

TMA Talent analysis

Competency match and interviewguide

Sara Berger

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T +31 (0)30 2670444
I www.tma-assessment.com
E info@tma-assessment.com



The Competence analysis

The Competence analysis translates the talent scores of the indication scores on competence level. Per competence interview questions will be depicted.

General remarks about the TMA reports

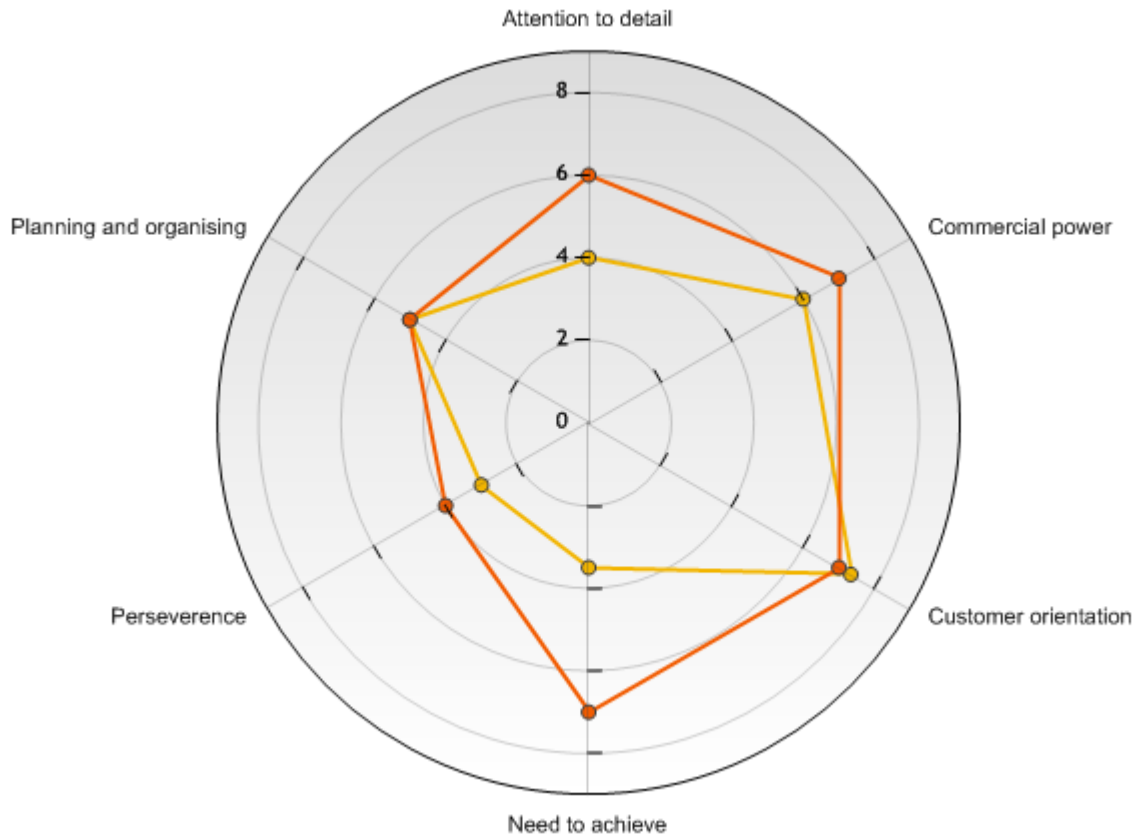
TMA reports on 22 independent talents. The personality of a candidate is never positiv or negativ, or TMA reports without judgment about the candidate. Ofcourse in a certain circumstance, job or culture certain talent and personality traits are more or less desirable.

De scores, grafieken en persoonlijkheidsomschrijvingen uit de verschillende TMA-rapportages zijn bedoeld als richtlijnen. De TMA-rapportages dienen als advies en suggestie, u maakt zelf de uiteindelijke overwegingen. Het TMA is een hulpmiddel waarmee men gestructureerder, diepgaander en gerichter een gesprek met een kandidaat kan voeren aangaande selectie, mobiliteit en/of ontwikkeling.

Interview

In the expert report you will find a plan for the interview. The competence analysis is an addendum on the expert report. If you wish to continue your interview on talents which form the base of competences you will find interview questions here.

Never give this expert report to the candidate. If you wish to hand out a report please use the candidate report.



Competence	Score	Ideal	GAP	Importance
Commercial power	6	> 7	-1	****
Customer orientation	7.3	> 7	0.3	****
Need to achieve	3.5	> 7	-3.5	***
Planning and organising	5	> 5	0	**
Perseverance	3	> 4	-1	**
Attention to detail	4	> 6	-2	*

Function:

Demo accountmanager

■ Sara Berger

■ Ideal

**** necessary
 *** very important
 ** important
 * of little importance

< smaller than or equal to
 > bigger than or equal to
 = equal to

Explanation report

The Competence Analysis translates the talent score of the to indication scores on competence level. Then the competence score of the candidate will be matched with the ideal score for the function. In the case the minimum level is met, the competence is depicted in green, else in red. Also an numerical overview is depicted in the GAP column. 0 or higher is a match. A negative number is a potential mismatch.

At the end the level of importance for the function is depicted.

This is also the way this report is sorted. The Graph is alphabetical.

