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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 a person's personality. They define one's personality, so to speak. Drives have a major influence on people's behavior and their (potential) development. Talents are the positively worded behaviors and explanations of high and low scores of the drives.

Motivation

Drives and deriving talents are important factors that may stimulate or restrain 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 hinders. Tasks that are suited to 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: 6

The candidate has answered the questionnaire somewhat consistently. The report is most likely to depict a more or less accurate image of the personality.

DNA of TMA Talents

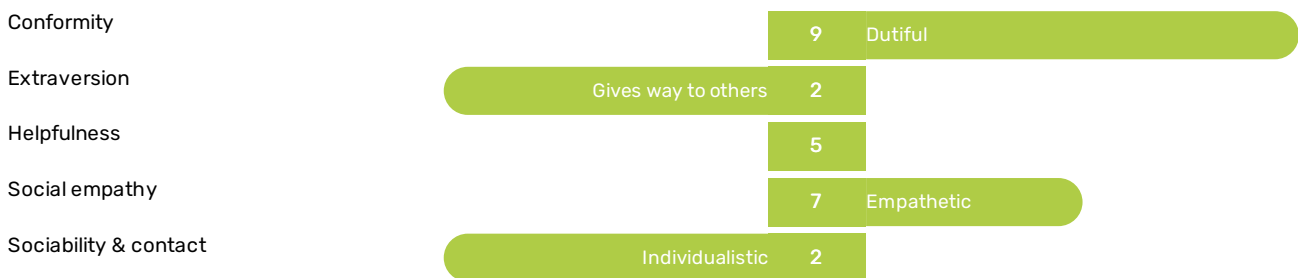
Emotional balance



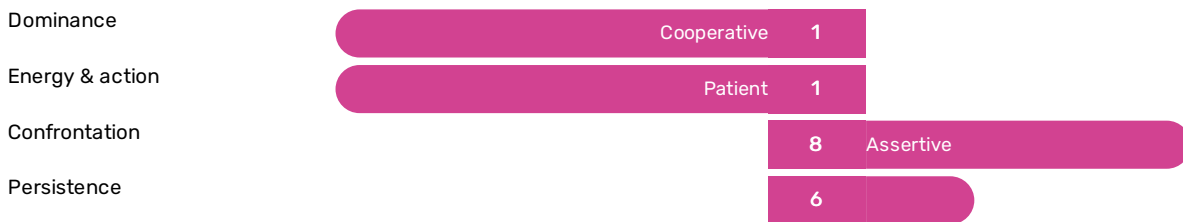
Motivation



Social talents



Influential talents



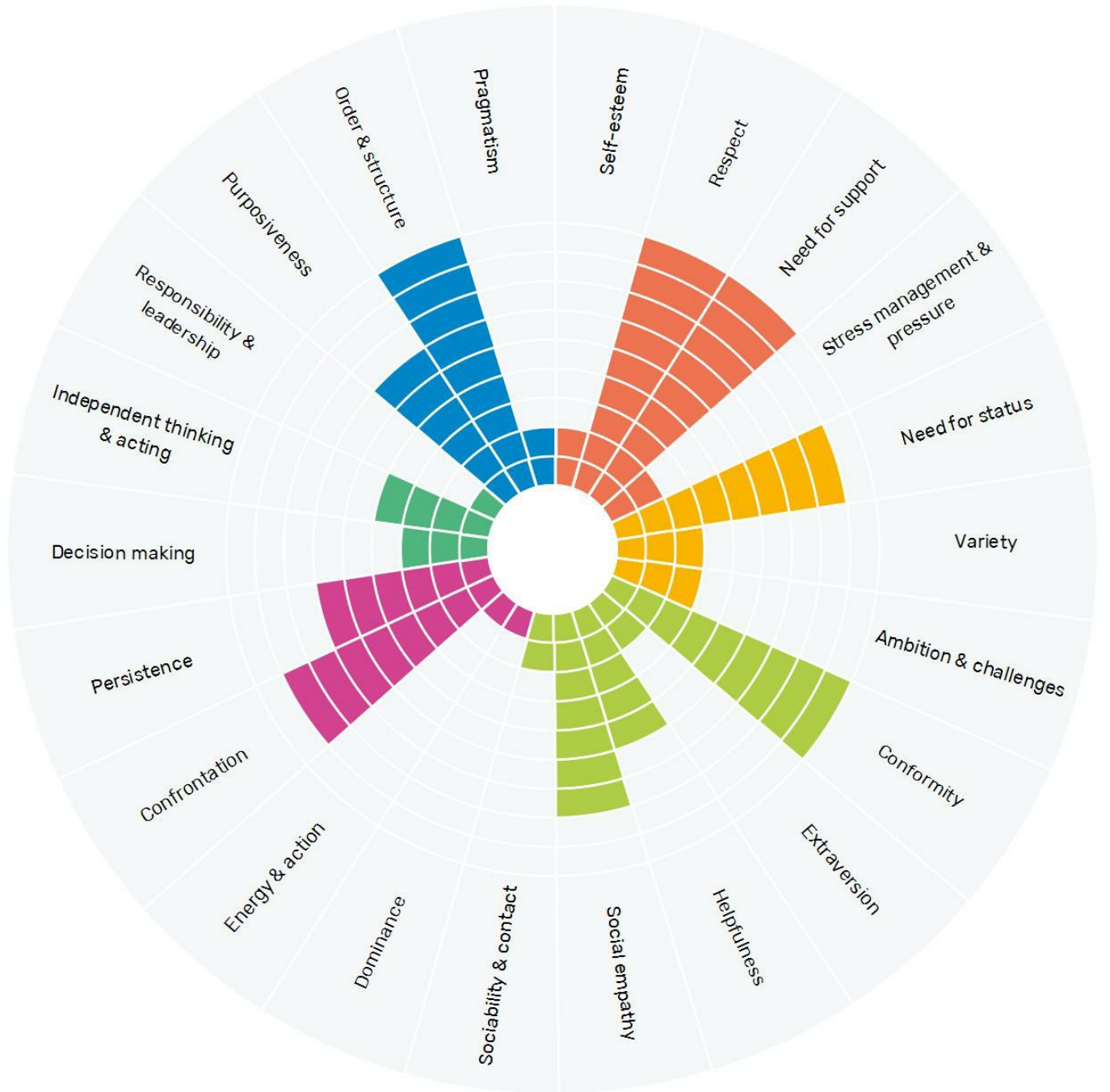
Leadership talents



Organizational talents



DNA of TMA Talents



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

Talent signals

Is driven by receiving recognition for his own work and achievements. Values personal status highly. Needs to be complimented and appreciated personally. May find it hard to deal with criticism and feedback – even if it is constructive. May seem somewhat self-satisfied. Usually values a decent personal appearance; likes to look good and presentable.

Reinforcing talents

Self-esteem 2

Neutralizing talents

Ambition & challenges 3

Dominance 1

Extraversion 2

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

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

Talent signals

Is driven by focus on tasks and surroundings. Is well able to concentrate, finds it difficult to be disturbed. Prefers to work on a limited number of tasks and rather finishes something before engaging in something new. Sets priorities easily. Occasionally loses sight of his surroundings due to his strict focus. Has little need for new or unknown experiences and some difficulty with change as such. Rather sticks to what is familiar and is, therefore, a loyal employee.

