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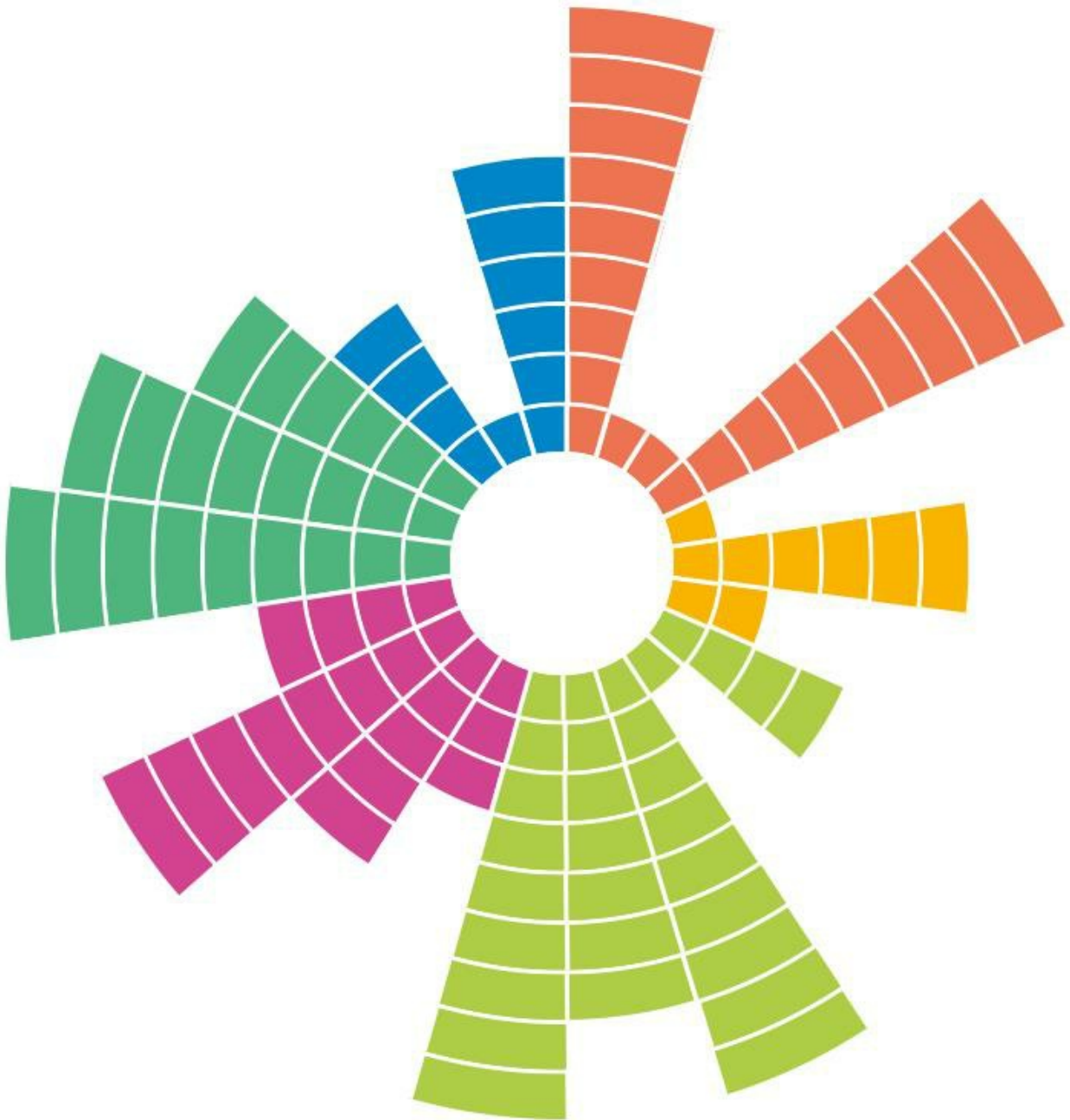


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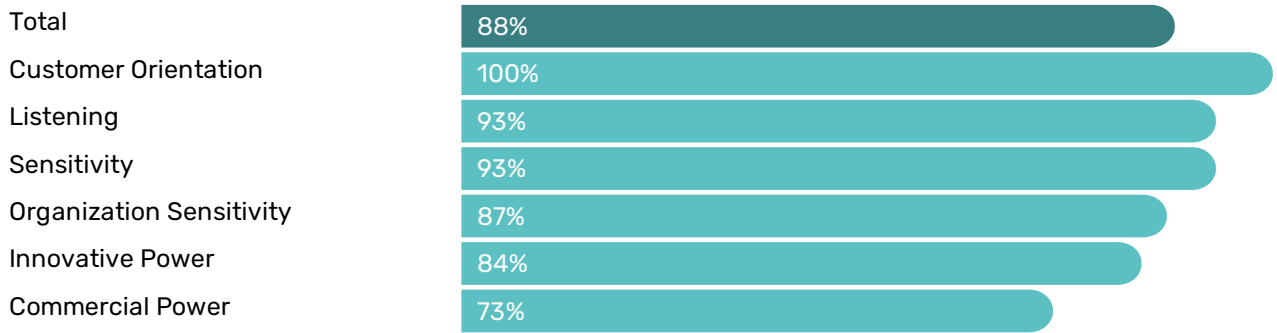
Competency Match

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: Account Manager



Description

Acting from opportunities in the market; acting with a customer focus and affiliating with appropriate contacts.

