Date: Jul 13, 2008

CluesAssessments

provided by

Chrysalis Corporation

Name: Tom Tester
ID: 295689

Good
Ok
Poor

Project Manager Summary

General Reasoning
(Cognitive)

Slower Processing
Accepts Simple & Repetitive Work

Faster Processing
Needs Intellectual Challenge

- Tom typically learns new information very quickly and is able to solve complex problems
- Generally able to think strategically and see the bigger picture of the overall project
- May not take the time to explain things fully to others, which means Tom may assume that others can easily see how the project details should be handled
- Tom may not take the time to make sure that everyone fully understands what to do within the project

Question: Tell me about a time when you had to coordinate a project centered on fairly mundane tasks every day. What was that like?

Conscientious
(Organization)

Carefree
Impulsive

Detail Oriented
Dependable

Poor Poor Poor Ok Ok Good Good Good Good Good

- Easy going nature may cause Tom to not enjoy the highly detailed nature of many project management situations
- Tom prefers to think strategically about a project and then make sure that there is a good team in place to implement the details of the project
- Important for Tom to have a good time management system that can help make sure that details and time lines are not missed

Question: Describe a time when you failed to meet a deadline because of a lack of planning. What did you do?

Tough Minded

Cooperative
Agreeable

Direct
Determined
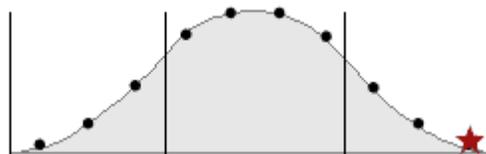
Poor Poor Ok Ok Good Good Good Good Good Good

- Tom is usually comfortable directing the work of others on a project particularly if the project is more strategic and bigger picture versus routine in nature
- Tends to be tough minded and skeptical which can be valuable when dealing with difficult

situations and making sure that things are getting done
- Can be autocratic at times rather than soliciting ideas from others
Question: Tell me about an instance where you persuaded another person to do something other than what that person originally wanted to do.

Conventional
(Rules)

Open to New Experience
Flexible

Consistent
Structured

| Poor	Ok	Ok	Good	Good	Good	Good	Good	Good	Ok

Tom prefers a working environment that allows for structure and the use of tried and true problem solving
- Tends to be consistent and follow a process closely which can be invaluable within project management roles
- Although Tom has faster learning speed, there may be a hesitance to quickly accept change
Question: Describe a time when you had to implement several major changes quickly within your team. How did you do it?

Extroversion

Reserved
Listener

Outgoing
Talker

| Ok	Ok	Good	Good	Good	Good	Good	Good	Ok	Ok
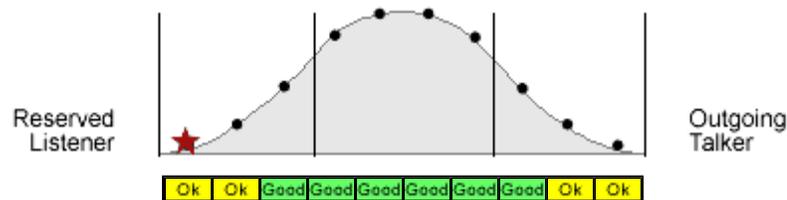
- Tends to be reserved and quiet which may cause others to perceive that Tom is unavailable or uninterested in them
- It is critical that Tom understand the importance of using listening skills to encourage and motivate members of project team, and may need guidance and support in learning to use those skills effectively
- Projects that are more conservative in nature versus those that require a high energy and enthusiasm will be better suited to Tom's style
Question: Tell me about a time when you had to present something to your team and you knew that it was critical to get their buy in. How did it turn out?

