
Tess Williams

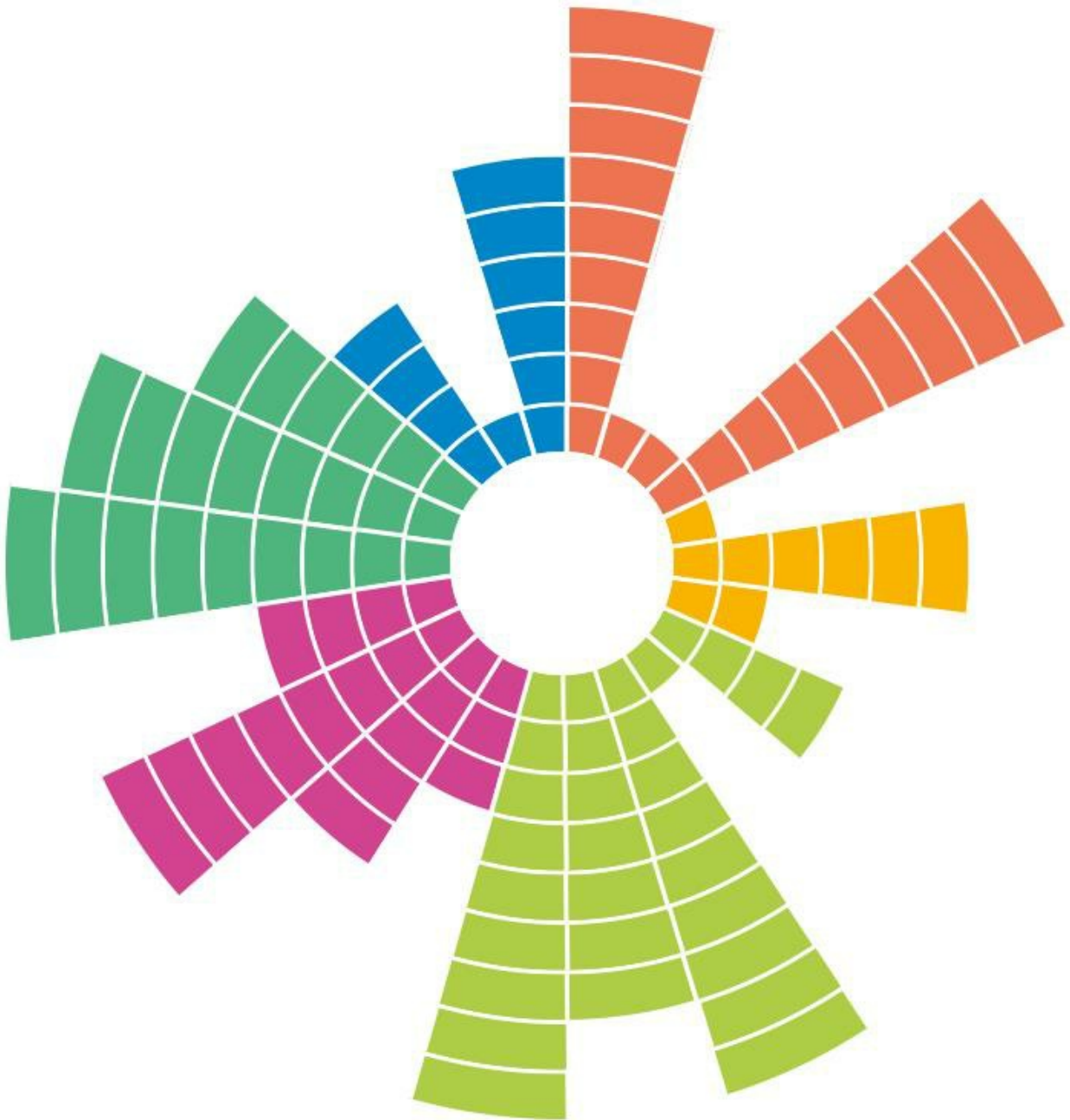


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Introduction

TMA Talent Assessment measures your drives, talents, motivation and 53 competencies.

Drives and talents

Drives are the building blocks of one's personality. In other words, they define it. Drives have a major influence on people's behavior and their (potential) development. Talents are the positively formulated types of behavior and explanations that arise from high and low scores on the drives.

