People



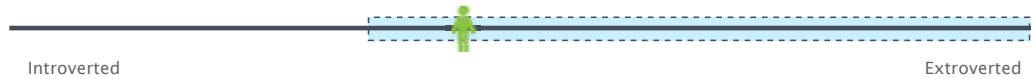
#### The Definition

The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

#### Key Insight Narrative

Is likely balanced in view of people; neither too trusting nor overly cautious of others.

### Sociability



#### The Definition

The extent to which individuals seek out and enjoy social interactions as opposed to a preference for being alone or one-on-one interactions.

#### Key Insight Narrative

Is likely to feel comfortable in social situations and group settings.

### Social Restraint



**The Definition**

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

**Thinking**

Cautious Thinking



**The Definition**

The extent to which individuals have a deliberate and serious style when deciding on a course of action as opposed to making decisions quickly.

**Key Insight Narrative**

Should draw conclusions quickly without being overly cautious or risk averse.

Objective Thinking



**The Definition**

The extent to which individuals view information and situations factually, as opposed to viewing situations from a more personal frame of reference.

**Key Insight Narrative**

Likely to be an intuitive thinker who can make decisions even when objective data is not available.

Realistic Thinking



**The Definition**

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

Reflective Thinking



**The Definition**

The extent to which individuals thoroughly consider and seek out information, as opposed to being comfortable acting with limited information.

**Working**

Detail Interest



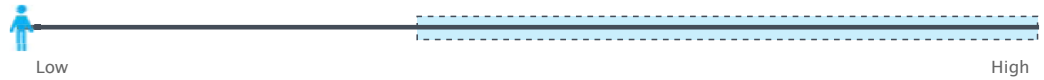
**The Definition**

The extent to which individuals enjoy engaging in detail-oriented tasks as opposed to disliking them.

**Key Insight Narrative**

Should pick up on details or discrepancies that others would miss.

### Follow Through



#### The Definition

The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

#### Key Insight Narrative

Likely to have difficulty following through or committing to tasks, especially ones that are deemed as unimportant or uninteresting.

### Multitasking



#### The Definition

The extent to which individuals prefer variety and handling multiple tasks, as opposed to predictability and focusing on one thing at a time.

#### Key Insight Narrative

Enjoys working in unpredictable, changing environments.

### Preference for Structure



#### The Definition

The extent to which individuals prefer to be provided with direction and structure in their work environment as opposed to a more loosely defined work setting.

#### Key Insight Narrative

May have difficulty working in situations with loosely defined rules, regulations, or policies.

### Process-Focused



#### The Definition

The extent to which individuals prefer to be organized and structured in the way they work, rather than taking a less methodical approach.

### Work Independence



#### The Definition

The extent to which individuals prefer to rely on themselves as opposed to a preference for collaborating and seeking support from others.

### Work Intensity



**The Definition**

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

**Key Insight Narrative**

Is likely to have a more relaxed pace that others may view as lacking urgency.

COMMUNICATING EFFECTIVELY



The extent to which one expresses thoughts and ideas in a clear and effective manner.

- Assertiveness - May dominate conversations and may not always listen to the concerns and suggestions of those involved.
- Interpersonal Insight - May not perceive the subtle differences and needs of the audience, in order to best adapt communication style.
- Positive View of People - Balances trust with skepticism; should be able to communicate effectively in both positive and difficult interactions with others.
- Social Restraint - Should be able to balance expressiveness and restraint when communicating with others.

Assertiveness



The Definition

The extent to which individuals take the initiative with people or situations, rather than allowing others to take the lead.

Key Insight Narrative

Assertiveness - May dominate conversations and may not always listen to the concerns and suggestions of those involved.

Interpersonal Insight



The Definition

The extent to which individuals are aware of or "tuned in" to others' feelings, motivations, and behaviors.

Key Insight Narrative

Interpersonal Insight - May not perceive the subtle differences and needs of the audience, in order to best adapt communication style.

Positive View of People



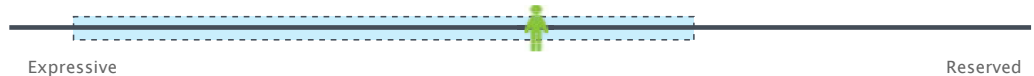
The Definition

The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

Key Insight Narrative

Positive View of People - Balances trust with skepticism; should be able to communicate effectively in both positive and difficult interactions with others.

Social Restraint



The Definition

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

Key Insight Narrative

Social Restraint - Should be able to balance expressiveness and restraint when communicating with others.

DELIVERING RESULTS



The extent to which one commits to achieving objectives; holds self accountable and follows through.

