

## Senior Manager

for

**Sam Sample**

**Produced by Selby & Mills in partnership with**

**Example Organisation**

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Norm Group = **General population**

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The results are presented as stems where a score of 1 is low and 10 is high.

They are colour-coded; the darker the colour the higher the score and the stronger the persons preference.

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## AMBITION

7

They are likely to persist in pursuing their chosen objectives and achieving their ambitions for a considerable time, although substantial frustrations and setbacks may cause them to relinquish an objective. Persistence is a relative strength.

### Suggested interview questions

- Those who are persistent are likely to achieve goals even when their attempts are met with resistance or problems. Tell me about a time where you have achieved success despite encountering issues along the way. Talk about the situation, the issues, what made you persistent, and the outcome of your efforts.
- Imagine you are in a situation where your attempts to achieve goals are blocked by obstacles. How long might you persist before giving up? If you can, describe a workplace situation where you have decided to abandon your pursuit of a target or goal. Why was this the case?
- Achievements in spite of setbacks can be highly satisfying. Do you believe that you are able to display persistence in the workplace? Provide an example of an instance which supports this claim.
- What makes you ambitious in terms of your career? Tell me about your ambitions and how you hope to achieve them.

## CHANGE MAKER

2

Providing continuity and practical action are the hallmarks of such people's approach. There will be an emphasis on providing a stable and systematic approach to all that they do.

### Suggested interview questions

- Displaying enthusiasm for a change in procedure may lead to others feeling enthusiastic as well. How might you be able to transmit your enthusiasm in a way which will transfer to others?
- Some people may feel most comfortable when their working environment is stable. What would you do to ensure that those individuals feel comfortable in a time of change?
- Innovation which leads to practical outcomes can be very important for an organisation to progress. Tell me how you transform your ideas in the workplace into actual results or changes.
- New ideas may be met by others with scepticism if they feel the idea is unrealistic. How might you persuade or convince a sceptical colleague that a new idea will be effective?

## IMPRESSIVE

3

Appearance and behaviour is occasionally poorly judged, shows some hesitancy and can be unimpressive.

### Suggested interview questions

- Leaving a poor first impression might reduce the chances of success in the future. How might someone recover from leaving a negative first impression?
- Provide an example of a time where you felt you left a positive first impression. What were the consequences of this?
- Leaving a negative first impression on a prospective client may reduce the likelihood of achieving results. Tell me how you ensure that you leave positive first impressions.
- First impressions can be vital at work. Provide an example of an occasion where you have used a positive first impression in order to achieve results in the workplace.

## INITIATIVE

3

Balances the amount of proactive and reactive energy they display, will act if there is a little external pressure.

### Suggested interview questions

- In what ways do you influence the actions of others? Describe an occasion where you have influenced a colleague's decision making. Describe an occasion where you have influenced the planning of a future workplace event.
- Do you prefer to react to problems or spend time planning to prevent the problems from happening? Tell me what you believe the strengths and weaknesses of using this approach is.
- Would you consider planning to be one of your strengths? Tell me about some of the characteristics you have which support this assertion.
- Some people are adept at producing ideas and do so regularly. Describe an idea that you have suggested and seen implemented in a previous role.

## TRAINING AND DEVELOPMENT FOCUS

3

Sees people as a resource to achieve goals, support is given if objectives are met and puts most emphasis on immediate payoffs.

### Suggested interview questions

- Tell me about how you might use the views of colleagues to aid decision making. Describe a situation where you have behaved in this manner.
- Imagine you are placed in a situation where targets have not been met by colleagues. How would you attempt to rectify their performance into effective goal achievement? Tell me about a time where you have tried to do this. What was the outcome?
- In what ways might you be willing to support colleagues achieve their personal goals. Tell me about a time where you have done this.
- Imagine a colleague wants to partake in training which will have no short-term benefits for the organisation, but may have some long-term benefits. How would you determine whether the training would be worthwhile?

## SELF-DIRECTED

6

Able to choose key issues and pay careful attention to them, only occasionally allowing others to influence choice of priorities.

