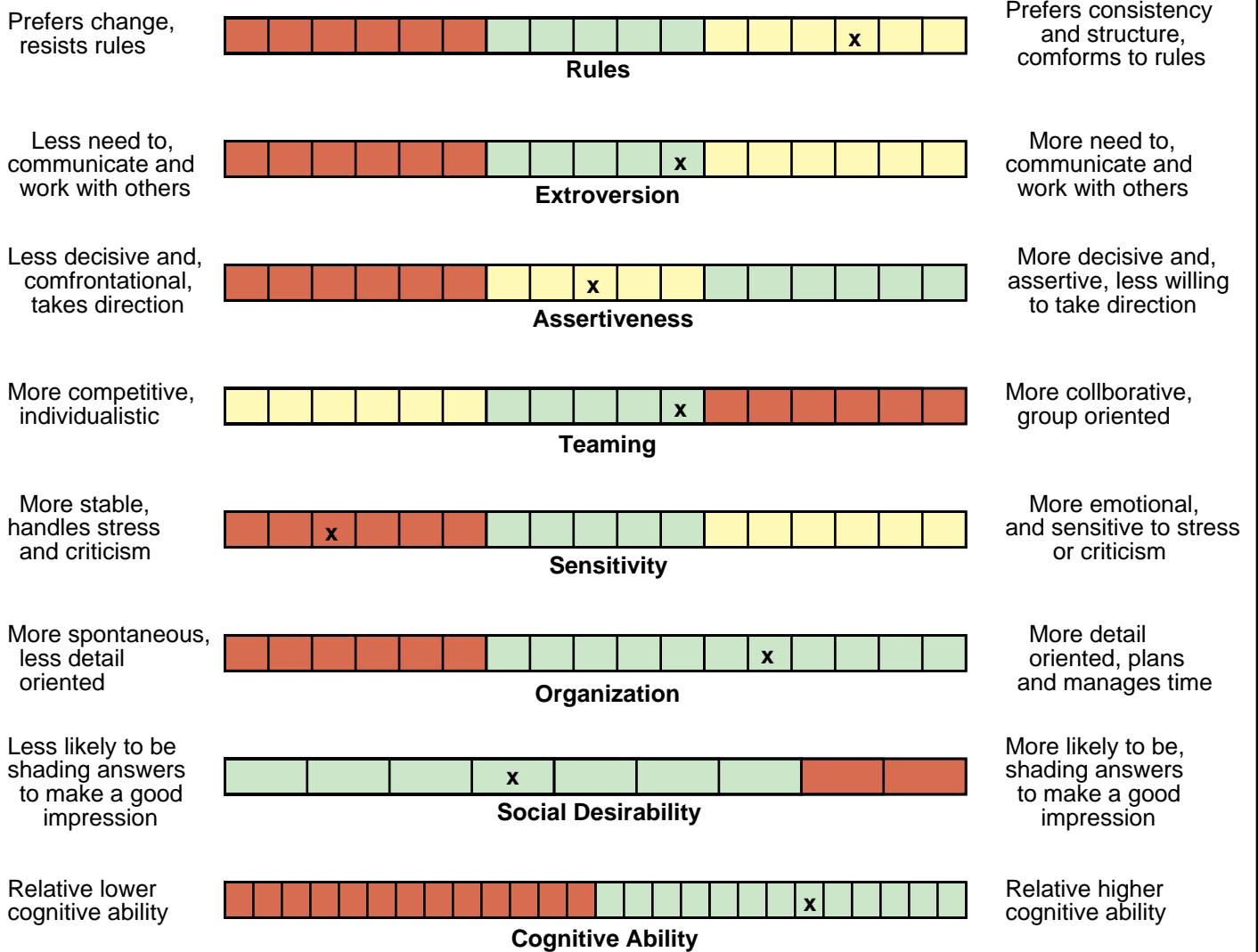


WORK CATEGORY: Management

CANDIDATE NAME: Mark Snow



Key

- LEAST CONCERN
- SOME CONCERN
- MOST CONCERN

TOTALS

Applicant results

5
2
1

Management Report

Mark Snow

8/25/2004

Cognitive:

- Has the ability to quickly project the consequences of management decisions
- Is in top third of the population in terms of reasoning speed, which makes focusing on strategic issues easier
- Tends to grasp abstract concepts faster than the average person
- Focus on strategic issues can be a problem at times when the tactical issues are more critical
- May underestimate the challenges and obstacles of the moment
- Above average-ability to see long term may be perceived as incomplete or impulsive if not communicated effectively
- Needs to learn to slow down and match the delivery of the communication to the audience
- More routine management positions can be very boring and lack sufficient challenges

