| DOMINANCE - Considerable Managerial Experience | |
|---|---|
| Successful Management/Supervisorys usually have a high trait of Extroversion. However, Jennifer's high trait is Dominance. Therefore, please use the following questions to determine if Jennifer has demonstrated the ability to lower her level of Dominance. | |
| In what types of situations were you more effective as a team member than a leader?<br>What were the team's objectives?<br><br>How did you contribute to achieving the team's objectives?<br><br>How did you handle frustrations relating to not being in charge?<br><br>How many times has this happened over the past 6 months? | Listen for examples of when Jennifer lowered her Dominance to:<br>Relate to an overall team objective;<br><br>Work constructively with a group of peers;<br><br>Resist a need to be in charge; and<br><br>Actively participated as a productive member of the team. |
| Reference Name:<br><br>Company: Tel: | Rating: 0 - Not Enough Information to Rate, 1 - Poor, 2 - Fair, 3 - Good, 4 - Very Good, 5 - Excellent<br><br>Circle one number: 0 1 2 3 4 5 |
| Think back to the last time you left your staff to go on holiday or to attend a meeting; who did you select to leave in charge?<br>Why this person?<br><br>What directions did you give to her?<br><br>How will you know if they performed up to expectations?<br><br>Did you ask your supervisor to participate? | Listen for examples of when Jennifer was able to lower her Dominance to:<br>Effectively relinquish managerial responsibility;<br><br>Demonstrate confidence in subordinates;<br><br>Give clear, concise, non-patronizing direction;<br><br>Put in place reasonable activity tracking procedures; and<br><br>Respect and depend on her subordinates rather than involving her supervisor. |
| Reference Name:<br><br>Company: Tel: | Rating: 0 - Not Enough Information to Rate, 1 - Poor, 2 - Fair, 3 - Good, 4 - Very Good, 5 - Excellent<br><br>Circle one number: 0 1 2 3 4 5 |

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| CONFORMITY - Considerable Managerial Experience | |
|---|---|
| Successful Management/Supervisorys usually have a low trait of Patience. However, Jennifer's low trait is Conformity. Therefore, please use the following questions to determine if Jennifer has demonstrated the ability to raise her level of Conformity. | |
| Tell me about a situation when you found it beneficial to deviate from corporate policy or an established procedure in order to accomplish a project/task.<br>What was the corporate policy or procedure that you deviated from?<br><br>Did this deviation cause you to risk a reprimand from your supervisor?<br><br>How did this deviation effect quality control issues?<br><br>What did your manager say about this situation? | Listen for an example of when Jennifer demonstrated the ability to raise her Conformity to:<br>Illustrate an understanding of the established corporate policy or procedure;<br><br>Successfully deviated from a specific corporate policy or established procedure only to ensure a project or task was completed in a more effective and efficient manner; and<br><br>Demonstrate an appreciate for quality control issues. |
| Reference Name:<br><br>Company: Tel: | Rating: 0 - Not Enough Information to Rate, 1 - Poor, 2 - Fair, 3 - Good, 4 - Very Good, 5 - Excellent<br><br>Circle one number: 0 1 2 3 4 5 |
| When you have to report on your departments activities, how do you prefer to do it? Written report? Verbally? Combination of both? Walk me through the last report you prepared.<br>Who received the report?<br><br>How did you decide what information would be included in the report?<br><br>What did your manager say about this report?<br><br>How many times in the last 6 months have you delivered a report in this manner? | Listen for an effective example where Jennifer raised her Conformity to:<br>Provide at least some details of her work in a written report format;<br><br>Demonstrate the value of numerical facts; and<br><br>Decide to use a factual reporting format on her own without manager intervention. |
| Reference Name:<br><br>Company: Tel: | Rating: 0 - Not Enough Information to Rate, 1 - Poor, 2 - Fair, 3 - Good, 4 - Very Good, 5 - Excellent<br><br>Circle one number: 0 1 2 3 4 5 |

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| EXTROVERSION - Considerable Managerial Experience | |
|---|---|
| Successful Management/Supervisorys usually have less EXTROVERTED tendencies than is indicated in Jennifer's Profile. Therefore, please use the following questions to determine if Jennifer has demonstrated the ability to lower her level of Extroversion. | |
| Tell me about the time when you accomplished the most by working on your own in order to meet an objective or complete a task before your team arrived.<br>What was the project or task in this case?<br><br>What did you do on your own?<br><br>How long did you maintain your focus on the task without involving others or taking a break? | Listen for effective examples of when Jennifer was able to lower her Extroversion and to:<br>Plan out time to complete a task/project without "team" intervention; and was able to<br><br>Maintain isolation and focus until the project/task was completed. |
| Reference Name:<br><br>Company: Tel: | Rating: 0 - Not Enough Information to Rate, 1 - Poor, 2 - Fair, 3 - Good, 4 - Very Good, 5 - Excellent<br><br>Circle one number: 0 1 2 3 4 5 |
| Describe a time that you had to be the "heavy" with a group you were managing.<br>What was the situation/what was the problem?<br><br>Who was involved?<br><br>What effect did that experience have on you?<br><br>How did you feel about having to do that? | Listen for examples where Jennifer was able to lower her Extroversion and to:<br>Take an unpopular position;<br><br>Risk the possibility of not being liked; and<br><br>Effectively handled any personal frustrations. |
| Reference Name:<br><br>Company: Tel: | Rating: 0 - Not Enough Information to Rate, 1 - Poor, 2 - Fair, 3 - Good, 4 - Very Good, 5 - Excellent<br><br>Circle one number: 0 1 2 3 4 5 |

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| PATIENCE - Considerable Managerial Experience | |
|---|---|
| Successful Management/Supervisorys usually have less PATIENT tendencies than is indicated in Jennifer's Profile. Therefore, please use the following questions to determine if Jennifer has demonstrated the ability to lower her level of Patience. | |
| Can you tell me about a time when you were short staffed and you successfully participated in a variety of tasks to keep up with the required output?<br>Did you find that you had to change activities "too frequently?"<br><br>If YES, what were the consequences of too much change?<br><br>Who was involved in deciding if you needed to assist?<br><br>Were the required output demands meet? | Listen for successful examples of a time when Jennifer lowered her level of Patience to:<br>Frequently change activities; to deal with the frustration of changing activities;<br><br>Decide on her own, without manager intervention, to assist in the tasks; and to<br><br>Meet or exceed the required output demands. |
| Reference Name:<br><br>Company: Tel: | Rating: 0 - Not Enough Information to Rate, 1 - Poor, 2 - Fair, 3 - Good, 4 - Very Good, 5 - Excellent<br><br>Circle one number: 0 1 2 3 4 5 |
| Tell me about a project that you successfully managed that involved a great deal of variety.<br>What was the project?<br><br>Did you need to change activities "too frequently"? Why?<br><br>What were the consequences of this variety and the changing of activities?<br><br>What did your manager say about how you handled the project? | Listen for effective behavior examples of when Jennifer demonstrates the ability to become less Patient in order to:<br>Deliberately and persistently adapted to a number of different activities;<br><br>Successfully handled the change/variety; and<br><br>Her manager had good remarks about the situation. |
| Reference Name:<br><br>Company: Tel: | Rating: 0 - Not Enough Information to Rate, 1 - Poor, 2 - Fair, 3 - Good, 4 - Very Good, 5 - Excellent<br><br>Circle one number: 0 1 2 3 4 5 |

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