Motivation

Drives and related talents are important factors that may stimulate or hinder a person's behavior. Behavior is not only determined by what a person can do (competencies and cognitive capabilities) but also by what he wants to do (drives and talents). All of it takes place in a certain environment that stimulates or discourages. Tasks that are in line with personal drives and talents are usually seen as motivational.

Meaning of scores

The responses to the questions are compared to a norm group and converted to a 9 point standard scale with a mean of 5 and a standard deviation of 2 (stanine).

The underlying basis for obtaining a stanine (an abbreviation for Standard Nine) is that a normal distribution is divided into nine intervals. The mean lies approximately in the centre of the fifth interval and it has a standard deviation of two. Test scores are interpreted and scaled to stanine as shown in the table below.

Stanine	Class size	Description
1	4%	Very low
2	7%	Low
3	12%	Low
4	17%	Average
5	20%	Average
6	17%	Average
7	12%	High
8	7%	High
9	4%	Very high

Consistency

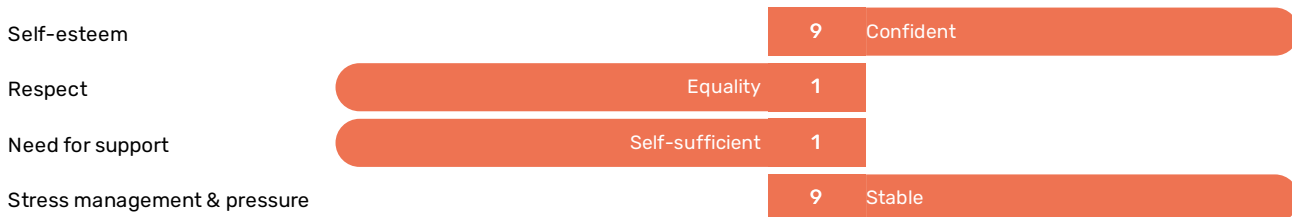
The questionnaire contains a number of questions that measure the consistency of the answers. This indicates whether a candidate produces random answers. Below you will find the candidate's consistency score on a 10 point scale:

Consistency score: 8

The candidate has answered the questionnaire consistently. The report is most likely to depict an accurate image of the personality.