- Follow Through - May be inconsistent when working on tasks and may leave important items unfinished.
- Process-Focused - Should approach projects without extensive planning, but should be capable of using organizational techniques to achieve results and meet deadlines.
- Realistic Thinking - May over-rely on past experiences and practical solutions without considering innovative and unconventional ideas.
- Work Intensity - Is likely to demonstrate a sufficient level of urgency to complete work.

### Follow Through



#### The Definition

The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

#### Key Insight Narrative

Follow Through - May be inconsistent when working on tasks and may leave important items unfinished.

### Process-Focused



#### The Definition

The extent to which individuals prefer to be organized and structured in the way they work, rather than taking a less methodical approach.

#### Key Insight Narrative

Process-Focused - Should approach projects without extensive planning, but should be capable of using organizational techniques to achieve results and meet deadlines.

### Realistic Thinking



#### The Definition

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

#### Key Insight Narrative

Realistic Thinking - May over-rely on past experiences and practical solutions without considering innovative and unconventional ideas.

### Work Intensity



#### The Definition

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

#### Key Insight Narrative

Work Intensity - Is likely to demonstrate a sufficient level of urgency to complete work.

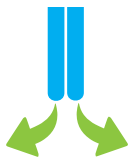
## MAKING SOUND DECISIONS



The extent to which one makes sound decisions in a timely and confident manner.

- Cautious Thinking - May take unnecessary risks when making decisions.
- Criticism Tolerance - May discount feedback or differing opinions that arise after a decision has been made.





- Detail Interest - Prefers to understand things deeply and may waste time digging into details rather than being decisive.
- Follow Through - May not follow up with key stakeholders to ensure alignment when making decisions.
- Objective Thinking - Should balance facts with intuition before drawing conclusions.
- Realistic Thinking - Is likely to consider the practicality of solutions when making decisions.
- Reflective Thinking - Should anticipate the long-term consequences of a decision by investing the time necessary to understand the issue.
- Work Intensity - Prefers to work slowly, which may limit the ability to make decisions in a timely manner.

### Cautious Thinking



#### The Definition

The extent to which individuals have a deliberate and serious style when deciding on a course of action as opposed to making decisions quickly.

#### Key Insight Narrative

Cautious Thinking - May take unnecessary risks when making decisions.

### Criticism Tolerance



#### The Definition

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

#### Key Insight Narrative

Criticism Tolerance - May discount feedback or differing opinions that arise after a decision has been made.

### Detail Interest



#### The Definition

The extent to which individuals enjoy engaging in detail-oriented tasks as opposed to disliking them.

#### Key Insight Narrative

Detail Interest - Prefers to understand things deeply and may waste time digging into details rather than being decisive.

### Follow Through



#### The Definition

The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

#### Key Insight Narrative

Follow Through - May not follow up with key stakeholders to ensure alignment when making decisions.

### Objective Thinking



#### The Definition

The extent to which individuals view information and situations factually, as opposed to viewing situations from a more personal frame of reference.

### Key Insight Narrative

Objective Thinking - Should balance facts with intuition before drawing conclusions.

#### Realistic Thinking



### The Definition

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

### Key Insight Narrative

Realistic Thinking - Is likely to consider the practicality of solutions when making decisions.

#### Reflective Thinking



### The Definition

The extent to which individuals thoroughly consider and seek out information, as opposed to being comfortable acting with limited information.

### Key Insight Narrative

Reflective Thinking - Should anticipate the long-term consequences of a decision by investing the time necessary to understand the issue.

#### Work Intensity



### The Definition

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

### Key Insight Narrative

Work Intensity - Prefers to work slowly, which may limit the ability to make decisions in a timely manner.

## RELATIONSHIP MANAGEMENT



The extent to which one builds and maintains meaningful and positive connections with others inside or outside of the organization.

- Accommodation - Although somewhat focused on personal goals, is generally able to collaborate and consider the ideas and needs of others.
- Criticism Tolerance - Interacts with others without becoming defensive or overly sensitive.
- Optimism - Has a generally positive demeanor and outlook when interacting with others.
- Sociability - Is outgoing and should naturally build solid relationships.
- Social Restraint - Is able to convey a professional yet genuine demeanor, which may facilitate relationship building.

#### Accommodation



### The Definition

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

### Key Insight Narrative

Accommodation - Although somewhat focused on personal goals, is generally able to collaborate and consider the ideas and needs of others.

## Criticism Tolerance



### The Definition

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

### Key Insight Narrative

Criticism Tolerance - Interacts with others without becoming defensive or overly sensitive.

## Optimism



### The Definition

The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.

