



CRITICAL^{path} CONSULTING
management strategies that *work*

Manager Interview Guide

Prepared for:

demo sample

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San Jose, California
Voice: 408.893.4032
Fax: 408.448.1828
E-Mail: melinda@criticalpathconsulting.com
Web: <http://www.criticalpathconsulting.com>

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Manager Interview Guide **SUMMARY**

ATTITUDES:

- Skeptical, resentful, angry attitude toward the world
- Optimistic about themselves
- Optimistic, positive attitude toward others
- Cautious, skeptical attitude toward getting things done

PROBLEM SOLVING:

- Inventive, potentially creative practical thinking
- Good intuitive insights, 'gut instincts'
- Excellent, analytical, conceptual thinking and organizing
- Proactive thinking, focuses on consequences

SELF IMAGE:

- Persistent
- No fear of failure, some fear of success
- Confident, goal oriented

MOTIVATORS:

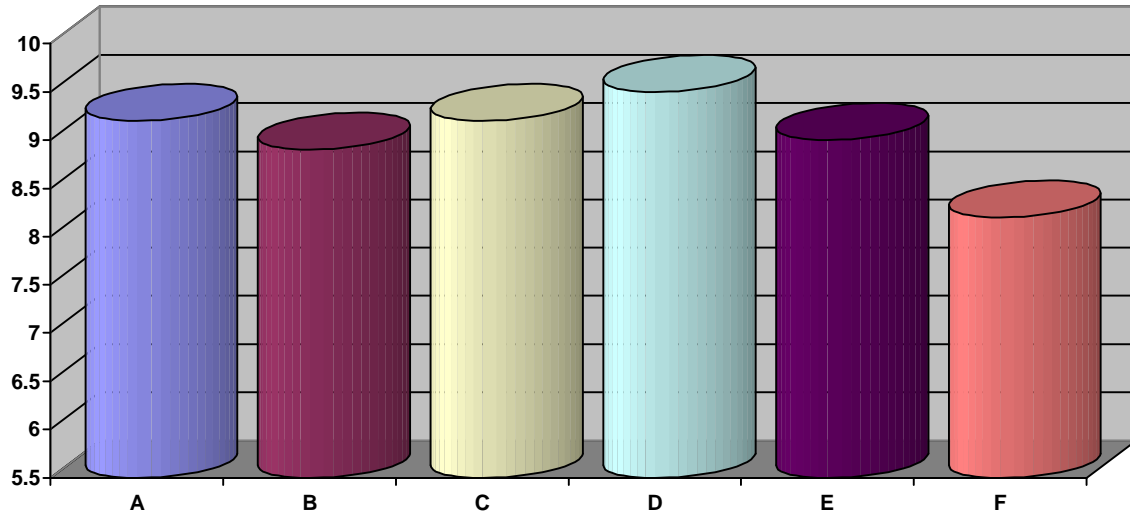
- Sense of mission, personal goals
- Sense of commitment to organization or team goals

STRESSORS:

- Excellent stress resistance

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GLOBAL GRAPH



Low Risk (Excellent ability to utilize the capacity and translate the talent into decisions; reduces the potential for errors and mistakes)	8.8 to 10.0
Situational Risk (Very good ability to utilize the capacity especially in well defined areas; however, there are specific situations that can interfere with the translation into decisions)	8.5 to 8.79
Conditional Risk (Limited access to the capacity indicating actual conditions that will increase the potential for mistakes and errors and restrict the transfer into decisions)	8.2 to 8.49
Real Risk (Restricted access to the capacity indicating the ability is consistently unavailable and individuals are subject to mistakes and errors in judgment)	6.0 to 8.19

A) Working With Others (Low Risk) — Measures the ability to see and appreciate the needs and interests of others and the ability to deal with others in a concerned but objective manner.
B) Managing Activities (Low Risk) — Measures the ability to see what is needed to get things done.
C) Problem Solving (Low Risk) — Measures the ability to identify potential problems and generate effective solutions.
D) Planning & Organizing (Low Risk) — Measures the ability to set goals, build plans, and translate them into action.
E) Getting Things Done (Low Risk) — Measures the ability of an individual to focus energy on tasks and follow them to completion, dealing with the stresses and strains without losing freedom of action.
F) Managing Self (Conditional Risk) — Measures the ability to see, understand, and be sensitive to personal uniqueness, confidence, competency, goals, and self organization.

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PERSONAL MANAGEMENT INVENTORY

PRIORITIZED CORE STRENGTHS

1) Persistence: (Getting Things Done) (MG-28A)-Excellent Potential

Strong personal commitment to stay on track and complete goals and tasks regardless of what happens.

2) Conceptual Organization: (Planning And Organizing) (MG-22A)-Excellent Potential

The ability and willingness to build strategies and plans for organizing and structuring your decisions.

3) Attitude Toward Others: (Managing Others) (MG-2A)-Excellent Potential

Positive, open attitude toward others generates genuine concern about the needs and interests of others.

4) Flexibility, Adaptability: (Managing Self) (MG-34A)-Excellent Potential

Strong personal commitment to what they believe is right combined with the ability to redirect energy when necessary.

5) Goal Directedness: (Getting Things Done) (MG-25A)-Excellent Potential

Driven by a need to fulfill goals and plans generated primarily by personal ideals and ambitions.

6) Attention To Planning: (Planning And Organizing) (MG-23A)-Excellent Potential

Excellent ability and willingness to plan and organize and novel innovative approaches to creating plans and strategies.

7) Proactive, Conceptual Thinking: (Managing Problems) (MG-17B)-Excellent Potential

A combination of focus and attention on conceptual, long-range thinking creates awareness of consequences relating to actions.

8) Intuitive Insight: (Managing Problems) (MG-15)-Excellent Potential

Very Good ability for relying on intuitive insight and inner 'gut' feelings for identifying and solving problems.

PRIORITIZED DEVELOPMENT COMMENTS

1) Role Satisfaction: (Managing Self) (MGT-33B)-Real Risk

Social or role uncertainty can lead them to feel frustrated or dissatisfied in their current circumstances.

2) Self Control: (Managing Self) (MGT-32)-Real Risk

Tendency to react impulsively in stressful situations can lead to difficulty maintaining control in the process.

3) Consistency: (Getting Things Done) (MGT-29A)-Real Risk

Inconsistent feelings about social/role image can lead one to shift from demanding too much to demanding too little.

4) Results Oriented: (Getting Things Done) (MGT-26C)-Conditional Risk

Unconventional, cautious thinking can create an inconsistent focus on results and immediate circumstances.

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PERSONAL MANAGEMENT INVENTORY
PRIORITIZED INTERVIEW NOTES

1) Role Satisfaction: (Managing Self) (MGT-33B)-Real Risk

They tend to be indecisive and uncertain about what they can do to perform to their best, to hesitate, to feel frustrated and dissatisfied. Test their ability to act with confidence, consistency, and enthusiasm.

2) Self Control: (Managing Self) (MGT-32)-Real Risk

They tend to have difficulty seeing problems, are susceptible to confusion, distraction, anxiety and frustration, may feel pushed and pulled by circumstances. Test their ability to stay focused and see what is important and needs attention.

3) Consistency: (Getting Things Done) (MGT-29A)-Real Risk

Be careful not to over sell and hype your organization and your job opening. These individuals are not certain about what they want to do. Paint both the benefits and the realities of what you expect from them.

4) Results Oriented: (Getting Things Done) (MGT-26C)-Conditional Risk

Place these individuals in a real time situation from your work environment to test their ability to see what needs to be done, to respond under pressure, and get things done regardless of what is happening around them.