DNA of TMA Talents

Emotional balance



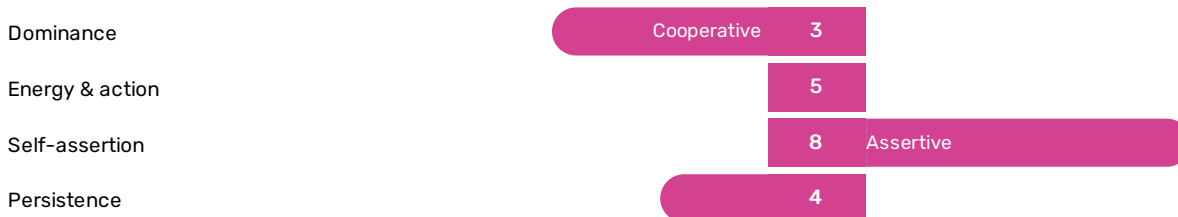
Motivation



Social talents



Influential talents



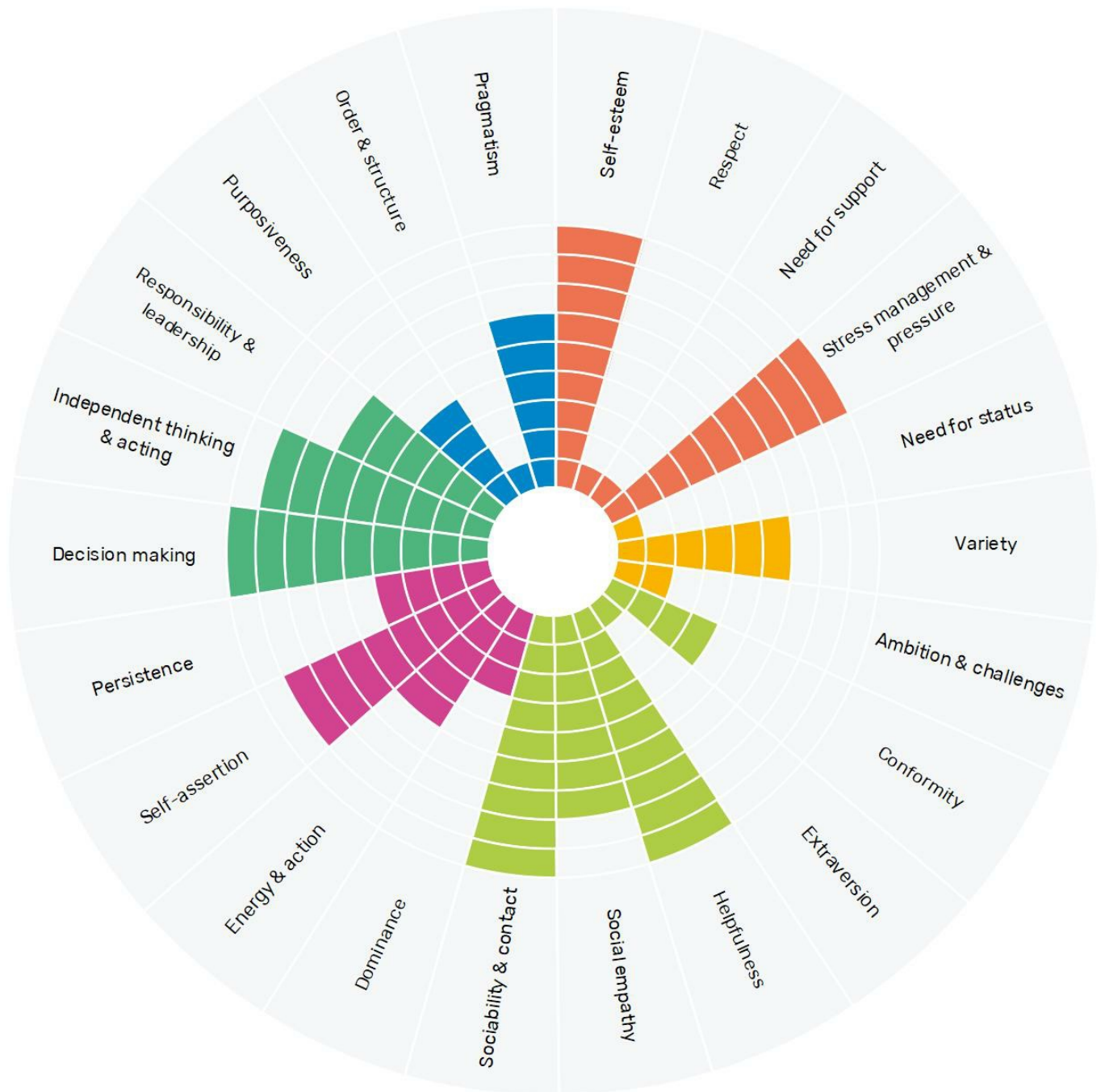
Leadership talents



Organizational talents



DNA of TMA Talents



- Emotional balance
- Motivation
- Social talents
- Influential talents
- Organizational talents

Talent signals

Is driven by a moderate view on his own achievements and hardly depends on personal status and recognition. Is rather humble and not overly sensitive to compliments – which he doesn't really need. Is hardly motivated by status or recognition. Tends to be temperate and see his own status in perspective. Deals well with feedback and criticism, even if it is personal and not particularly constructive. Performance and appearance may seem somewhat careless or too casual.

Reinforcing talents

Ambition & challenges 2

Dominance 3

Self-esteem 9

Extraversion 1

Interview questions

1. Do you ever exaggerate, maybe for other people's sake? About what have you exaggerated and what was the reason for it?

Note that these questions may come across as distrustful. Ask them in in as subtle a manner as possible. You can also use this question to check the candidate's CV if you have any doubts about it.

2. Do you ever feel your work is appreciated by others? In what ways? How do you feel about that?

Does she mention 'hard' signs of appreciation (bonuses, better work circumstances etc.) or 'soft' ones (compliments etc.)? Does she seem to have a preference? Is she searching for an answer or easily giving examples? Does it go without saying that she is complimented or does she feel surprised when it happens? You could check her by paying her a compliment and seeing how she reacts.

3. Is it important to you that your achievements are noticed by others? Why?

Talent signals

Is able to either spread his attention or focus on a limited number of tasks. Prioritizes when necessary and is able to concentrate when the situation calls for it. Appreciates stability but handles change reasonably well. Has a healthy interest in new matters and experiences and a reasonable eye for his surroundings.

Interview questions

1. Do your thoughts ever wander? When does that happen? What do you do?

Everybody's thoughts wander sometimes. You want to know whether this happens more often than usual to the candidate and whether she has difficulty regaining focus. Take into account how the interview is going; is she easily distracted or does she stay focused?