### Key Insight Narrative

Optimism - Has a generally positive demeanor and outlook when interacting with others.

## Sociability



### The Definition

The extent to which individuals seek out and enjoy social interactions as opposed to a preference for being alone or one-on-one interactions.

### Key Insight Narrative

Sociability - Is outgoing and should naturally build solid relationships.

## Social Restraint



### The Definition

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

### Key Insight Narrative

Social Restraint - Is able to convey a professional yet genuine demeanor, which may facilitate relationship building.

## RESILIENCE



The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

- Accommodation - Should be comfortable letting others know when they are overloaded; is unlikely to overcommit to deadlines.
- Criticism Tolerance - Open to constructive criticism, and is unlikely to take feedback personally.
- Optimism - Maintains a positive attitude despite difficult circumstances.
- Realistic Thinking - Tends to view stress and frustration from a practical perspective; is likely to channel energy to implement constructive solutions.
- Reflective Thinking - Is able to identify and understand the root cause of issues and consider potential solutions.
- Social Restraint - Should be able to express frustration appropriately and communicate needs and solutions with others in a healthy manner.

## Accommodation



### The Definition

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

### Key Insight Narrative

Accommodation - Should be comfortable letting others know when they are overloaded; is unlikely to overcommit to deadlines.

## Criticism Tolerance



### The Definition

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

### Key Insight Narrative

Criticism Tolerance - Open to constructive criticism, and is unlikely to take feedback personally.

## Optimism



### The Definition

The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.

### Key Insight Narrative

Optimism - Maintains a positive attitude despite difficult circumstances.

## Realistic Thinking



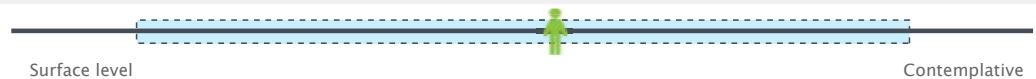
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The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

### Key Insight Narrative

Realistic Thinking - Tends to view stress and frustration from a practical perspective; is likely to channel energy to implement constructive solutions.

## Reflective Thinking



### The Definition

The extent to which individuals thoroughly consider and seek out information, as opposed to being comfortable acting with limited information.

### Key Insight Narrative

Reflective Thinking - Is able to identify and understand the root cause of issues and consider potential solutions.

## Social Restraint



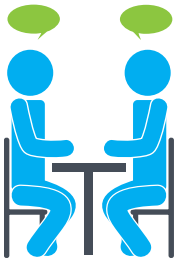
### The Definition

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

**Key Insight Narrative**

Social Restraint - Should be able to express frustration appropriately and communicate needs and solutions with others in a healthy manner.

NEGOTIATING CONFLICT



The extent to which one addresses conflict quickly and effectively; facilitates a mutually agreeable resolution.

- Accommodation - May not emphasize compromise between disagreeing parties or be unyielding in negotiation approach.
- Assertiveness - Is likely to talk more than listen and may miss opportunities to listen to others' viewpoints.
- Criticism Tolerance - Is likely to remain objective in most conflict situations rather than personalize issues.
- Interpersonal Insight - May not be aware of others' motivations or perspectives when resolving conflict.
- Optimism - Should take a positive, optimistic approach when mediating conflict.
- Positive View of People - Is skeptical by nature and may be cautious of others' motives or intentions when managing conflict.
- Sociability - Is likely to focus personal interactions on the situation at hand.
- Social Restraint - Is not likely to do or say things in haste, which should be an asset in a conflict situation.

Accommodation



**The Definition**

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

**Key Insight Narrative**

Accommodation - May not emphasize compromise between disagreeing parties or be unyielding in negotiation approach.

Assertiveness



**The Definition**

The extent to which individuals take the initiative with people or situations, rather than allowing others to take the lead.

**Key Insight Narrative**

Assertiveness - Is likely to talk more than listen and may miss opportunities to listen to others' viewpoints.

Criticism Tolerance



**The Definition**

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

**Key Insight Narrative**

Criticism Tolerance - Is likely to remain objective in most conflict situations rather than personalize issues.

Interpersonal Insight



**The Definition**

The extent to which individuals are aware of or "tuned in" to others' feelings, motivations, and behaviors.

**Key Insight Narrative**

Interpersonal Insight - May not be aware of others' motivations or perspectives when resolving conflict.

## Optimism



### The Definition

The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.

### Key Insight Narrative

Optimism - Should take a positive, optimistic approach when mediating conflict.

## Positive View of People



### The Definition

The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

### Key Insight Narrative

Positive View of People - Is skeptical by nature and may be cautious of others' motives or intentions when managing conflict.

