

TMA Talent analysis

Competency match and interviewguide

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The TMA competency analysis

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

General remarks about the TMA reports

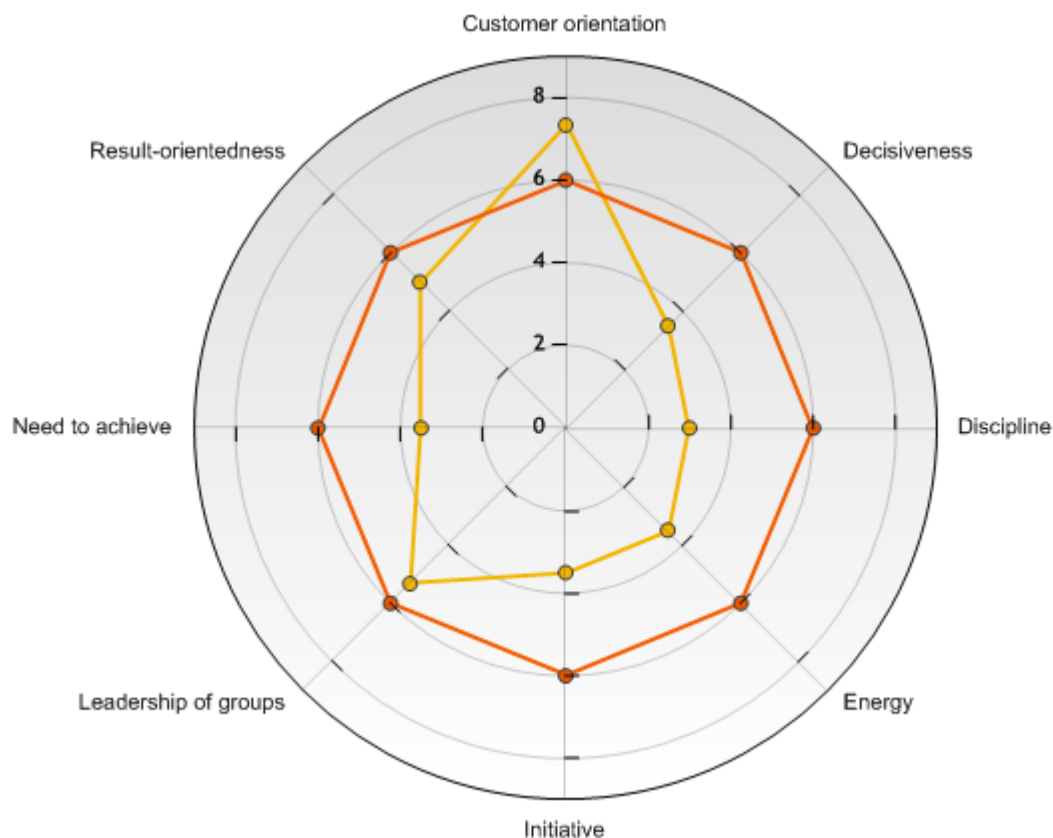
The TMA Talent analysis reports on 22 independent drives and 44 talents. The personality of a candidate is never positiv or negativ; TMA reports without judgment about the candidate. Ofcourse in a certain circumstance, job or culture certain talent and personality traits are more or less desirable.

The scores, graphs and personality descriptions of the various TMA reports are intended as guidelines. The TMA reports serve as a advice and suggestion instrument, you make the final considerations. The TMA is a method that makes selection, assessment, coaching and appraisal more structured, thorough and focused.

Interview

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



Competency	Score	Ideal	GAP	Importance
Decisiveness	3.5	> 6	-2.5	na
Discipline	3	> 6	-3	na
Energy	3.5	> 6	-2.5	na
Leadership of groups	5.3	> 6	-0.7	na
Initiative	3.5	> 6	-2.5	na
Customer orientation	7.3	> 6	1.3	na
Need to achieve	3.5	> 6	-2.5	na
Result-orientedness	5	> 6	-1	na

Function:

Customer Service Support Man. BNX 9/12/2010

■ Sarah Jones
 ■ Ideal

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

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

Explanation report

The Competency Analysis translates the talent score of the to indication scores on competency level. Then the competency score of the candidate will be matched with the ideal score for the function. In the case the minimum level is met, the competency 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

The ability to make active decisions or to commit by speaking one's mind and taking position.