2. How do you experience change at work or within your work environment? Could you give an example? How do you deal with it?

You want to know to what extent she warms to new experiences and/or developments; does she regard them as a necessary evil or does she welcome them?

3. An organization's policy sometimes changes. Have you had to deal with her in your position recently? How did you respond? What else could you have done? What didn't you?

You want to find out how she responds to change in her position, tasks or organization. You want to know whether she can deal with change.

Talent signals

Is driven by contentment and rather happy with things as they are. Tends to see winning, success and achievements in perspective and focuses little on career advancements. Is loyal to his work environment, particularly if it is hardly competitive. Tends to be leveling rather than competitive and generous towards other people's success.

Reinforcing talents

Need for status 1

Interview questions

1. What matters most to you in your job? What motivates you: salary, status, contentment, influence?

With this question you can find out whether this candidate wants to put effort into something. A healthy balance between different motives can be important. Ambition in terms of salary alone seems insufficient. It is also important that a candidate wants to work because she values his job or the organization.

2. What are your ambitions aiming at most? What were your ambitions and achievements in previous jobs? Who was responsible for those?

Try to find out whether the ambition is aimed toward the candidate herself (her own ego) or toward the success of the group or organization? Successful and ambitious candidates are more likely to attribute success to a group effort than to themselves alone.

3. What have you done in the past in order to realize your ambitions? Why did you make certain choices? What went well and what not so well? Why is that, do you think? Give an example of using your own initiative without people asking for it?

Candidates will readily say that they are ambitious and looking for challenges. This way, you will find out to what extent she actually tries to realize her goals. The question why is particularly important if you want to understand her motivation and passion. Can successes or failures be attributed to her or to others?

Talent signals

Is driven by initiative and a desire to take decisions quickly and efficiently. Likes to solve problems effectively and gets to the point without delay. Holds strong opinions and sticks to decisions, which he tends to make without first consulting with others. Responds impulsively when confronted with a choice, considers few options before deciding and has a strong sense of urgency when doing so.

Reinforcing talents

Independent thinking & acting **8** Need for support **1**

Neutralizing talents

Dominance **3**

Interview questions

1. What has been the most difficult decision you had to make in the last year? How did you come to make her decision?

You will get a decent idea of her range of decisions and responsibilities and the way she reaches a conclusion. Does she work intuitively? Is she impulsive or reckless, or does she analyze a situation first and ask for advice?

2. About which problem did you have to think longest last year?

Take notice of the size of the problem in the answer. What would have been the consequences if the problem had not been solved properly? Continue to ask how she found a solution to the problem: from where did she get information, whom did she consult?

3. Have you ever made a decision based on your intuition without being able to rationalize it?

You can ask her question if you feel intuition matters in your organization. If she makes rational decisions all the time, it will show in the entire interview. She may say she does everything intuitively but that is not enough: you will have to see it as well!

Talent signals

Sticks to rules and frameworks within reason; usually complies with guidelines and standard procedures but deviates from them when necessary. Is adequately responsible. Accepts bureaucracy to a certain extent, is able to be informal in appropriate situations. Responds well to reasonable expectations others may have but dares to ignore unreasonable demands.

Interview questions

1. What do you do to be accepted quickly as possible by new colleagues, employees or clients?

Try to get a view of her candidate's response to new situations. Is she forward in making contact, does she take the initiative? Does she adapt to the situation? Ask how she has done her in previous organizations (e.g. in introductory interviews, or at social events).

2. Have you ever done something for a team without being fully behind it yourself?

You will get a view of she's willingness to make an effort for a team even if it implies suffering a loss of face or having to compromise. Is her candidate an obedient follower? Or will she abandon her team if she can't have things her way?

3. Are you someone who adapts easily? Why? Do you think that rules are here to be followed or to be broken? How flexible are you in following rules? How so?

Talent signals

Needs to clearly set and guard his boundaries. Has a strong sense of justice, likes to come up for a cause. Often responds assertively, fends strongly for himself and others. Dares to confront others and to engage in conflicts. Shows annoyance when irritated, may be intolerant and sometimes appear aggressive. Wears his heart on his sleeve and addresses tensions, frictions and other annoyances that others may be afraid to bring up – which often clears the air.