## Sociability



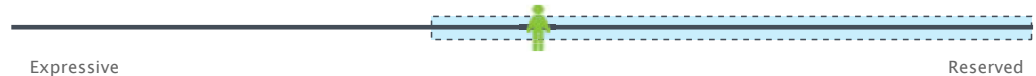
### The Definition

The extent to which individuals seek out and enjoy social interactions as opposed to a preference for being alone or one-on-one interactions.

### Key Insight Narrative

Sociability - Is likely to focus personal interactions on the situation at hand.

## Social Restraint



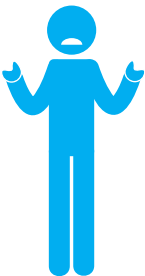
### The Definition

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

### Key Insight Narrative

Social Restraint - Is not likely to do or say things in haste, which should be an asset in a conflict situation.

## INFLUENCING



The extent to which one convinces others to take a specific position or action through the effective communication of ideas.

- Accommodation - May have a strong desire to push ideas forward without placing enough consideration on the needs of others, which may be perceived as too one-sided.
- Assertiveness - Is comfortable voicing opinions and displaying a confident attitude to convince others to adopt a course of action.
- Follow Through - May not consistently follow up with others to ensure buy-in of new ideas.
- Sociability - Is moderately social, which will help to influence and understand the needs of others.
- Social Restraint - Demonstrates consistent and controlled reactions regardless of pushback from others.

## Accommodation



**The Definition**

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

**Key Insight Narrative**

Accommodation - May have a strong desire to push ideas forward without placing enough consideration on the needs of others, which may be perceived as too one-sided.

Assertiveness



**The Definition**

The extent to which individuals take the initiative with people or situations, rather than allowing others to take the lead.

**Key Insight Narrative**

Assertiveness - Is comfortable voicing opinions and displaying a confident attitude to convince others to adopt a course of action.

Follow Through



**The Definition**

The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

**Key Insight Narrative**

Follow Through - May not consistently follow up with others to ensure buy-in of new ideas.

Sociability



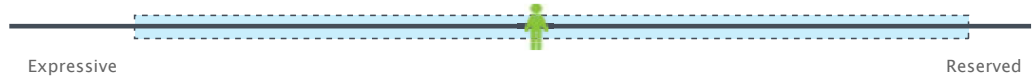
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**Key Insight Narrative**

Sociability - Is moderately social, which will help to influence and understand the needs of others.

Social Restraint



**The Definition**

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

**Key Insight Narrative**

Social Restraint - Demonstrates consistent and controlled reactions regardless of pushback from others.

WORK ORGANIZATION



The extent to which one approaches work in an orderly manner; prioritizing tasks and managing time effectively.

- Detail Interest - May be too focused on the details and lose sight of broader issues.
- Follow Through - May struggle closing out tasks during the planning and prioritization process.
- Multitasking - May become bored or distracted when having to organize and plan ahead.
- Process-Focused - Should be able to manage project initiatives without becoming over-immersed in the planning process.
- Realistic Thinking - Is likely to emphasize realistic plans and tangible goals.

- Work Intensity - Is not likely to rush through tasks and projects.

#### Detail Interest



#### The Definition

The extent to which individuals enjoy engaging in detail-oriented tasks as opposed to disliking them.

#### Key Insight Narrative

Detail Interest - May be too focused on the details and lose sight of broader issues.

#### Follow Through



#### The Definition

The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

#### Key Insight Narrative

Follow Through - May struggle closing out tasks during the planning and prioritization process.

#### Multitasking



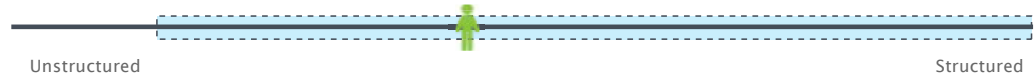
#### The Definition

The extent to which individuals prefer variety and handling multiple tasks, as opposed to predictability and focusing on one thing at a time.

#### Key Insight Narrative

Multitasking - May become bored or distracted when having to organize and plan ahead.

#### Process-Focused



#### The Definition

The extent to which individuals prefer to be organized and structured in the way they work, rather than taking a less methodical approach.

#### Key Insight Narrative

Process-Focused - Should be able to manage project initiatives without becoming over-immersed in the planning process.

#### Realistic Thinking



#### The Definition

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

#### Key Insight Narrative

Realistic Thinking - Is likely to emphasize realistic plans and tangible goals.

#### Work Intensity





**The Definition**

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

**Key Insight Narrative**

Work Intensity - Is not likely to rush through tasks and projects.