Reinforcing talents

Order & structure 9

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 he has difficulty regaining focus. Take into account how the interview is going; is he easily distracted or does he 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 the candidate warms to new experiences and/or developments; does he regard them as a necessary evil or does he welcome them?

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

You want to find out how the candidate responds to change in his position, tasks or organization. You want to know whether he 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

Energy & action 1

Pragmatism 2

Responsibility &
leadership 1

Neutralizing talents

Need for status 8

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 he 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 himself (his 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 he actually tries to realize his goals. The question why is particularly important if you want to understand his motivation and passion. Can successes or failures be attributed to him or to others?

Talent signals

Likes to consider different points of view and various facts and circumstances before taking a decision and takes time to do so. Prefers to act and decide after consulting with others and strives to reach consensus first. Tends to wait for other people's decisions and listens carefully to their arguments. Has little difficulty going back on decisions once made. Sometimes risks remaining in a consideration and consultation phase without coming to a decision or arriving at it too late.

Reinforcing talents

Dominance 1

Pragmatism 2

Need for support 9

Interview questions

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

You will get a decent idea of the candidate's range of decisions and responsibilities and the way he reaches a conclusion. Does he work intuitively? Is the candidate impulsive or reckless, or does he 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 he found a solution to the problem: from where did he get information, whom did he consult?