Drives/Talents which form the psychological base for this competency:

Talent(s)	Score	Weight	Inversion
Decisiveness	3	1	no
Independent thinking	4	1	no

Interview questions

1. Did you ever have to make a decision in your work you felt you should not have been asked to make? Could you give an example?
2. Have you ever missed an opportunity because you waited too long making a decision? Could you give an example?
3. Which important decisions have you made over the last week? How much time did you take before making them?
4. What decisions did you find most difficult to make recently? Why?
5. How often do you postpone a decision to give yourself more time to think?
6. Do you ever make decisions provisionally? Could you give an example?
7. What kind of decisions do you readily take and for what kind do you take more time? Could you give examples?
8. Could you describe a few recent problems at your work that you were responsible to solve? What exactly did you do?
9. Have you ever been able to prevent a large problem or to achieve a success by reacting quickly to a situation? How did you do that?
10. What was the most difficult decision you have had to make over the last few weeks? What made it difficult? How long did it take you?

Description

The ability to adjust to existing rules, procedures and policy. Finding reinforcement from the right authority when in doubt.

Drives/Talents which form the psychological base for this competency:

Talent(s)	Score	Weight	Inversion
Conformity	2	1	no
Order and Structure	4	1	no

Interview questions

1. Were you ever unsure whether your actions were according to your organisation`s guidelines? What did you do?
2. What procedures exist in your current organisation?
3. We are all in a situation sometimes in which our company`s rules or procedures are in our way. Could you give an example of such a situation? What did you do?
4. Could you give an example of a situation in which rules and policy were unclear to you? What did you do?
5. Have you ever been in a position in which you could define your own rules? What was the situation exactly? Was it urgent? Did you ask anyone for help?
6. Have you recently had a difference of opinion with your superior regarding the extent in which you were responsible for something? How did you cope with it? What was the outcome?
7. Did you ever consciously deviate from an important rule or appointment? What was the matter? Why did you do so? What happened?
8. Did you ever have a difference of opinion with your superior? What did you do? What was the result?
9. Everybody knows situations in which procedures can be a nuisance. Could you give an example of such a situation? What did you do to reach your goal?
10. Could you give an example of a recent situation in which an assignment was not clear to you? What did you do?

Description

The ability to be active for a long period of time when required; having stamina.

Drives/Talents which form the psychological base for this competency:

Talent(s)	Score	Weight	Inversion
Energy	4	1	no
Persistence	3	1	no

Interview questions

1. Describe a recent situation in which your effort at work was not up to scratch. How did it make you feel? What was going on?
2. How much overtime did you make over the last three months?
3. How did you catch up on your work in the past after, for instance, a holiday or an illness?
4. What is a good reason for you to delay work? Could you give an example?
5. At which part of the day are you most active and do you perform best? When are you least active and productive?
6. How much sleep do you normally need? Can you remember a situation in which you had to be alert after little sleep?
7. Have you recently had extra long days at work?
8. Do you have time to be involved in a club or society of any kind next to your daily routine? How much time did you spend there over the last month? And on (other) hobbies, study, et cetera?
9. What were your leisure activities last week?
10. What time of day are you most active? When are you least active and least productive?

Description

The ability to provide direction and guidance to a group of people and to encourage cooperation between team members in order to attain an objective.

Drives/Talents which form the psychological base for this competency:

Talent(s)	Score	Weight	Inversion
Energy	4	1	no
Responsibility and Leadership	3	1	no
Sociability	9	1	no

Interview questions

1. How do you relate to your best and your weakest employees? Could you give examples?
2. Give an example of the way you provide instructions to your employees.
3. Describe the different ways in which you stimulate and motivate your employees.
4. Give an example of a situation in which you addressed an employee on his or her underperformance.
5. When was the last time you paid an employee a compliment? What was the occasion and what did you do?
6. Do you often take charge? Could you give examples?
7. Have you ever been in a situation in which you were in charge of equals in terms of hierarchy?
8. How do you differentiate in your leadership style between employees who perform well and those who perform moderately?
9. When was the last time you asked your employees for feedback on your own performance?
10. When was the last time you asked your employees' opinion regarding a strategic decision?