Neutralizing talents

Dominance 3

Self-esteem 9

Social empathy 7

Stress management &
pressure 9

Interview questions

1. What do you do if something happens that you don't like? How do others respond to your reaction?

You want to know if she dares to confront and, more importantly, in what way she does so. How does it affect others? Is her reaction aggressive or constructively confrontational? Does she keep the relationship in mind?

2. How do you react when you have a rather blunt person in front of you?

The way in which she responds to her question is probably as revealing as the answer itself. Does she stay calm and indicate that she will discuss the issue or does she lose her cool and react instinctively? Note whether her style matches your organization and work environment. Can she improve in her area?

3. How do you react when someone acts in a way opposed to your values?

You are likely to be looking for someone who can be trusted. Does she retain her honesty or can she be bought, for instance? Does she engage in a confrontation?

Talent signals

Has no outspoken preference for objectives but is unable to quite function without. Needs a fairly clearly defined goal to work towards but knows when to turn into an alternative direction. Is able to improvise when necessary and to handle both clearly defined and vague objectives. Likes to know generally what is expected but doesn't necessarily need to know the ultimate goal in detail.

Interview questions

1. Could you describe the largest problem you have faced over the last year? How did you approach it?

You want to know whether she thinks logically and works purposefully. Does she construct a clear and convincing argument? Take into account that she might be fairly nervous. Try to see through that!

2. Have you ever cast your principles aside in order to achieve a particular goal? Could you give an example?

These are tough ethical questions for candidates. Sticking to principles makes an obstinate impression. Casting them aside affects their integrity. Try to obtain a view of the candidate's purposiveness: to what lengths will she go to achieve her goals?

3. Everybody will back the wrong horse sometimes. Surely, here must have been times when you adopted a strategy that did not have the result you wanted. Could you tell me about her?

This is not an easy question for her. Only ask her question when the interview is well under way, otherwise she might clam up. Make sure she gets a chance to say what she learned from her experience and what she would do differently next time.

Talent signals

Feels little need for others to follow him; may have difficulty convincing others dominantly of his ideas, interests or views. Will try to exert influence in a subtle manner, usually arousing little resistance from others and having a more indirect impact. Is careful not to brush other people aside and usually compliant. Will leave others to determine the overall atmosphere and direction in which to go.

Reinforcing talents

Need for status 1 Extraversion 1

Neutralizing talents

Decision making 9 Self-assertion 8 Self-esteem 9 Independent thinking & acting 8

Interview questions

1. Could you give an example of a discussion with different points of view in which you were involved? How do you convince others of your point of view?

Note whether she listens to other people's arguments or simply wants to defend her own opinion. Continue asking what exactly she did in the discussion and what the result was. Try not to form your opinion based on the content of the discussion ' which is less relevant than the way in which the discussion proceeded.

2. Have you ever made a good proposal to a client, colleague or superior that was not accepted? Why was it not?

Candidates will find it difficult to talk about it. Did she eventually succeed in having her proposal accepted ' and if so: how?

3. Do you work best in a one-on-one situation or within a group? Could you give an example? Why is that, do you think?

Talent signals

Is driven by self-confidence and mentally very stable. Can take on a lot, rarely suffers from emotional outbursts and is not easily unbalanced. Can handle emotional experiences well, is resilient and usually optimistic. Is rarely hindered by fear of failure and usually daring but may walk away from taking responsibility for mistakes and risk being overconfident.

Reinforcing talents

Need for status 1

Respect 1

Need for support 1

Stress management & pressure 9

Neutralizing talents

Self-assertion 8

Dominance 3

Extraversion 1

Interview questions

1. What presentation are you most proud of and why?

A detailed description of its content is not necessary. Continue asking specifically for reactions to and effects of the presentation.

2. What are your strengths and weaknesses?

A very common question. Candidates tend to prepare well for this question. Continue asking questions about the various qualities they mention. Continue asking questions about the various qualities they mention. Continue asking questions about the various qualities they mention. Watch out for qualities a candidate does not mention such as intelligence and practical or communicative skills; these qualities are often more revealing than the ones that are mentioned.

3. Did you ever feel that you had given in too soon?

It is not easy for her to answer such a question. Ask her for a detailed account of the situation.

Talent signals

Has a healthy need for action and sufficient enthusiasm; finds a balance between taking things on and stepping aside for a while. Takes initiative in time without pressuring others. Is usually patient enough to wait for others and for matters to come together. Is able to speed up and to slow down.