Rules:

- Feels most comfortable when there are established policies or procedures to follow in managing others
- Seldom makes an exception to established rules
- May be viewed as resistant to new ideas

Extroversion:

- Tends to have a balance between talking and listening that is helpful in managing people
- Can communicate enthusiasm when necessary

Assertiveness:

- Handles a moderate level of confrontation
- Generally expresses opinions directly and delegates effectively
- Needs to stretch outside the comfort zone with highly assertive individuals to provide effective direction

Team:

- Generally looks for win-win solutions in every situation
- Usually fosters a team spirit
- While being a strong supporter of teamwork, may occasionally desire individual recognition

Sensitivity:

- Generally handles stress well and tends to be patient and calm, even in difficult situations
- Can be slow to recognize critical problems because of relaxed approach
- Possesses a calm approach, which might be interpreted as a lack of urgency or enthusiasm by employees
- Needs to communicate the necessary sense of urgency, especially when dealing with discipline issues

Organization:

- Tends to place a great emphasis on planning and organization
- Tends to pay attention to the small but critical elements of a project
- Sometimes focuses so much on the details that the big picture is overlooked
- Performs best in situations that are more predictable, and for which careful planning is possible

Has answered the questions frankly and directly

Management Interview Questions

Mark Snow

25-Aug-2004

COGNITIVE:

Select the questions from this area that you feel are important to job performance:

1. Managers who learn very quickly tend to communicate very quickly also. Give me an example of how you have adapted your speed of communication to your work team.
2. Once the challenge of learning a new job is past, the day-to-day routine can become boring to a manager who learns quickly. Give me an example of what you have done in previous management positions to challenge your abilities.
3. Give me an example from your management experience in which you have used your ability to think quickly to your advantage.
4. Give me an example from your management experience in which your ability to think quickly has been a problem.
5. Give me an example of how you make certain that other people understand your ideas.
6. Give me an example of strategic issues that you have dealt with in the past. Give me an example of tactical issues that you have dealt with in the past. Is strategic thinking or tactical thinking your strength?

RULES:

Select the questions from this area that you feel are important to job performance:

1. Give me an example of how you have dealt with a major change in your job.
2. Give me an example of how you have introduced flexibility into policy or procedures.
3. Give me an example of how you have allowed people to do a job in their own way that was different from your way.
4. Give me an example of an innovation that you have brought to your job.

EXTROVERSION:

Select the questions from this area that you feel are important to job performance:

1. Give me an example of how you have motivated a group of people to support one of your ideas.
2. Show me how you take notes at meetings or conferences.
3. Give me an example of how you have known that you were listening to what your people were telling you.
4. Give me an example of how you have insured that you got feedback from your people.
5. Tell me how you have interacted with your people in a typical day.

Management Interview Questions

Mark Snow

25-Aug-2004

ASSERTIVENESS:

Select the questions from this area that you feel are important to job performance:

1. Give me an example of how you have dealt with a difficult discipline problem.
2. Give me an example of how you have challenged people to increase their performance.
3. Tell me how you know when it is the right time to challenge another person's idea.
4. What have you done in the past to make sure that you let go of a project once it is delegated?
5. Give me an example of how you have encouraged people to challenge your ideas.

TEAM:

Select the questions from this area that you feel are important to job performance:

1. What do you think is more important for success, a group of average dependable performers or one or two outstanding star performers? How would you develop such a group?
2. Sometimes it is necessary to choose between being right or getting what you want. Give me an example of how you have won by letting someone else have their way, even though you disagreed.
3. Give me an example of how you have motivated a group of people to a higher level of performance.
4. Give me an example of how you have delegated an important job to people who were already extremely busy.
5. Give me an example of how you have dealt with a difficult performance problem.

SENSITIVITY:

Select the questions from this area that you feel are important to job performance:

1. Tell me how you have communicated a sense of urgency to others on a key project.
2. Give me an example of how long it takes to train a new employee.
3. How can you tell when people are over stressed? Give me an example of this.
4. Give me an example of the key questions you ask when checking up on a project.

Management Interview Questions

Mark Snow

25-Aug-2004

ORGANIZATION:

Select the questions from this area that you feel are important to job performance:

1. Give me an example of how you have dealt successfully with interruptions.
2. Give me an example of how you have simplified a process.
3. Tell me how you build flexibility into your planning.
4. Give me an example of how you have used spontaneity to your advantage.