

# ABC Company

## MANAGEMENT INTERVIEW GUIDE

Name: Chris Sample


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All information in this report is confidential and should be treated responsibly.

This report is based on computerized comparisons between individual responses and the management norm on the 16PF Personality Questionnaire. It is prone to various sources of error and should be interpreted with caution. This report is intended to assist in the interview process, not to substitute for it or for other data. The candidate's scores for each scale are discussed on individual pages.

The **TYPICAL RANGE** is where the average score falls for a successful manager. A score within this range indicates that the candidate reports herself similarly on that dimension as compared to the successful managers.

**CANDIDATE SCORE** is represented by a grey bar:

 = candidate's actual score on the dimension.



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*80 E US Hwy 6 ♦ Valparaiso, In 46383-8917*

*Phone 219-477-6378 ♦ Fax 219-477-6379*

*E-mail: [assessment@theeg.com](mailto:assessment@theeg.com)*

*Website: [www.theeg.com](http://www.theeg.com)*

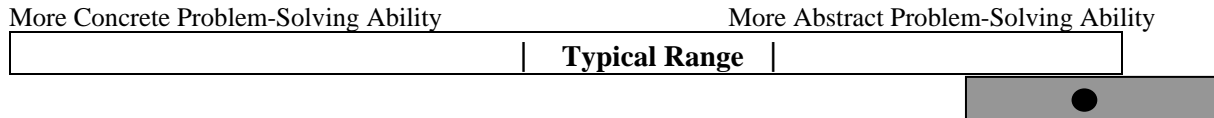
**Developed by:**

**John H. Aldridge, Jr., Ph.D. and David G. Watterson, Jr., Ph.D.**



## Problem-Solving Ability

This dimension assesses how quickly the candidate can learn and to think on one's feet. This score is related to the candidate's ability to learn new material quickly, to master product knowledge, to present information well to customers, and to pay attention to client needs. It is a measure of one's intellectual adaptability and insightfulness. It is typically related to school grades and will show up in other learning achievements.



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Sometimes, specific scores make larger contributions or detractions to the management role. In regard to Problem Solving Ability here are areas to consider:

This candidate demonstrates a very high capacity to solve problems, learn rapidly, and manage abstract concepts well. This score is based on a short measure of verbal abstract reasoning. You will want to verify this ability with other sources of information (i.e. school grades, honor societies, graduate record scores, etc.), but it is likely that he is able to perform well in learning situations. This ability is particularly important for managers who are in charge of complex issues and need to learn quickly and to reason effectively. High scores on the Problem Solving dimension are generally not a problem. However, consider asking the candidate the following questions in the interview.

### Possible Interview Questions:

- How does he keep himself intellectually challenged?
- Will the activities of this role keep him challenged or is he going to become easily bored and perhaps frustrated?

His critical thinking skills are quite strong, and in most circumstances, he is very open to alternatives and possibilities. In fact, he has a keen eye for observing details or aspects of a situation that appear to be out of place or which may not fit with the rest of the plan. As a result, he has a high drive for change and may become impatient with others if they do not move as quickly to understand a concept or to act on a situation. This high drive will be seen in his sense of urgency.

## Drive/Influence

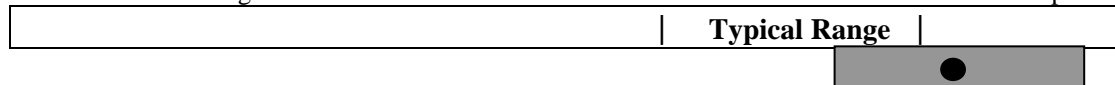
Drive/Influence is related to the ability of the candidate to be self-sufficient after the initial training period. This includes the ability to be bold and persuasive and to independently pursue answers to difficult customer challenges. This dimension is associated with a willingness to do for oneself what the company may find difficult to find time for (i.e. continuous training on product knowledge). Related to this measure is the courage and willingness to assume calculated risks in order to assist the customer.

<i>Contributing Personality traits include:</i>
<ul style="list-style-type: none"><li>• Dominance/Assertiveness</li><li>• Social Boldness</li><li>• Acceptance of Self and Others</li><li>• Openness to Experiences</li></ul>



More Accommodating

More Independent



This candidate indicates a strong desire to be independent. This dimension is important for success in business and management; however, he scores above the typical range. With his strong drive to be in control and promote his ideas, he may override the ideas and desires of others to a point that may actually alienate or offend. He may be able to accomplish a number of tasks and goals through the sheer force of his convictions and perseverance; however, without others being motivated on their own, it can be quite demanding and taxing on the organization. How well he is received as a manager will greatly depend on his level of self-awareness regarding his interpersonal skills, as well as his capacity to monitor and regulate his drive and emotion.

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Sometimes, specific scores make larger contributions or detractions to the management role. In regard to Drive/Influence here are areas to consider:

A strong contributor to his Drive/Influence score is his very high interest in being in control of his circumstances. He reports himself as liking to be in charge and of having a firm command of people and events around him. This trait can be highly conducive to a management position, since it allows him to keep his department going. His drive may be so strong, though, that he may try to influence events and people that are beyond his control. This trait may frustrate others, since it could show up as being overly controlling or aggressive. Exhibited in team situations, or in situations where being cooperative and collaborative is important, this trait will not work to his advantage.