Talents which form the psychological base for this competency:

Competency	Learnability	Drive 1	Drive 2	Drive 3
Commercial Power		5.5 Ambition & challenges	2 Sociability & contact	9


Interview questions

- Clients have both expressed and unexpressed needs. It is often difficult to find out what those unexpressed needs are. Describe the last conversation you had with a client in which you were looking for his needs. How did it go? What did you find out?
- Describe a recent situation in which you succeeded convincing others of your view despite their resistance. What were the conflicting views and interests and how did you cope with them?
- When was the last time you had to convince someone? What exactly did you do?
- Could you give an example of a negotiation in which you estimated the other party’s motives, wishes, or feelings wrongly? What characterizes a good salesperson, according to you? What makes you think that? Which of those traits do you have?

Description

Being susceptible to the attitudes, feelings, or circumstances of others and being aware of the influence of one's own behavior on them.

Talents which form the psychological base for this competency:

Competency	Learnability	Drive 1	Drive 2	Drive 3
Sensitivity		7	Social empathy	7

Interview questions

- Could you give an example of a conversation you had with an employee who had a problem? Who took the initiative for this conversation? What did you do in order to help solving the problem?
- When did you last encounter an employee who was emotional? What did you do? Would you do something differently next time?
- Could you give an example of a recent situation in which somebody else responded to a problem completely differently than you would have done? How did you respond?
- When do you give colleagues or employees a compliment?
- Did it ever happen to you that a colleague asked you something to which you could not oblige - this being very disappointing to her?

Description

The ability to direct one’s inquisitive mind toward initiating new strategies, products, services, and markets.

Talents which form the psychological base for this competency:

Competency	Learnability	Drive 1	Drive 2	Drive 3
Innovative Power	●●●○	6.33 Independent thinking & acting	8 Energy & action	5 Pragmatism


Interview questions

- Which innovative ideas have you come up with in your work over the last year?
- How do you make sure your work stands out from others’? Could you give a recent example?
- Have you ever developed new products or services? To what extent have they been marketed successfully?
- What do you regard to be your most innovative product or service so far?
- Do you find yourself a creative thinker? How does that show?

Description

The ability and willingness to find out what the customer wants and needs and to act accordingly, taking the organization's costs and benefits into account.

Talents which form the psychological base for this competency:

Competency	Learnability	Drive 1	Drive 2	Drive 3
Customer Orientation		8.33 Sociability & contact	9 Social empathy	7 Helpfulness


Interview questions

- What can you say about a difficult customer you encountered recently? Why was he difficult? What did you do to satisfy the customer?
- Some customers have unreasonable demands. When did you last encounter such a customer? Why did you find his demands unreasonable? What did you do eventually?
- Which traits are important in order to interact well with customers? To what extent do you have those traits? To what extent could you train yourself to obtain these characteristics?
- Could you describe a situation in which you dealt with a customer ineffectively?
- When was the last time your boss criticized the way you deal with clients? How did you earn this criticism? How did you respond?

Description

The ability to show one absorbs and understands important (non-) verbal information and to ask further questions when necessary.

Talents which form the psychological base for this competency:

Competency	Learnability	Drive 1	Drive 2	Drive 3
Listening		7	Social empathy	7

Interview questions

- Could you give an example of a situation in which you listened carefully to another person? How did that show?
- Could you give an example of a situation in which you obtained information by listening very carefully - information someone else might have missed?
- Could you give an example of a situation in which you gained more information than anybody else by listening carefully?
- Could you give an example of a conversation in which you did not obtain the information you wanted?

Verbal Expression

Description

The ability to communicate in clear language and to adjust one's use of language to the audience's level.

Talents which form the psychological base for this competency:

This competency is not linked to any of the TMA drives

Interview questions

- Have you ever received comments on the way you express yourself? Could you give an example?
- Have you ever noticed that an employee did not understand an assignment you had given orally? How did it show she did not understand? What did you do?
- Did you ever do presentations or give speeches? Could you give a recent example?
- What is your reputation as a speaker? Could you give an example?
- Describe a situation in which oral communication was very important to you. What was your role? How did you do it?

Description

Showing awareness of the consequences of one’s choices, decisions and actions for parts of or the entire organization.

Talents which form the psychological base for this competency:

Competency	Learnability	Drive 1	Drive 2	Drive 3
Organization Sensitivity	●●●●	6.5 Sociability & contact	9 Conformity	4

Interview questions

- How did you stay informed over the last few months about the events and developments that take place in your organization or department?
- Which conflicting interests do you see in your organization?
- What problems has your department dealt with in the past? How did you approach those problems? What would you do differently next time?
- What are your organization’s most important values and principles and how do you practically implement them?
- With which departments do you deal most? When?