



# MANAGEMENT INTERVIEW

## QUESTIONNAIRE: Mr. Thomas Sample

01/01/0001  
Private & Confidential

### CHARACTERISTICS

Persistent, dependable, hard-working, assertive, strong-willed, stubbornly independent, amiable, persuasive, self-starter, good listener, communicative, steady, sincere, deliberate, sometimes inflexible.

### MANAGEMENT COMPATIBILITY

Thomas Sample has the ability to direct an operation through his knowledge and expertise. He has an innate need to achieve results but likes to reach his goals in an organised and planned manner. He has the persistence to see a job through to conclusion, can cope with administrative duties and will take decisions within his area of expertise. He prefers the security of a structured environment. Work parameters should be defined and deadlines should be realistically set. Thomas Sample has the ability to communicate well with his people. He will also listen to their views and consider their observations.

Thomas Sample may have problems dealing with a general management role that is faced with ever changing situations and one where total flexibility is of paramount importance. If the environment becomes too fast and pressurised Thomas Sample may try to slow down the process. This could frustrate colleagues who wish to move quicker than himself, especially if they are waiting for decisions and action to be taken.

Thomas Sample is likely to be better suited to a management role that offers security within a structured working environment. Once the work pattern has been established Thomas Sample should be allowed to get on with the job and achieve results using his knowledge and expertise.

### INTERVIEW HINTS

Begin the interview slowly, allowing Thomas Sample to become confident and relaxed. This should indicate how he is likely to perform in a slow moving, specialist type role. If however the function in question is in general management, it is important to start to bring pressure into the interview. Quicken the pace, watch for his reaction, can he cope with pressure, does he come back strongly with his answers or does he attempt to slow things down again to a pace he can cope with?

### 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 Thomas Sample's potential shortfalls in relation to the selected type of role. The full battery of questions should be used.

Discussion objective "D"

Can Thomas Sample come up with sufficient new and original ideas to be a winner.

- Tell me about the five best ideas you have ever had as a manager.
- Did you implement them all - if not, why not.
- If you were failing to get your way with someone and felt strongly about the subject, what action would you take.
- Do you think it is ever necessary to be assertive when managing others.
- Can you explain why you feel like that.
- Do you think you could manage me.
- What makes you say that.

Notes:

Discussion objective "I"

Can Thomas Sample modify his behaviour in order to accommodate others and could his dislike of rejection get in the way of results?

- If you are managing a slow and unemotional person, how do you feel.
- How do you create a quick relationship with such people.
- Do you change your style with such people.
- If yes, what do you do.
- How do you feel when you have to manage a very aggressive person.
- Do you ever feel rejected.
- If yes, how do you overcome it.
- Have you ever felt demotivated by either your team or a superior.
- If yes, describe that person to me.

Notes:

Discussion objective "S"

Has this person the ability to modify his behaviour in order to get the best out of every team member?

- How important is it to give all the facts and information to your people.
- Do you think people in general prefer to have all the facts.
- Do you relate to most people.
- How would you manage an impatient and aggressive individual who wants to make things happen now.
- Do you think this type of person wants detailed and specific instructions..
- What makes you think that.
- Explain in detail what action you would take if a subordinate "bucked" the system.
- Give me some examples of when you have had to discipline others and tell me about the outcome.

Notes:

Discussion objective "C"

Does Thomas Sample feel he is always right or can he recognise that he may have some weaknesses?

- Tell me about an occasion when you were reprimanded for something at work which you felt was unjustified.
- What did you do about it.
- Do you make mistakes.

- Give me a couple of instances when you felt you had made mistakes in your current or past job.
- How did your boss react on those occasions.
- What do you look for in a boss.
- Do you think I would meet that requirement.
- Why do you think that.

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 Thomas Sample is best motivated and the ideal style for his supervisor.