

## Management Interview Questionnaire

### Features

A resource for management interviews, the individual's style of management is summarized, with hints about how to proceed in the interview based on the person's natural behavioral style. Discussion Objectives and questions for each DISC factor help you probe how the person's natural abilities will fit in the management capacity.

### Uses

A supplement to your usual interview questions for managers, these questions are built from the individual's profile results. Consider use of this report for development discussions and to assist with succession planning and promotion.



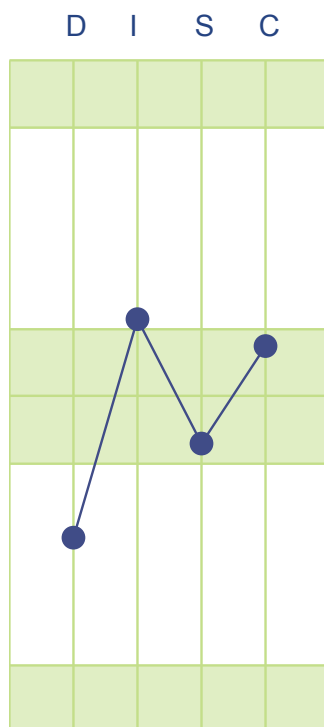
# MANAGEMENT INTERVIEW QUESTIONNAIRE: Tom Sample

Private &  
Confidential

## CHARACTERISTICS

Amiable, communicative, factual, logical, outwardly confident, persuasive, compliant, careful, systematic, non-demanding, non-aggressive, restless, active and mobile.

## MANAGEMENT COMPATIBILITY



The person is likely to manage others through people skills coupled with an ability to absorb and impart information to others. He is specific by nature and as such maintaining quality and standards within the organization are important to him. He has the ability to research facts and information but may become bored if the job becomes too routine.

Tom Sample's potential weakness in a general management role is that he may have problems dealing with more aggressive individuals than himself. He prefers to do business in a friendly manner, working in an environment that is free of trouble and hassle. He dislikes antagonistic situations and as such may have difficulty disciplining others. Tom Sample may be cautious in terms of decision making, preferring to gather all his facts and information before taking action. As such therefore he may frustrate colleagues who wish to move quicker than himself.

Tom Sample is likely to be better suited to a management role that is people oriented and one that allows specific input and adherence to rules, procedure and detail. There should be the opportunity to win his way through persuasion and knowledge rather than in a forceful and assertive manner.

## INTERVIEW HINTS

Begin the interview in a friendly way, encourage him to talk and ask questions, especially within his area of knowledge and expertise. At some later stage change your approach becoming strong, forceful and demanding. Challenge his observations, even if you feel he is correct. Assess if he stays firm, or completely gives way in order to keep the environment friendly and free of hassle and trouble. Consideration should be given to the management role in question and whether it requires a person who is forceful and assertive or one who is friendly

and specific by nature.

---

## INTERVIEW QUESTIONS

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

Discussion objective "D"

Is Tom Sample sufficiently self-motivated to succeed in this role and can he recognize how best to motivate others.

- Are you a naturally self-motivated person.
- Tell me the sort of things that motivate you and why.
- What causes you to lose your motivation.
- If you were assessing me, what do you think would motivate me.
- If you were selling an idea to me what do you think would turn me off the most: Telling me, giving me too much detail or talking too much.
- Can you explain in detail why you think that.

Notes:

Discussion objective "I"

Has Tom Sample the ability to accurately judge the characteristics of others?

- Have you ever had a tendency to trust people too much and misjudge situations.
- How do you make sure that you are not misjudging people or situations.
- What motivates you.
- Describe the type of people who would motivate you the most.
- Have I got those characteristics.
- Tell me why you think that.

Notes:

Discussion objective "S"

Is Tom Sample continually looking for change, and if so is this because of boredom or ambition?

- How quickly do you become bored with a job.
- Tell me about the worst job you have ever had and why it was so bad.
- If offered this job, how long do you think it would take for you to settle in.
- If you had quick success how soon could we consider you for promotion.
- What training do you think you would need in order to take a promotion.
- How long would you stay in this job without a promotion.
- Tell me about your ambitions and the timescales you have set yourself.

Notes:

Discussion objective "C"

Is Tom Sample flexible enough for a management role?

- Do you enjoy coping with a variety of things at the same time.
- Tell me about the variation you think you would find in this job.
- Do you think managers have to make quick decisions in order to achieve results.
- Give me some instances of when you had to make quick decisions and tell me about the result.
- Are you usually a quick decision maker.
- Have you decided if you want this job.
- If yes, why. If no, why not.
- Do you think I am likely to offer you the job.
- 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 behavior under pressure, frustrations, how Tom Sample is best motivated and the ideal style for his supervisor.