Description

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

Talents which form the base for this competence:

Talent(s)	Score	Weight	Inversion
Ambition and Challenges	3	1	no
Sociability	9	1	no

Interview questions

1. Could you give an example of a negotiation in which you estimated the other party's motives, wishes, or feelings wrongly?
2. Could you give an example of a negotiation in which you estimated the other party's motives, wishes, or feelings wrongly?
3. Which characteristics does a good salesperson have, according to you? What makes you think that? Which of those traits do you have?
4. Which characteristics does a good salesperson have, according to you? What makes you think that? Which of those traits do you have?
5. 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 or her needs. How did it go? What did you find out?
6. 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 or her needs. How did it go? What did you find out?
7. 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?
8. 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?
9. When was the last time you had to convince someone? What exactly did you do?
10. When was the last time you had to convince someone? What exactly did you do?

Description

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

Talents which form the base for this competence:

Talent(s)	Score	Weight	Inversion
Helpfulness	9	1	no
Sociability	9	1	no
Social empathy	4	1	no

Interview questions

1. Describe a difficult client you have come across recently. Why was he or she difficult? What did you do?
2. Sooner or later we all come across a client whose demands are beyond reasonable. When did this last happen to you? What did you do?
3. Did you ever have to make an extra effort in order to satisfy a client?
4. What are important qualities for interacting with clients? Could you give an example of a situation in which you used these qualities?
5. Could you compare situations in which you handled clients more and less effectively? What did you do differently?
6. What lessons have you learnt regarding customer satisfaction? When did you learn this? Could you give an example of a practical application of such a lesson?
7. Which steps do you take to make sure your clients are satisfied? Could you give an example?
8. When was the last time your boss criticised the way you deal with clients? How did you earn this criticism?
9. How do you know your clients are satisfied? Could you give an example?
10. Could you describe a situation in which you had to ask someone for help in order to solve a client's problem?

Description

The need to set high standards for one's own performance, to show dissatisfaction with average achievements.

Talents which form the base for this competence:

Talent(s)	Score	Weight	Inversion
Ambition and Challenges	3	1	no
Energy	4	1	no

Interview questions

1. What appealed to you most in your position? What appealed least? What have you done about this for yourself?
2. What tasks have you taken upon yourself without them being part of your job description? Why?
3. Did you ever consciously breach a rule or a tradition in order to attain your goal? When was that and what exactly did you do?
4. Could you give an example of a project or idea that you pushed through despite resistance from within your organisation?
5. Could you describe an instance in which you took action whereas your superior should have done so?
6. What are you not yet qualified to do at work? Did you ever cross that line?
7. At what moment did you seek your superior's advice before taking action?
8. Did you ever give in to please somebody else? Could you give an example?
9. Could you describe a situation in which you and your superior had a difference of opinion about work? Did you ever talk to him or her about that situation?
10. How did you come to choose that particular training (see curriculum)?

Description

The ability to determine goals and priorities and to assess the actions, time and resources needed to achieve those goals.

Talents which form the base for this competence:

Talent(s)	Score	Weight	Inversion
Order and Structure	4	1	no
Purposiveness	6	1	no

Interview questions

1. Did you ever have to review a time scheme because of unforeseen circumstances? Could you give an example?
2. Could you give examples of plans you made last year that have now been realised? Describe your initial plan.
3. Have you set any priorities for your position or department over the last year? Could you give an example?
4. Were you ever actively involved in a reorganisation? What exactly did you do?
5. How did you construct your department's work scheme?
6. When was the last time you heard your colleagues could not finish a job in time? What was your initial plan and what happened?
7. Did you ever have to organise a sizeable special activity? What exactly did you do?
8. How did you prepare for this interview?
9. What were your goals over the last year? Did you attain them? Why (not)?
10. How many hours did you use to study, both during the year and during exam periods?

Description

The ability to hold on to views and plans of action despite adversity.

Talents which form the base for this competence:

Talent(s)	Score	Weight	Inversion
Persistence	3	1	no

Interview questions

1. What do you consider to be the largest obstacle you have taken to become who you are now?
2. What is the largest setback you ever encountered? What did you do?
3. Were you ever in a situation where you offered an idea to your colleague or superior who then rejected it? What did you do?
4. Did you encounter a subject during your training which you found very difficult? What did you do?
5. Could you give an example of a situation of which you feel you did not persist long enough? Did you give up or give in?
6. What was the reason you did not finish your training?
7. Could you describe a situation in which you were successful because of your persistence?
8. Could you give an example of a project you worked on in which you felt a lack of inspiration or motivation after a while? What did you do?
9. When were you last confronted with a situation in which your persistence was tested? What did you do?
10. Could you give an example of a proposal of yours that met with disapproval and criticism? What did you do? Did you achieve your goal?

Description

The ability to process detailed information effectively and consistently

Talents which form the base for this competence:

Talent(s)	Score	Weight	Inversion
Order and Structure	4	1	no

Interview questions

1. Do you have an archive for personal use? How did you set this up?
2. How do you check your, and other people`s, work for mistakes? When was the last time you did this? How did you do it?
3. Could you give an example of a work situation in which you had to process a large amount of data?
4. Have you ever performed a task for which precision was paramount?
5. What do you do in your position to avoid making mistakes?
6. When was the last time you checked your work?
7. Did you ever check other people`s work?
8. When was the last time you did something wrong at work?
9. When was the last time your work was flawed?
10. Could you give an example of a situation in which you had to prepare for something important?