Interview questions

1. What does a typical week look like? Or how do you organize your day?

Is she an active person? Does she like to get up and get going? Try to estimate the risk of a burn-out. Is she capable of planning ahead and relaxing? How does she keep her energy and is she able to relax and to prevent herself from burning up? What gives her energy to achieve goals?

2. How do you feel after a long day's work?

You want to know whether she has a high energy level. Be honest about it when hard work and long days are the norm in your organization.

3. What do you do to relax? Do you play sports?

Working hard constantly involves a certain risk. You will want to prevent burn-out in your employees. Does the candidate relax in an active manner or does she only watch television?

Talent signals

Is more introverted, prefers to operate in the background and stay out of the limelight; is fairly common, unnoticeable. Hardly presents himself and may have difficulty opening up to others; allows others to be in the foreground and tends to respect their behavior. Only says what he thinks is relevant and necessary; is unlikely to reveal anything he shouldn't.

Reinforcing talents

Need for status **1** Ambition & challenges **2** Dominance **3**

Neutralizing talents

Self-esteem **9** Sociability & contact **9**

Interview questions

1. Have you ever delivered a lecture or a speech?

Ask further questions. Was the candidate anxious about it? What was the result?

2. Are you ever at the center of attention? If so: how do you feel about it? If not : how do you feel about that? Why? When was the last time it happened?

3. Did it ever happen to you that someone else claimed all the glory for something you did? How did you respond to that : how did it make you feel and what did you do? What do you do if you see her happening to somebody else?

Talent signals

Is driven by helping and supporting others; responds strongly to other people's needs by providing care and assistance. Acts out of devotion and without self-interest; may risk acting against his own interests. Likes to be there for others, do something extra for them, provide service. Usually finds it hard to say no and to delegate; tends to take over other people's tasks. Expects or demands little responsibility from other people.

Reinforcing talents

Social empathy 7

Sociability & contact 9

Interview questions

1. Did you ever intercede in a conflict? Could you describe that experience?

You want to know whether she is tactful and helpful. If she has never interceded in a conflict you could ask her to describe another situation in which tact was needed; for instance, a conversation in which she had to break bad news. Likes to help others but does so in an authoritative way - which people may dislike.

2. Do your colleagues ever ask you for help? In what area? Why do you think they ask you?

3. In which areas do you think you could support your colleagues? Do you have talents or experience from which they could benefit? Could you give an example of a situation in which you were asked for help?

Talent signals

Is driven by autonomy and freedom of thought. Likes to form his own opinion, views and judgments. Prefers to act independently without too much deliberation or taking other people's views into account and without having to account for his decisions. May be less transparent or accessible, sometimes self-dependent or headstrong – which can cause resistance. Can be quite unconcerned regarding other people's views and opinions and is not easily managed or directed; likes to do his own thing, regardless of team spirit or culture.

Reinforcing talents

Decision making 9

Respect 1

Need for support 1

Neutralizing talents

Dominance 3

Sociability & contact 9

Interview questions

1. Could you give me an example of a solution you proposed that differed from the proposed solutions of your colleagues?

You will get a decent view of the candidate's originality and boldness. Ask further questions why the proposed solution was an original one.

2. Do you 'as far as your work is concerned' prefer to be in a position in which you can do what you please or would you rather be in an environment in which everybody knows what to do? What suits you best? Why?

3. How do you respond to a work situation in which it is unclear who does what, who is responsible, who decides, et cetera? What would you do? Have you ever been in her situation?

Talent signals

Focuses on his own position and likes to see relations based on equality; is unlikely to look up to other people's achievements or to complement those people for them. Sees any hierarchies in perspective, is hardly sensitive to them. Has little respect for "important" people; is hard to impress or to influence by other people's authority. Has little difficulty approaching people, regardless of their status.

Reinforcing talents

Self-esteem 9

Independent thinking &
acting 8

Interview questions

1. Have you ever brushed aside a piece of advice? Could you give an example? Why did you do so?

Candidates who do not heed any advice tend to learn less quickly and be more self-willed. Check the impact of the story. Brushing aside an irrelevant piece of advice is no big deal. Be alert if the consequences are significant. Confront the candidate with the consequences.

2. Did you ever feel you had given in to an opponent too quickly?

Ask her for a detailed account of the situation. What did she do and why did she give in so easily?

3. Do you prefer to work in a more formal or informal environment or organization? How would you define that? Why do you prefer that?

