

MANAGEMENT INTERVIEW QUESTIONNAIRE

PRIVATE & CONFIDENTIAL

21/05/2004

Mr. Joe Bloggs

Report Unique ID: 35008

CHARACTERISTICS

Direct, driving, self-starter, hard-working, sincere, strong-willed, stubbornly independent, patient, deliberate, assertive, reserved, reflective and self-conscious.

MANAGEMENT COMPATIBILITY

Mr. Bloggs has the behavioural characteristics required to manage in a specialist area where he can use his expertise and example of hard work to gain the respect of his team. He is likely to be direct in his approach but usually he will attempt to be fair with his people. He can make decisions but may be reluctant to do so until he has all the facts and information. He has the ability to be a good strategic and detailed planner and will have the persistence required to see an administrative job through to conclusion.

His major weakness in terms of management is likely to lie in the fact that he is a fairly reserved individual who is not strong in areas of general communication and persuasion. Although he is amiable in approach he tends to build relationships slowly on trust. If therefore the motivation of others is integral to the role, he may encounter difficulties in this area. He dislikes being forced into making impulsive decisions and prefers to work to realistic deadlines.

Mr. Bloggs is likely to be better suited to a management role within a specialist area of expertise. The environment should be structured and the work parameters clearly defined initially. He may encounter problems if placed in a general management position where the main requirements are flexibility, quick decision making and the motivation of others.

INTERVIEW HINTS

Allow Mr. Bloggs to feel comfortable during the initial stages of the interview. At this point assess his assertiveness but more importantly how he copes in terms of general communication. As the interview progresses pressure should be placed upon him in order to test his power of recovery and how he is likely to cope with pressurised situations, especially time pressures.



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INTERVIEW QUESTIONS

We recommend that you follow your usual interview technique with regard to CV, education, experience, knowledge and other special needs. The following questions have been selected to assess Mr. Bloggs's potential shortfalls in relation to the selected type of role. The full battery of questions should be used.

Discussion objective "D"

Is Mr. Bloggs prepared to consider the views of others in order to maximise success.

- What do you consider to be the most effective element or ingredient of your management technique?
- Have you ever considered how people see you as a manager.
- If no, why not. If yes, tell me how you think you appear to members of your team.
- How do you find out what your team really feels about you.
- Do you think you satisfy all their needs.
- How do you think I feel about you.
- Can you explain why you think that.

Notes:

Discussion objective "i"

Can Mr. Bloggs communicate his views and how far will he go in order to win his way?

- Can you think of an occasion when someone was opposed to your ideas.
- Tell me about it and explain what you did and said.
- If a person raised an objection, how would you deal with it.
- How do you assess that you have successfully overcome a person's objections.
- Are there many occasions when people object to your ideas.
- On average what percentage of times do you convert them to your way of thinking.
- From what you have seen, do you think I am likely to be a good or poor communicator.
- Tell me why you think that.

Notes:

Discussion objective "S"

Will Mr. Bloggs have the ability to cope with the activity rate required for a management role?



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- Do you think a relaxed and contented person makes a good manager and achieves results.
- Why do you think that.
- What are the disadvantages of an active and mobile manager.
- Which category best describes you: Relaxed and contented or active and mobile.
- Which do you think best describes me.
- Which category do you think is most important for this management role.
- Why do you think that.

Notes:

Discussion objective "C"

Has Mr. Bloggs the ability to deal with individuals that he may not like or relate to?

- Tell me what sort of tasks cause you to lose enthusiasm for work.
- Describe the type of people who frustrate you.
- Do you ever show annoyance or rebellion to such people.
- Can you explain to me in detail the sort of thing that does annoy you in people.
- If you had to manage such a person, how would you go about it.

Notes:

User Guidance

It should be noted that these questions are specifically designed for first interview stage only, i.e. Initial screening. Further useful information for initial interviews can be obtained from a "Strengths and Limitations" report.

If this candidate is to be considered further, the PPA Profile report will provide additional detail. It includes information about likely behaviour under pressure, frustrations, how Mr. Bloggs is best motivated and the ideal style for his supervisor.



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