Stable

Sensitive
Anxious

Calm
Stress Resistant

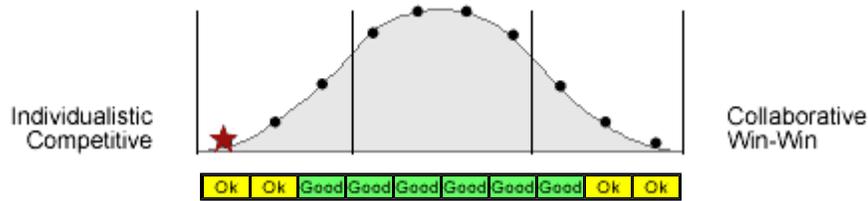| Ok	Ok	Good	Good	Good	Good	Good	Good	Ok	Ok
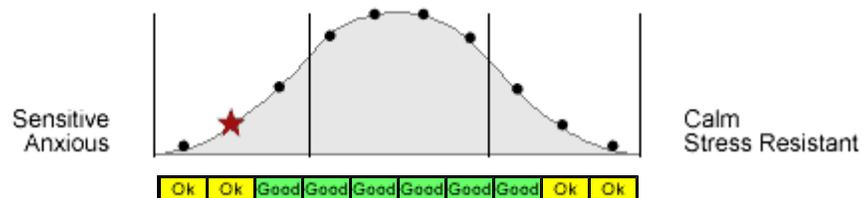
- Will typically be more sensitive to the needs of both team members and customers
- When under pressure, Tom may have an exaggerated sense of urgency, thus becoming stressed more quickly than others
- High level of cognitive functioning may help Tom overcome tendency to worry or become overly anxious

Question: Tell me about a risk you took to achieve an important objective.

Team

Individualistic Competitive — Collaborative Win-Win

| Ok | Ok | Good | Good | Good | Good | Good | Good | Ok | Ok |

- Tom is typically self-motivated and very competitive, so may have difficulty working within a team environment
- May compete with team members for recognition rather than managing the project to encourage team members to do their best and giving them the recognition they need
- Higher cognitive functioning may make it easier for Tom to understand the importance of adopting a team approach and to practice it

Question: Tell me about a situation in which you would have succeeded only as part of a team effort as opposed to an individual effort.

Good Impression
(Social Desirability)

Frank Candid — Exaggeration Disguised
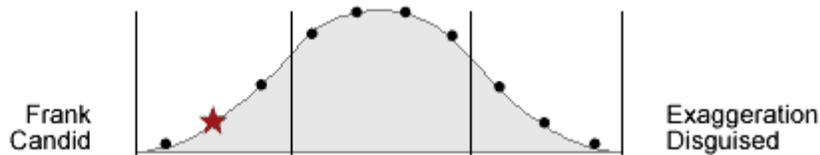
- Tom's responses have been frank and open

*The participant has scored in the "red zone" in 1 area.

Overall
75% *

Note: This report represents only a small part of the factors that can be helpful in determining job performance. It is not designed to specifically recommend or not recommend any individual for employment and the ultimate employment decision rests with the Employer.

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Project Manager Interview Questions

General Reasoning (Cognitive)
Question: Tell me about a time when you were very motivated to do your job every day. What were you doing and what types of problems did you deal with?

Question: Tell me about a time when a coworker kept asking you the same question over and over again. What did you do?

Question: Give me an example of a job where you were given many simple or routine tasks to perform daily. How did you handle that?

Conscientious (Organization)
Question: Tell me how you keep track of the details of a project or task.

Question: Give me an example of how you have followed up with someone who asked for additional details on a project or task. How did you handle the follow up?

Question: Describe a time when you lost track of some details for a project and it caused a problem. What did you do?

Tough Minded (Assertiveness)
Question: Tell me about a time when you disagreed with a supervisor about how a customer situation should be handled. What did you do?

Question: Tell me about a time when you became impatient with a coworker or supervisor because they were being unreasonable. What happened?

Question: Give me an example of a time when you had to make an important decision on something even though it wasn't your responsibility. What was the situation and how did it work out?

Conventional (Rules)
Question: Describe a time when you had to begin working and you had not really been trained yet and didn't know what you were supposed to do. What was it like?

Question: How have you handled a situation where there was no procedure in place?

Question: Tell me about a time a good customer wanted something that was not consistent with policy. What did you do?

Extroversion

Question: Give me an example of a time that someone praised you for your ability to listen to them. What was the situation?

Question: Tell me how you handle coworkers who like to chat with you even though you need to move on to the next task.

Question: Tell me about a time at work when you needed to take a break and get away from people for a while. What was it like?

Stable

Question: Give me an example of how you have dealt with a lot of stress in your job every day. What did you do?

Question: Tell me about a time when a customer or coworker was very upset and was being unreasonable. What did you do?

Question: Describe a time when you worked in an environment that you thought was motivating but not too stressful. What was your day like and what made it motivating?

Team

Question: Tell me about a time when you did something extraordinary in your job but were not given credit for it. What did you do?

Question: Give me an example of a time when a coworker needed your help with a project or task. What was the situation and how did you handle it.

Question: Give me an example of a time when you were praised for your performance in front of the team. How did your coworkers respond?

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