Description

The ability to recognise and create opportunities and to act accordingly. Rather starting something than waiting passively for it to happen.

Drives/Talents which form the psychological base for this competency:

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

Interview questions

1. What was your most recent, work related, original idea? What did you do with it?
2. What achievement of yours are you most proud of? How did you achieve this?
3. Were you ever in a position to make your work less complicated? What did you do?
4. Did you ever want to change anything about the content of your training? What did you do with it?
5. Have you made any proposals to your superior over the last month? Why?
6. Have you ever studied a subject you were not required to study? If so, what subject was it and what exactly did you study?
7. Which changes have been predominantly your idea?
8. What annoys you most in your position at the moment? How long has this been annoying you? What have you done about it?
9. What do you do in your spare time? How did you come to that?
10. Do you find it easier to take initiative in certain situations than in others? Could you give an example?

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.

Drives/Talents which form the psychological base for this competency:

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.

Drives/Talents which form the psychological base for this competency:

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 take direct action in order to attain or exceed objectives.

Drives/Talents which form the psychological base for this competency:

Talent(s)	Score	Weight	Inversion
Ambition and Challenges	3	1	no
Pragmatism	6	1	no
Purposiveness	6	1	no

Interview questions

1. Describe a recent situation in which your effort at work was not up to scratch. How did it make you feel? What was going on?
2. What have you done to improve your results (returns)? Where did you get your ideas from?
3. What do you consider to be the most important possibilities to improve your organisation's results? What do you think should happen?
4. Do you use a certain method in order to keep track of short term tasks that need to be done? Could you give an example?
5. When are you satisfied with your work? What are your standards?
6. Did it ever happen to you that your work's results were quite different than you had expected? Could you give an example? What was it you had misjudged? Could you have prevented it?
7. Could you describe a situation in which you were successful because of your persistence?
8. How do you receive information on the work's progress in your department?
9. How do you know what your colleagues are doing? How do you assess their work? Could you give examples?
10. What information do you need in order to make sure your department achieves maximum results? Could you give a specific example of a situation in which you used this information in order to improve a routine?

Verbal expression

Description

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

Talents

No talents available

Interview questions

1. Have other people ever commented on your clarity? Could you give an example?
2. Did you ever notice that an employee of yours did not understand a task you had given him or her by word of mouth? How did it show he or she had not understood your assignment?
3. Have you ever done talks or speeches? Could you give an example?
4. How are you regarded as speaker?
5. Describe a situation in which oral communication was very important to you. What was your role? How did you do it?
6. Could you give an example of a recent situation in which you experienced a communication problem? What was the situation? What was your objective? What was the problem? What do you think caused the problem? What would you do differently next time?
7. Have you recently asked for someone else's advice regarding a complex matter? How did you do that?
8. What is your reputation as speaker? Could you give an example?
9. Did you ever do presentations or give speeches? Could you give a recent example?
10. Have you ever noticed that an employee did not understand an assignment you had given orally? How did it show s/he did not understand? What did you do?

Written expression

Description

The ability to express ideas and views clearly to others in written language.

Talents

No talents available

Interview questions

1. What was the most difficult report you ever had to write? What exactly was difficult about it? What were the readers' responses?
2. Do other people ever bring spelling mistakes or badly constructed sentences to your attention? Could you give an example?
3. What experience do you have in writing? What kind of documents have you written, for what audience? Do you like to write? What kind of responses do you get? Could you give an example of a very positive and a very negative response?
4. What experience do you have taking minutes? Do you ever get a response to your minutes?
5. Do you regularly write pieces for other people?
6. Did you have to write an important proposal or paper recently?
7. During your training, did you ever have to write a thesis or a proposal of any kind?
8. Do you have any experience writing quotations or other external proposals?
9. What has been the most difficult piece you ever had to write? What was so difficult about writing it?
10. Which aspects of the English language do you find difficult? Could you give an example?