Talent signals

Is driven by a focus on the bigger picture and by flexibility; has strong creative and innovative powers. Has little eye for detail, may even be sloppy. Handles hustle and bustle well; goes with the flow. Has little need for a structured, methodical approach, is flexible in terms of method. May lose sight by planning insufficiently and be consequently inefficient.

Interview questions

1. What requirements do you demand from your work? Do you make those demands for others as well?

High demands are fine but a consistent perfectionist might lose sight of the bigger picture. Question further to obtain a realistic view. Setting high standards may mean something completely different from one person to the next!

2. When do you strive for perfection? Could you give an example?

Consider carefully what is important for your application. Some jobs require perfection in every detail. Someone who is too demanding might get overworked in a position demanding perfection.

3. Do you ever receive comments about pieces you write? For instance about poorly structured sentences or spelling mistakes?

You will also get an idea from the candidate's writing skills based on the CV and his letter or e-mail. Are those structured well? Do they contain mistakes?

Talent signals

Pays attention to both practice and theoretical background; will make a cost benefit analysis when necessary. Recognizes the importance of means and money but understands the value of rituals, symbols and special occasions at the same time. Is able to focus both on abstract and concrete concepts and realizes a good theoretical basis may enhance everyday practice.

Interview questions

1. Could you describe a situation in which you were very busy? How do you priorities?

Continue asking questions about the kind of work, its complexity and possible deadlines involved. Does she have to do several tasks at the same time, for instance? Can she see beyond certain problems?

2. Have you ever worked in a team that had lost all its energy? What did you do to improve its functioning again?

The way in which she related the story is probably more revealing than its exact content. Is she practically inclined?

3. Did you ever find a solution to a problem for which old solutions failed?

Make sure the situation is explained clearly.

Talent signals

Is driven by friendly relationships and a need for contact; is focused on social networking and communication. Values friendships greatly and likes to invest in them; is more than willing to help and assist friends and needs to be on good terms with them. Is at ease with other people, likes to bring people together; is a potential networker. Regards new people easily as friends, is usually friendly and intrinsically team oriented. Tends to be more motivated when he is part of a team.

Reinforcing talents

Helpfulness 9

Social empathy 7

Neutralizing talents

Extraversion 1

Independent thinking &
acting 8

Interview questions

1. When do you consult with your colleagues or superiors before you take action?

Even if you are looking for an independent person it is still interesting to know whether she is able to work together with others. Ask for examples which show that she has consulted with others despite her independence. You do not want to end up with a walking disaster in your organization!

2. Could you describe a situation in which you worked very well together with a team?

Ask further questions: What was the purpose of the team; What did you contribute; Why do you think it went so well; What have you achieved as a team? You could then also ask about teams in which the co-operation went less well.

3. Did you ever work in a team that did not function properly? What did you do to solve that problem?

This way you can see whether she takes initiative, either officially in charge of a team or not. Which role does she adopt? Does she feel responsible for the team result?

Talent signals

Has a need to understand other people's character, motivations and experiences. Is sincerely interested in others, intrinsically empathetic, sensitive and well able to sympathize or to see through others. Has well developed social antenna. Approaches other people's feelings tactfully; has no difficulty putting himself in someone else's place. Tends to ask further questions, listens carefully. Is very intuitive and has well developed diplomatic skills. May let other people's problems prevail too much and have difficulty taking decisions that have tough consequences for others.

Reinforcing talents

Helpfulness 9

Sociability & contact 9

Neutralizing talents

Self-assertion 8

Interview questions

1. Do you consider yourself to be a relatively empathic person or not? Could you elucidate? Do you think empathy is important for her position? Why or why not? Does that connect to your experience? In what ways does it or does it not?

Pay attention to her during the interview: is she really a good listener? Listening is not just hearing what is said but actually doing something with that information. Does she summarize what you say and come back to it in her replies?

2. Are you a good listener? How does that show?

Talking about it is not easy for candidates. Make it clear to her that it is not bad in itself if something goes wrong as long as she learns from it. What did she learn and what would she do differently next time?

3. Has something ever gone awfully wrong because you did not listen properly? What did you do?

Talent signals

Is driven by independence; needs little agreement, help or understanding in order to function. Presents as tough even when facing serious adversity; may seem less sensitive. Usually functions without any support or guidance; may lose out on his team's potential by not sufficiently addressing its support or back-up. May risk taking on too much himself. Demands little energy or attention from others when attempting something new.