## Brandon Sample

Business Development Representative

**Interview Date:** \_\_\_\_\_

### **OPENING QUESTIONS**

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1. Please tell me about your work history. How has your previous work experience prepared you to take on the challenges of this role?
  
  
  
  
  
  
2. Tell me about what attracted you most to this position. What prompted you to apply for this job?
  
  
  
  
  
  
3. Describe your ideal work environment. In what type of work culture do you feel you perform best?
  
  
  
  
  
  
4. We all have preferences when it comes to supervisory style and the type of manager with whom we work most effectively. What type of oversight and interaction do you prefer from a manager? Why do you feel this helps you work most effectively?

### **COMPETENCY QUESTIONS**

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#### **COMMUNICATING EFFECTIVELY**

Tell me about a time when you needed to adapt your communication style to meet the needs of a particular person or audience. What was your approach? What was the outcome?

ANSWER:

Tell me about a time when you had a miscommunication with someone. What happened? How did you become aware of the miscommunication? What was the final outcome?

ANSWER:

## DELIVERING RESULTS

Tell me about a time when you were assigned an important task at work. How did you hold yourself accountable to ensure the task was completed on-time and up to standards? How did you approach the task? What was the result?

ANSWER:

Tell me about a time when you were assigned responsibility for a work project, and you did not achieve your desired objective. What was the project? What did you do to accomplish it? Why do you think the project was not completed or fell short?

ANSWER:

## MAKING SOUND DECISIONS

Describe a time when you had an important decision to make, but had several alternatives to choose from. What criteria went into your decision? What was the result?

ANSWER:

Tell me about a time when you implemented a solution to a problem and then discovered later that the problem was not fixed. What actions did you take? What was the result?

ANSWER:

## RELATIONSHIP MANAGEMENT

Give me several examples of important business relationships you have developed with people from other parts of your organization or with people outside the organization that have helped you to meet your business objectives.

ANSWER:

What is your strategy for developing business relationships? How do you go about developing these relationships? What do you do to sustain and maintain them over time?

ANSWER:

## RESILIENCE

Describe a stressful situation at work that you experienced. What was the situation? How did you react to it? How did this impact your work performance?

ANSWER:

Tell me about the last significant setback you had at work. What was the situation? What happened? How did you react?

ANSWER:

## NEGOTIATING CONFLICT

Tell me about a time when you handled a disagreement among coworkers. What were the opposing points of view? How did you approach the situation? What was the outcome?

ANSWER:

Tell me about a time when you disagreed with a direction or idea that your boss suggested. How did you approach the disagreement with your boss? What was the end result of the discussion?

ANSWER:

## INFLUENCING

Have you ever had to persuade a coworker or manager to accept an idea that you knew they would not like? What was the issue? How did you go about convincing them? How successful were you in getting them to change their mind?

ANSWER:

Tell me about a recent work experience when you tried to persuade a colleague or customer of something and were unsuccessful. What was the situation? What did you do? What would you do differently next time?

ANSWER:

## WORK ORGANIZATION

Tell me about a recent time when you had to plan a project or some work you had been assigned. What was the assignment or project? Describe your approach.

ANSWER:

Tell me about a project that you were responsible for planning that did not go as smoothly as you would have liked. What did you do? If you could redo the planning of the project, what would you do differently?

ANSWER:

## FOLLOW-UPS

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For the following scale: **Accommodation**, the individual scored **below** the match area.

Tell me about a time when you had to respond to a request that seemed unreasonable. What was the request? How did you respond?

*(Listen for an attempt to meet the need to the best of their ability.)*

For the following scale: **Competitiveness**, the individual scored **below** the match area.

When you started your last job, did you set any goals for advancement in the company? What were your goals and how did you go about planning for them? How successful were you?

*(Listen for a desire to grow and achieve professional goals.)*

For the following scale: **Follow Through**, the individual scored **below** the match area.

Tell me about a time when you were not able to complete a project on time. What was the situation? What did you do? What was the outcome?

*(Listen for a tendency to miss deadlines and not hold self/others accountable.)*

For the following scale: **Preference for Structure**, the individual scored **above** the match area.

Have you ever worked in a situation where the rules and guidelines were not clear? How did you handle the situation?

*(Listen for a discomfort with ambiguity and lack of structure.)*

For the following scale: **Work Intensity**, the individual scored **below** the match area.

Describe a time when you were responsible for a project at work that required a fast response or had a really short deadline. What did you do? How did you feel working under these circumstances? What was the result?

*(Listen for a tendency to work more deliberately and slower than is ideal. Can the individual adjust their work intensity to meet the demands of the situation? What impact does this have on the individual?)*