### Suggested interview questions

- Imagine you are in a situation where another member of staff is attempting to influence the tasks you should deem to be of high priority. Tell me how you would react in a situation like this. What might be the best way to deal with this colleague?
- Describe an occasion where you have set your own priorities and achieved results by following these. Is this typical of your workplace behaviour?
- How do you determine which tasks take priority over others? Talk me through how you might typically assess the urgency of workplace issues or projects.
- Setting their own priorities may allow an individual to outline a working schedule. Tell me how important it is to you to set your own priorities. Why is this? Do you feel that people work more effectively when given the opportunity to set their own priorities?

## TEAM DEVELOPMENT

3

Whilst they value team work, they will not take major initiatives to foster it and may believe it will develop from successful work activity of its own accord.

### Suggested interview questions

- Some people prefer to focus on their own objectives and leave others to do the same. The drawbacks of this include the possibility that teamwork does not subsequently develop. Provide an example of a time you have contributed to teamwork in order to achieve a goal.
- Do you have experience of trying to develop teamwork in your previous employment? Tell me about this.
- Describe the most common ways that teamwork might develop. How might you be able to create an environment with effective teamwork amongst colleagues?
- How important to you is developing teamwork amongst colleagues? Tell me about some of the benefits of a team of colleagues being able to work together effectively. Tell me about some of the difficulties you might encounter in developing teamwork.

## STRATEGIC AWARENESS

3

Some potential will be recognised in situations they encounter, but caution will prevail over curiosity. They will draw most upon the received wisdom of past action and precedent when deciding on a course of action.

### Suggested interview questions

- Tell me about your experience of making important decisions in your previous roles. Would you say that you are an effective decision maker? Talk me through a typical decision making process and explain why you are effective.
- Opportunities for the organisation to progress may involve taking risks. Describe a time where you have had to deal with a complex issue in the workplace that had potential benefits and adverse consequences. Describe the situation, your action, and the outcome.
- Workplace issues rarely have an impact on just the immediate department or projects. Tell me about your experience in dealing with issues of a complex nature within the workplace.
- Viewing situations from multiple viewpoints may allow an individual to gain an all-round understanding of the matter at hand. Tell me about how you attempt to see issues from different points of view before making a decision. Provide an example of a time where seeing an issue from multiple points of view has helped you reach an effective decision.

## INCISIVE

1

Unlikely to absorb issues quickly, preferring to focus on aspects which are understood.

### Suggested interview questions

- The ability to absorb information quickly can lead to decisive workplace decisions. Tell me about how you absorb information quickly.
- Tell me about your approach to understanding novel issues. How likely are you to research an issue in detail before making a decision which it is involved in? Provide an example of a time when you have researched in great detail before making a decision. How did the research help your decision making?
- Making decisions on issues that are not fully understood may lead to adverse consequences. Tell me about how much detail you typically require on a matter in order to feel comfortable in making a decision. When are you most likely to make a rapid decision in spite of a lack of understanding?
- Understanding issues in-depth allows an individual to make an informed decision. Tell me about a time where you felt it necessary to gain an in-depth understanding of an issue before making a decision. Provide details about the situation, your actions, the outcome, and what you learned from the situation as a whole.

## DRIVE

1

Such people are interested in producing results, but probably do not raise their work rate when the pressure is on. They prefer dealing with easy to resolve problems of a relatively short term nature to dealing with long term strategic ones.

### Suggested interview questions

- Some people prefer working towards short-term goals and quickly resolved issues. Others prefer the challenge of long-term or complex tasks. Tell me which of these more accurately describes you. Why do you prefer this manner of working?
- Provide an example of a time where it was necessary for you to show a high work-rate in order to achieve results.
- Complex issues require tenacity and persistence if they are to be resolved. Tell me about how you display these characteristics in your work. Describe a specific occasion where you have displayed persistence in order to achieve a desired result in the workplace.
- A keenness to achieve results can lead to highly motivated individuals. Are you motivated by success in the workplace? Why?

This is the end of your report.

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