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

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

Talent signals

Is driven by a tendency to adapt to rules and frameworks in force; likes to comply with procedures, values and guidelines. Tends to be formal. Wants to do what is right and socially acceptable; sticks to the principle "a deal is a deal". Is usually regarded as a person of responsibility and integrity by his peers. May be too strict in applying rules; finds it hard, sometimes, to read between the lines. Usually wants to meet other people's expectations.

Reinforcing talents

Respect 9

Order & structure 9

Interview questions

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

Try to get a view of this candidate's response to new situations. Is he forward in making contact, does he take the initiative? Does he adapt to the situation? Ask how he has done this 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 the candidate's willingness to make an effort for a team even if it implies suffering a loss of face or having to compromise. Is this candidate an obedient follower? Or will he abandon his team if he can't have things his way?

3. Are you someone who adapts easily? Why? Do you think that rules are there 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.

Reinforcing talents

Self-esteem 2 Stress management & pressure 2

Neutralizing talents

Dominance 1 Energy & action 1 Social empathy 7

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 the candidate dares to confront and, more importantly, in what way he does so. How does this affect others? Is the candidate's reaction aggressive or constructively confrontational? Does he 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 the candidate responds to this question is probably as revealing as the answer itself. Does he stay calm and indicate that he will discuss the issue or does he lose his cool and react instinctively? Note whether his style matches your organization and work environment.

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 he retain his honesty or can he be bought, for instance? Does he 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 the candidate thinks logically and works purposefully. Does he construct a clear and convincing argument? Take into account that the candidate 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 he go to achieve his goals?

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

This is not an easy question for a candidate. Only ask this question when the interview is well under way, otherwise the candidate might clam up. Make sure the candidate gets a chance to say what he learned from his experience and what he 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

Decision making 3
Responsibility &
leadership 1

Self-esteem 2

Energy & action 1

Extraversion 2

Neutralizing talents

Need for status 8

Confrontation 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 a candidate listens to other people's arguments or simply wants to defend his own opinion. Continue asking what exactly he 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 this. Did the candidate eventually succeed in having his 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 avoiding mistakes, may tend to perfectionism or suffer from performance anxiety. Is sensitive to overall atmosphere and to external (especially negative) impressions, emotionally involved and likely to lose his cool after a stressful event. Takes matters personally, sees a mistake's consequences readily and tends to blame himself for it; is very self-critical.

Reinforcing talents

Need for status **8**
Respect **9**

Confrontation **8**
Need for support **9**

Dominance **1**
Stress management &
pressure **2**

Extraversion **2**

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 a candidate to answer such a question. Ask him for a detailed account of the situation.

Talent signals

Is driven by his own peace of mind. Is patient, calm and tends to sit on the fence; usually allows others to take initiative, is more of a follower. May feel that others are going too fast or wanting too much. Rarely acts immediately; tends to be cautious and risks making few mistakes. Will not easily get ahead of things and is well able to slow down and save his own energy.

Reinforcing talents

Ambition & challenges 3 Dominance 1

Interview questions

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

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

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

You want to know whether the candidate 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 he 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

Self-esteem 2

Ambition & challenges 3

Dominance 1

Sociability & contact 2

Neutralizing talents

Need for status 8

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 this happening to somebody else?

Talent signals

Is prepared to help others when the situation asks for it; finds a balance between assisting and delegating. Knows when to say no and when to make an extra effort; will be either accommodating or formal, depending on the situation. Stands up for his own interests reasonably well. Depends on other people's responsibility when he feels they can handle it.

Interview questions

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

You want to know whether the candidate is tactful and helpful. If the candidate has never interceded in a conflict you could ask him to describe another situation in which tact was needed; for instance, a conversation in which he 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

Finds a balance between guarding his own freedom and working in other people's interests; understands the importance of deliberation and working together with others but has a distinct impact in a team. Finds a balance between making decisions independently and being open to other people's views and opinions; respects those views but will draw his own plan when he is convinced of doing the right thing. Is willing to share his thoughts with others, fairly transparent, and willing to account for his actions when necessary.

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 this situation?

