

Indira Ghandi



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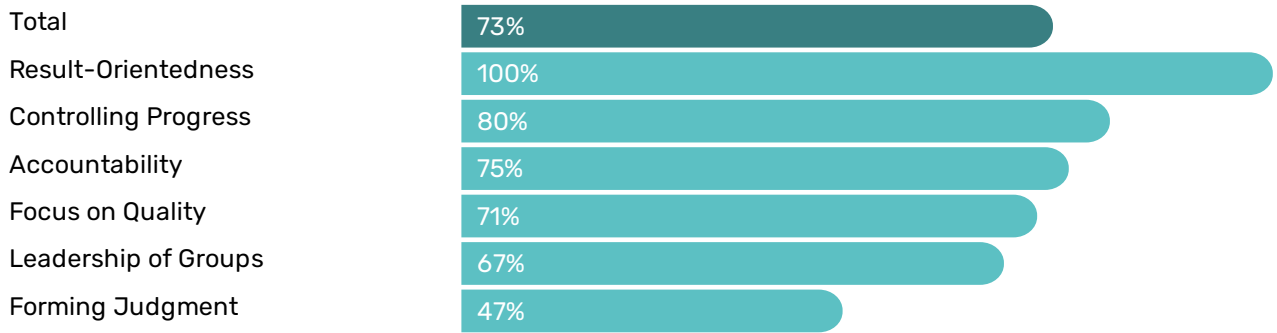
Competency Match

TMA Talent Assessment reports on 22 independent drives and 44 talents. The personality of a candidate is never described as positive or negative; TMA reports give no final judgment about the candidate. Of course, under certain circumstances and for a certain job or culture particular talents and personality traits are more or less desirable.

The scores, graphs and personality descriptions of various TMA reports are intended to be guidelines. The TMA reports serve as advice and suggestion instrument, you make the final decision. TMA is a method that turns selection, assessment, coaching and appraisal procedures into more structured, thorough and focused processes.

The Competency Match report converts the talent scores from the talent assessment into the indication scores on a competency level. Behavioral interview questions will be displayed per competency and it will be clarified based on what drive scores the match rate is built up.

Profile: Manager



Description

The ability to provide direction and guidance to a group of people and to encourage cooperation between team members in order to attain an objective.

Talents which form the psychological base for this competency:

Competency	Learnability	Drive 1	Drive 2	Drive 3
Leadership of Groups	●●●○	5 Sociability & contact	7 Energy & action	4 Responsibility & leadership

Interview questions

- Could you indicate how you interact with your most successful employee?
- Could you indicate how you interact with your least successful employee?
- What do you do in order to motivate your employees?
- Could you give an example of a recent situation in which you made a remark to an employee regarding disappointing results?
- Were you ever confronted with an employee lacking motivation? What did you do in order to motivate this person?

Description

Setting high quality standards and striving for continuous improvement and quality assurance.

Talents which form the psychological base for this competency:

Competency	Learnability	Drive 1	Drive 2	Drive 3
Focus on Quality	●●●○	5.33 Order & structure	5 Variety ☹	6 Conformity 7

Interview questions

- How do you check your or other people's work for mistakes? When did you last do so? How did you do that? Which mistakes did you find?
- Could you give an example of a situation in which many data needed to be processed? How did you do that? Which mistakes did you find afterwards?
- Have you ever performed a task in which it was important to be meticulous and impeccable? Could you give an example?
- What do you do in your work in order to avoid making mistakes?
- Are you critical in relation to your work? How does it show?

Description

The ability to balance facts and potential approaches taking the appropriate criteria into account.

Talents which form the psychological base for this competency:

Competency	Learnability	Drive 1	Drive 2	Drive 3
Forming Judgment	●●○○	3.5	Independent thinking & acting	5
				Decision making
				2

Interview questions

- Have you ever been influenced by other people when making an important decision?
- Could you give an example of a situation in which you did not listen to somebody else's advice? Why did you not take the advice? Did it turn out to be a wise decision?
- Did you ever regret not listening to somebody else's advice? Which negative effects did this have for you?
- Did you ever regret listening to somebody else's advice? Why exactly?
- Could you give two examples of successful decisions you have made over the last year? Which alternatives have you considered? Why did those decisions turn out well? To what extent have you considered possible consequences during the process of making the decision?

Description

The ability to take direct action in order to attain or exceed objectives.

Talents which form the psychological base for this competency:

Competency	Learnability	Drive 1	Drive 2	Drive 3
Result-Orientedness	●●●●	7.66 Ambition & challenges	7 Pragmatism	9 Purposiveness

Interview questions

- How do you set priorities and goals in your current work? Could you give concrete examples?
- How do you make sure you meet deadlines in your work? Did you ever not meet an important deadline? Could you give an example? What would you do differently next time?
- What do you do if it looks like your work may not be finished on time?
- Could you give an example of a situation in which you blamelessly failed to meet a deadline? Why did you not meet the deadline? What did you do in order to minimize the damage? What did you learn?

Description

Being accountable and passing on accountability for one's own actions and those of colleagues and the organization.

Talents which form the psychological base for this competency:

Competency	Learnability	Drive 1	Drive 2	Drive 3
Accountability	●●●○	5.66	Self-esteem 6	Conformity 7 Responsibility & leadership 4

Interview questions

- Can you name an example of a major problem within your department or organization that you were not initially involved in, and for which you still took responsibility to ensure that everything was resolved? What did you do? Who did you involve in it? How was the problem resolved?
- Did you consciously deviate from an important agreement or rule? What was going on? How did you communicate that to the stakeholders? On what basis did you make that choice? What was the result?
- Give an example of an error made by someone else for which you took responsibility towards third parties? Why? What did you do afterwards with regard to the person who made the mistake? What was the outcome?

Description

The ability to control the progress of employees’ processes, tasks, or activities and of one’s own work and responsibilities.

Talents which form the psychological base for this competency:

Competency	Learnability	Drive 1	Drive 2	Drive 3
Controlling Progress	●●●○	6 Order & structure	5 Purposiveness	7

Interview questions

- How do your employees inform you with regards to the progress of their work?
- How do you know exactly what your employees are doing? How do you evaluate the quality of their work? Could you give a few concrete examples? Could you give examples of the kind of your employees’ work that you do check?
- Could you give examples of the kind of your employees’ work that you do not check?
- What deadline did you have to meet recently? How did you manage to do so?

Conclusion