### Possible Interview Questions:

- How does he accomplish his goals without disruption to others?
- How effectively does he seem to listen?
- How does he respond when things do not go his way?
- How does he describe his relationships with fellow employees?
- How well has he gotten along in situations where he has not been free to make all his own choices?
- How does he respond when he has to follow someone else's lead?
- Can he provide examples when he followed the ideas or suggestions of others?

## Emotional Resilience

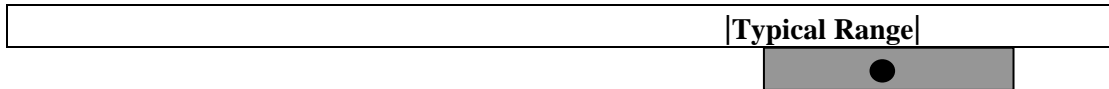
This score reflects the candidate's capacity to remain calm under pressure, initiate action, and manage frustration and disappointment. It is related to self assuredness, goal-directedness, and endurance through obstacles. Resilience is associated with managing oneself professionally with customers and co-workers alike even when in stressful circumstances.

*Contributing Personality traits include:*

- Calmness
- Acceptance of Self and Others
- Composure
- Degree of Patience with Self and Others

Less Resilient

More Resilient



This candidate is within the typical range on this dimension, which suggests a generally good balance between emotional reserve and expression. He is responsive to his feelings but is not easily upset by change, disruption, challenge, and disappointment. He is able to move forward confidently with conviction. He is not blind to problems but moves steadily and purposefully to a successful conclusion. In addition, he currently reports a good degree of resilience, which is required in management positions.

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Sometimes, specific scores make larger contributions or detractions to the management role. In regard to Emotional Resilience here are areas to consider:

He reports himself as being able to respond in a stable and emotionally consistent fashion. Life is basically on solid ground, and he is able to withstand most daily business challenges. Problems generally do not upset him, and he can recover quite rapidly from surprise and disappointment. His ability to recognize, understand, and control his emotions may have a positive impact on others' abilities to relate easily with him, and others will find it easier to approach him. His calmness will allow him time to think through situations and will give him a greater chance to arrive at good solutions.

**Possible Interview Questions:**

- While he is composed, how does he express concern for the needs of others?
- How does he come across in the interview? Is he cool and detached or expressive and interested in others' needs?
- What bothers him and how does he generally respond?

## Self-Control

Scores on this scale represent the candidate's capacity to direct her energies towards goals and commitments. This measure is related to attendance and consistency of behavior. Self-Control is associated with timeliness, focus, organization skills, and attention to detail. This trait is also related to the candidate's interest in following the procedures and the guidelines of the organization and one's preferred style of operation (i.e. systematic and orderly or flexible and spontaneous). Self-Control is a measure of how planful the candidate is relative to meeting company and customer needs; does the person follow through?

<i>Contributing Personality traits include:</i>
<ul style="list-style-type: none"><li>• Seriousness</li><li>• Rule Consciousness</li><li>• Groundedness</li><li>• Meticulousness</li></ul>



More Casual

More Restrained

[Typical Range]

This candidate's score on the Self-Control dimension is within the typical range for managers. Balance is highly important in this personality dimension. He indicates an overall respect for systems and procedures; however, he is not so bound to systems and procedures that he cannot circumvent them when necessary. Management requires some flexibility, as well as a capacity to not get mired in the details of day-to-day operations. His balance on self-control is achieved through a number of factors. Look to the individual statements below to see how this balance is achieved.

Sometimes, specific scores make larger contributions or detractions to the management role. In regard to Self-Control here are areas to consider:

He reports himself as having an above average amount of imagination, which enables him to be a creative problem solver. This trait is typical of managers in situations requiring some vision and resourcefulness. He will not be as comfortable in working with highly structured or routine aspects of the business, and he will tend to push to enter new circumstances. Most managers report a bit more focus and pragmatism in their activities.

### Possible Interview Questions:

- Does he recognize that he can become distracted? How does he stay focused?
- How does he think his creativity works both for and against him?
- Does he ever find himself day dreaming? How does he manage this behavior?

## Interpersonal Style

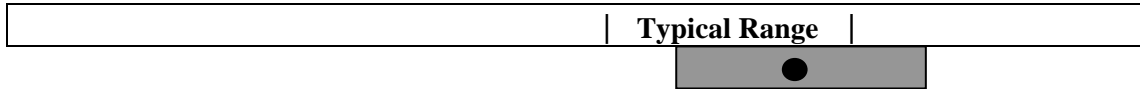
This scale measures the candidate's social and interpersonal skills. It emphasizes how well the person expresses oneself and the willingness and comfort in talking with customers and co-workers. This includes how the candidate would present to the customer, how effectively this person would express support for customer concerns, and how proficient the person is in listening to others. Scores in the Typical Range suggest that the candidate is likely to be warm, energetic, reasonably bold, polite and interested in working within a team environments.