Talent signals

Is driven by admiration for people who inspire or intrigue him. Is sensitive to superior's positive recognition. Has a strong sense of hierarchy; wants to be recognized and liked by people he respects and regards as knowledgeable. Is easily advised by them. Is ready to admire others and express his admiration.

Reinforcing talents

Conformity 9

Self-esteem 2

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 him for a detailed account of the situation. What did he do and why did he 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 structure; likes to start with a plan, tends to be efficient. Is accurate, has an eye for detail, likes neatness. Has difficulty handling hectic situations, chaos and sloppiness. May find it hard to think outside the box; likes to stick to existing structures and frameworks, may, therefore, come across as rigid. Turns chaos into order; prefers to work in a neat and tidy environment. Is usually on time and meticulous in meeting appointments.

Reinforcing talents

Variety 3

Conformity 9

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

Is driven by a theoretical framework, focuses more on abstract than on concrete aspects. Hardly prioritizes means and money; is not necessarily focused on added value. Values rituals, symbols and special occasions such as birthdays and anniversaries without looking for a pay-off. Tends to be more interested in everyday practice when it is based on a theoretical framework.

Reinforcing talents

Ambition & challenges 3 Decision making 3

Interview questions

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

Continue asking questions about the kind of work, its complexity and possible deadlines involved. Does he have to do several tasks at the same time, for instance? Can he 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 the candidate related the story is probably more revealing than its exact content. Is the candidate 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

Needs to maintain a limited number of relationships; is individually oriented, likes to be alone. Values quality in friendships, not quantity. Communicates when needed and only what is necessary; is rather reserved than amicable when meeting with other people, has the ability to be quiet. Prefers smaller groups over crowds; may be a bit stiff or shy among other people. Evaluates people carefully before regarding them as friends, applies strict criteria for friendships, is cautious in selecting relationships.

Reinforcing talents

Extraversion 2

Neutralizing talents

Social empathy 7

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 he is able to work together with others. Ask for examples which show that he has consulted with others despite his 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 the candidate takes initiative, either officially in charge of a team or not. Which role does the candidate adopt? Does he 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.

Neutralizing talents

Confrontation 8

Sociability & contact 2

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 this position? Why or why not? Does that connect to your experience? In what ways does it or does it not?

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

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

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

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

Talent signals

Strongly needs agreement, support and understanding – especially in case of stress or adversity. Has an urge to be heard and understood. Values and depends on a warm and sympathetic atmosphere; appreciates sincere interest, is grateful for help and support. Likes to work in a team where people fend for each other. Will easily ask for support; may feel things in life are "against" him.

Reinforcing talents

Decision making 3

Self-esteem 2

Stress management &
pressure 2

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 the candidate feel the need for support? If he does not like the job, he 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 he prefer to learn the ropes by himself? What about his 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

Has a strong need for a peaceful and calm work environment in order to perform. Pressure and hectic situations may lead to an emotional response, even to panic. Is very committed; quickly sees the urgency of problems and complaints – even minor ones. Is unlikely to ever play them down or put them in perspective; will rather prioritize them out of concern. Has no difficulty with uneventful circumstances.

Reinforcing talents

Confrontation 8

Self-esteem 2

Need for support 9

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 this question might indicate whether the candidate 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 this happened to you? What did you do to try to prevent this from happening?

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

Talent signals

Releases responsibilities with ease; has little difficulty delegating or passing on tasks. Tends to be pliable and compliant; easily acknowledges someone else to be in charge. Prefers other people to lead and take important decisions, is likely to accept the outcome. May be too resigned.

Reinforcing talents

Ambition & challenges 3

Decision making 3

Dominance 1

Neutralizing talents

Need for status 8

Interview questions

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

The way in which the candidate answers the question matters more than its content. Is the candidate well informed and able to present this 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 the candidate describes his employees: does he feel responsible for their behavior; does he feel he can exert influence (that is to say, direct them)? What leadership style does he find typical for himself? 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 this 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 judgement or opinion too easily in favor of someone else?

It is not easy for a candidate to answer this question. Ask him for a detailed account of the situation. What did he do and what did he learn from it? It is important that a person learns from his 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 the candidate is persistent in his efforts. Does he go the extra mile to achieve a goal or does he give up? Ask why it was difficult and what the result was. 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 the candidate has learnt from it and what he would do differently next time.

Conclusion