

Date: Jul 13, 2008



Name: Tom Tester  
ID: 295689



## 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
- May not take the time to fully explain themselves to others which means Tom may assume that others can easily see the solution or bigger picture
- Better suited for management positions that require strategic thinking rather than those that need a day-to-day manager of details and people
- Can easily become bored if the job does not require continual learning and complex problem solving

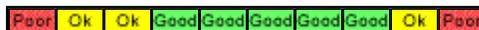
**Question:** Tell me about a time when you had to manage people who were doing fairly mundane tasks every day. What was that like?

### Conscientious (Organization)

Carefree  
Impulsive



Detail Oriented  
Dependable

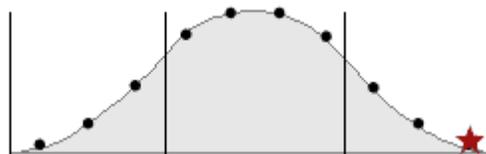


- Easy going nature may cause Tom to overlook important details
- Tom's faster learning speed can allow for big picture and creative thinking
- Better suited to management and supervisory positions where Tom is expected to deal with bigger picture issues that don't require high attention to detail

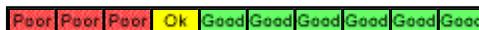
**Question:** Describe a time when you failed to meet a deadline because of a lack of planning. What did you do?

### Tough Minded

Cooperative  
Agreeable



Direct  
Determined



- Tom is usually comfortable directing the work of others
- At times, Tom may be viewed as pushy and confrontational
- Tends to be tough minded and capable of dealing with difficult situations

- Can be autocratic at times rather than soliciting ideas from others

**Question:** In managing, it's frequently important to have trust in your employees. Can you think about an instance when you were able to trust an employee and it paid off?

## Conventional (Rules)

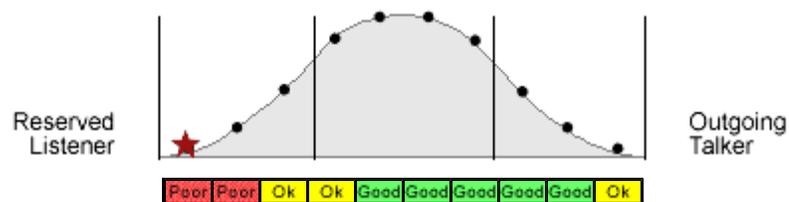


Tom prefers a working environment that allows for structure and the use of tried and true problem solving

- Tends to be consistent and follow a process closely
- Difficulty working in an environment where they are expected to think outside of the box versus being able to rely on predictable solutions

**Question:** Describe a time when you had to implement several major changes quickly within your team. How did you do it?

## Extroversion



- Tends to be reserved and quiet and prefer minimal interaction with people
- Employees may find Tom to be withdrawn and seemingly unavailable or uninterested in them
- It is critical that Tom recognize that part of management typically includes being expressive and enthusiastic with employees to keep them motivated

**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?

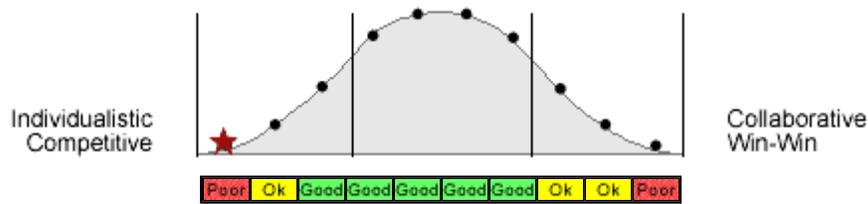
## Stable



- Tom may have an exaggerated sense of urgency causing them to feel stress more quickly than others
- Will typically be more sensitive to customer and employee needs

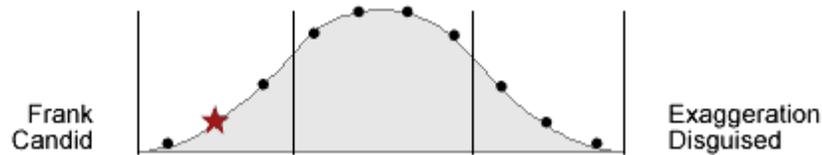
**Question:** Dealing with others as a manager can make a person impatient or irritable. When this happens to you, how do you deal with situations like that?

## Team



- Tom is typically self-motivated and very competitive
  - May have difficulty working within a team environment
  - May be too quick to actually compete with their employees for recognition rather than managing them to do their best and giving them the recognition they need to feel acknowledged
  - At times, Tom may not be collaborative with internal teams or co-workers
- Question:** Sometimes when you're working in a team, one or more of the team members are not pulling their weight. How did you deal with that situation?

## Good Impression (Social Desirability)



- Tom's responses have been frank and open

\*The participant has scored in the "red zone" in 2 areas.

Overall  
**61% \***

**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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## Manager Interview Questions

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### General Reasoning (Cognitive)

**Question:** Describe a time when you became frustrated because your team just didn't seem to get the big picture and therefore did not seem to really understand your strategy. What did you do?

**Question:** Give me an example of a time when you had an employee who kept making the same mistakes over and over again. How did you deal with it?

**Question:** Tell me about a time when you had to manage people who were doing fairly mundane tasks every day. What was that like?

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### Conscientious (Organization)

**Question:** Tell me about a time when you became impatient with a situation and made a decision before you had all the facts. What happened?

**Question:** Give me an example of how your carefree nature helped you in a stressful situation.

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

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### Tough Minded

**Question:** Describe a time when you got into an argument with an employee. What was the situation?

**Question:** Tell me about a situation when you had to be patient with someone in order to get them to do things the way you wanted them. How did you do it?

**Question:** In managing, it's frequently important to have trust in your employees. Can you think about an instance when you were able to trust an employee and it paid off?

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### Conventional (Rules)

**Question:** Tell me about a time when you created a process or structure that helped your department become more efficient. What was the situation?

**Question:** Give me an example of a time when you had to deal with an employee who was inconsistent and did not follow policies. What did you do?

**Question:** Describe a time when you had to implement several major changes quickly within your team. How did you do it?

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### **Extroversion**

**Question:** Give me an example of a time when you were not able to effectively motivate your team to do something. What could you have done differently?

**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?

**Question:** Describe a time when your listening ability really paid off with an employee. What was the situation?

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### **Stable**

**Question:** Tell me about a time when you worked in a very stressful environment with lots of deadlines. How did you deal with the stress?

**Question:** Give me an example of a time when you became angry with an employee and had to go away and regain your cool before approaching them. What was the situation?

**Question:** Dealing with others as a manager can make a person impatient or irritable. When this happens to you, how do you deal with situations like that?

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### **Team**

**Question:** Give me an example of a time when you became frustrated because you were not being given credit for your accomplishments. What did you do?

**Question:** Tell me about a time when one of your employees was doing an incredible job. What did you do to reward them and what would you do differently in the future?

**Question:** Sometimes when you're working in a team, one or more of the team members are not pulling their weight. How did you deal with that situation?

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