Reinforcing talents

Decision making 9

Self-esteem 9

Independent thinking &
acting 8

Stress management &
pressure 9

Interview questions

1. What sort of work environment inspires you?

Try to avert socially desirable answers such as: 'Your organization would inspire me very much.' Continue asking questions about the kind of organization, people, results, targets, et cetera. Does she feel the need for support? If she does not like the job, she is bound to leave quickly.

2. How do you like to get settled into a place? What are your previous experiences in that area?

Does this person need a lot of support or does she prefer to learn the ropes by herself? What about her needs in the long run?

3. Do you ever feel that colleagues need your support? If not, why, do you think? If so, why? Do you understand that need? What do you do? Do you ever feel the need for support yourself? In what situations?

Talent signals

Is driven by excitement. Handles external pressure very well; is stable, not easily unbalanced even under severe pressure. Is unlikely to regard complaints or problems as urgent; sees problems in perspective, sometimes plays down larger problems. May come across as stoical or indifferent. Works better under constraint or with deadlines; has difficulty functioning in a dull or quiet environment. Tends to leave a task alone until the very last moment.

Reinforcing talents

Self-esteem 9

Need for support 1

Neutralizing talents

Self-assertion 8

Interview questions

1. About what have you got most wound up, recently? Do you feel you were right to do so?

Be clear about it in the interview when pressure and stress are part of the job. A candidate who is stressed out over virtually nothing is better off not working in your organization. The answer to her question might indicate whether she is easily upset. Do continue asking questions about the exact situation!

2. Everybody is impatient sometimes. When was the last time you were impatient? What happened and what did you do?

Someone who is aggravated over nothing apparently does not manage stress effectively. Try to get a full view. You might want to ask for a second example later on in the interview to check your initial perception.

3. It is not always possible to stick to an appointment. When was the last time her happened to you? What did you do to try to prevent her from happening?

Make it clear to her that it is no big deal not sticking to an appointment. As long as she did all she could to try to avoid the situation and learned something from it. Ask what she would do differently next time.

Talent signals

Finds a balance between taking responsibilities and allowing others to take charge. Is able to delegate or pass on tasks but is unlikely to do so without having a good reason. Takes charge in certain situations; knows when to follow somebody else. Will usually accept a superior's decisions but is likely to revolt when he feels a decision is wrong or unreasonable.

Interview questions

1. What qualities does an (account manager, executive officer, et cetera) need to have? Why are those necessary?

The way in which she answers the question matters more than its content. Is she well informed and able to present her information? Continue asking questions. And, do you have those qualities? How do they appear? Could you give an example?

2. About what have you got most wound up, recently?

Be clear about it in the interview when pressure and stress are part of the job. A candidate who gets upset over small things may not be the best person to be in charge. Continue asking questions about the exact situation!

3. How would you describe the relationship with your employees during your career? For instance, in the last two positions? Were there ever problems? If so, what do you think caused them? Could they be solved? What do you think went well? What would an ideal relationship with your employees look like?

Note how she describes her employees: does she feel responsible for their behavior; does she feel she can exert influence (that is to say, direct them)? What leadership style does she find typical for herself? An unproblematic work environment does not exist so make sure you are not brushed off easily! Note the size of the problems mentioned. With relatively small problems it might be interesting to find out what made her environment so successful.

Talent signals

Usually finds a balance between working hard and persisting on a job on the one hand and acknowledging defeat and letting go on the other. Is unlikely both to give up easily and to pursue a dead end; will look for alternative directions when facing adversity, depending on the situation. Has a healthy work attitude and usually finishes what he started.

Interview questions

1. Did you ever feel you had given up your own judgment or opinion too easily in favor of someone else's?

It is not easy for her to answer this question. Ask her for a detailed account of the situation. What did she do and what did she learn from it? It is important that a person learns from her mistakes and goes about it differently next time.

2. What obstacle have you had to overcome recently? What kind of adversity have you had to face recently? What did you do exactly?

You want to know whether she is persistent in her efforts. Does she go the extra mile to achieve a goal or does she give up? Ask why it was difficult and what the result was.

3. What was the most difficult project you have ever done?

Obviously, you are not curious to find out the exact content; you will be interested in the size, complexity and purpose of the project. If the result was negative check what she has learned from it and what she would do differently next time.