<i>Contributing Personality traits include:</i>
<ul style="list-style-type: none"><li>• Interpersonal Warmth</li><li>• Enthusiasm</li><li>• Social Boldness</li><li>• Interpersonal Openness</li><li>• Group Orientation</li></ul>



More Introverted

More Extroverted



He falls within the typical range as compared to other managers, indicating that he is outgoing and people-oriented. This score is a composite score made up of several individual characteristics. Generally, he reports an awareness and interest in activities and issues that involve personal interaction with people. The advantages of being people-oriented lie in the practical fact that the activities of managers are in large part involved with people and relationships. Therefore, being naturally attentive to those issues has advantages.

Although his score is in the Target Range on being outgoing and people-oriented, there are some aspects of his style that are either in the very high or very low range of this dimension. As the interviewer, pay close attention to the statements below.

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Sometimes, specific scores make larger contributions or detractions to the management role. In regard to Interpersonal Style here are areas to consider:

A contributor to his outgoing style is a tendency to be socially bold and not easily intimidated in social settings. For the most part, this trait will allow him to be at ease when meeting new people, and he will gain energy and enjoyment from developing relationships. He will be able to engage others in activities. This characteristic will also allow him to network and make contacts easily, which will help him influence and persuade others.

### Possible Interview Questions:

- How does he meet his need for change and variety throughout the workday?
- What does he do if he gets bored?
- Will his potential job provide him with the variety and excitement that he needs?

## Practicality

This dimension focuses on sensitivity to people and to ideas. It measures the willingness to be open to and to try new approaches to get to the customer. Balance on this dimension suggests responsiveness to how others feel and think while being practical, factual, and business-minded. Intuition can assist the candidate in “reading” the customer and responding appropriately to his or her needs. It is a measure of sensitivity to others.

<i>Contributing Personality traits include:</i>
<ul style="list-style-type: none"><li>• Interpersonal Warmth</li><li>• Sentimentality</li><li>• Groundedness</li><li>• Conservatism</li></ul>



More Intuitive

More Practical



This candidate’s overall score on the Practicality dimension suggests a more sensitive, receptive, and subjective approach to relating to the world. This style can be helpful in the service/sales side of the business or in any area that calls for more people interaction. However, he may take events and disappointments more to heart and be more prone to internalize conflict and disagreement. You may want to consider how well he works with facts and figures. Additionally, you will need to determine if he has enough practical focus and resilience to address the challenges that are inherent in managing large groups of individuals. For instance, he may hesitate to enter into conflict situations where feelings may get hurt. As such, it will be important for him to learn how to manage conflict in a productive manner. It will also be important for him to not shy away from situations that require pushing for change or dealing with progress.

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Sometimes, specific scores make larger contributions or detractions to the management role. In regard to Practicality here are areas to consider:

He is on the more imaginative side of typical business managers. He may entertain a wider variety of perspectives, and he may tend to be more innovative and creative. If this trait is combined with good, natural problem-solving ability, he will be able to imaginatively resolve conflicts. However, he may tend to get distracted, or he may start more than can be accomplished within the natural limits of his role.

**Possible Interview Questions:**

- Does he see himself as easily distracted? If so, how does he manage this characteristic?
- How does he stay focused enough to work through some of the more administrative job tasks?
- Are his thoughts so creative that they are impractical? How does his imagination work for and against him?

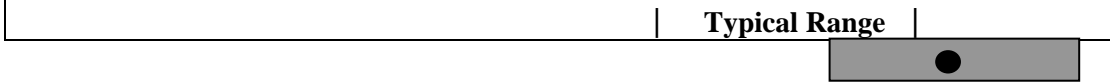
## Problem-Solving Ability

More Concrete Problem-Solving Ability | Typical Range | More Abstract Problem-Solving Ability



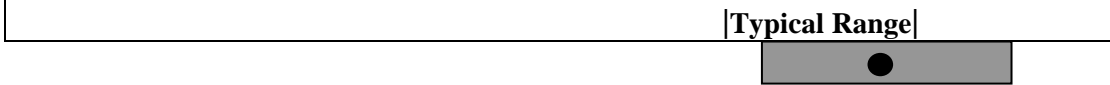
## Drive/Influence

More Accommodating | Typical Range | More Independent



## Emotional Resilience

Less Resilient | Typical Range | More Resilient



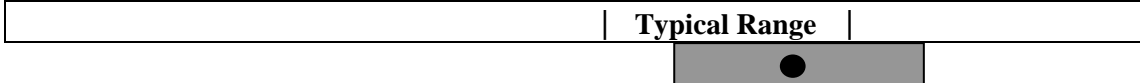
## Self-Control

More Casual | Typical Range | More Restrained



## Interpersonal Style

More Introverted | Typical Range | More Extroverted



## Practicality

More Intuitive | Typical Range | More Practical

