



Suzanne Example

Potential Strengths

She is self-reliant and is probably comfortable using her own judgment and assuming responsibility for her actions.
 She should be comfortable in most social situations.
 She is likely to be assertive and enjoy influencing others.

Potential Weaknesses

She appears to be impulsive and likely to make decisions too quickly.
 She may be stubborn.
 She may tend to be black-or-white in her thinking.
 Her drive and work pace appear to be lower than average.
 She may be more "talk" than "do."
 She may at times leave tasks unfinished.
 She may be somewhat sensitive or touchy when criticized.
 She may show a temper.
 She may be aggressive, competitive or disagreeable in her dealings with others.
 Her attitudes toward people appear to be negative. She is probably cautious and slow to trust people.
 She appears less interested in organizing and planning her work than desired for this role.

Other

She may prefer not to have to do detail work personally.

High Performance Engineer Hiring Manager

Norm US General | 5/7/2012

Thinking

Reflective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Structured	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Serious-Minded, Restrained	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fact-Based	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Realistic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Working

Work Pace	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-Reliance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work Organization	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Multi-Tasking	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for Task Closure	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Acceptance of Control	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Frustration Tolerance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for Freedom	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for Recognition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Detail Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Relating

Assertiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Need to be Liked	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Positive about People	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insight	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Optimism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Cultural Conformity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Competency Model: High Performance Engineer Competency Model

In-Depth Problem Solving And Analysis

Solving difficult problems through careful and systematic evaluation of information, possible alternatives and consequences.

Decisive Judgment

Making good decisions in a timely and confident manner.

Innovation

Generating novel and creative solutions to problems that will result in improved performance, better outcomes, higher productivity, etc.

Adapting To Change

Adapting to changing situations and restructuring tasks and priorities as changes occur within the business and organization.

Planning And Organizing

Effectively organizing and planning work according to organizational needs by defining objectives and anticipating needs and priorities.

Delivering Results

Maintaining a high level of commitment to personally getting things done.

Quality Focus

Promoting and maintaining high standards of quality at work.

Policies, Processes And Procedures

Following organizational procedures and guidelines to accomplish objectives.

Safety

Understands the importance of safety practices and techniques, complies with and implements these practices effectively, and encourages others to do so.

Resilience

Effectively dealing with work related problems, pressure, and stress in a professional and positive manner.

Teamwork And Collaboration

Effectively working and collaborating with others toward a common goal.

Interpersonal Communication

Communicating clearly and effectively with people inside and outside of the organization.

Functional Acumen*

Having the skills, knowledge and abilities necessary to be effective in the specific functional content of a job.

Integrity*


Upholding a high standard of fairness and ethics in everyday words and actions.

Written Communication*





























































































Having the skills to communicate to others in a written format.

**Competencies not strongly helped or hindered by the personality characteristics measured by ASSESS. No judgments are made by ASSESS about these competencies.*

In-Depth Problem Solving And Analysis

 Hinder
  Potential Concern
  Help
  Candidate Score

Assess Personality Implications

Reflective																							
Realistic																							
Fact-Based																							
Serious-Minded, Restrained																							

Interview Question(s)





Tell me about two complex and difficult work problems you have faced. What were the circumstances? What steps did you take to solve the problems? What analyses did you make? How did you make your final decisions? What were the outcomes of your decisions?

Additional special probes based on Assess results:




















































































































Tell me about a complex problem you recently faced in an area in which you did not have prior experience. How did you find a solution? (Listen for an ability to look for new and different approaches rather than simply modifying or using current practices.)

Describe a situation where you were too quick to draw a conclusion in your problem analysis. What were the circumstances and the result? (Listen for a tendency to find a quick solution.)

Decisive Judgment

 Hinder
  Potential Concern
  Help
  Candidate Score

Assess Personality Implications

Fact-Based																							
Realistic																							
Serious-Minded, Restrained																							
Self-Reliance																							
Assertiveness																							

Interview Question(s)

Describe some of the decisions you have made recently that had important effects on your business or the people involved. How did you make your decisions? How did you balance the pressures of timeliness and making the right decision? Did you change your decision after making it? Why or why not?

Additional special probes based on Assess results:




Tell me about a time when you decided to use an existing solution when a new or different approach would have been better. Why did this happen? (Is there an overreliance on past solutions?)

Tell me about a time when you made a decision quickly, and it did not go the way you expected. What factors did you miss? (Is there too much emphasis on responsiveness at the expense of a quality decision?)





































Suzanne Example

High Performance Engineer Competency Model
Norm: US General

Innovation

 Hinder  Potential Concern  Help  Candidate Score

Assess Personality Implications

Reflective									
Realistic									
Fact-Based									
Serious-Minded, Restrained									

Interview Question(s)

Give me at least two examples of your ability to propose innovation at work. What new ideas, improvements or creative solutions have you proposed recently. Were they adopted? Why?

Additional special probes based on Assess results:

Give me some examples of your most innovative business ideas. (Listen for creativity.)





































Tell me about a time when you were stubborn about accepting a new idea. What information would have helped you support the idea? (Is the candidate too stubborn to consider an idea in the absence of perfect supporting data?)

Describe a time when you made a quick recommendation or offered a solution that you later regretted. What were the circumstances? (Listen for a tendency to commit too quickly to a new idea.)

Adapting To Change

 Hinder  Potential Concern  Help  Candidate Score

Assess Personality Implications

Realistic									
Need for Freedom									
Frustration Tolerance									
Multi-Tasking									

Interview Question(s)

In your current and previous jobs, have your duties been relatively constant or have they changed frequently? What would you prefer? How much change would you like to have? Describe your best work environment and your worst.

Additional special probes based on Assess results:

Tell me about recent changes you have experienced at work. Were they good ideas or bad? Why? (Is there a stubborn resistance to trying new things?)





































Tell me about a time when you felt frustrated by people making too many changes in your work requirements. What was the situation? How did you feel? What did you do? (Listen for an ability to adapt to change despite a strong need to be free from close control.)

Tell me about a time when you had to completely break from your normal way of doing something because of a change. What happened and how did it affect you and your work? (Listen for a resistance to a change in routine.)

Planning And Organizing

 Hinder
  Potential Concern
  Help
  Candidate Score

Assess Personality Implications

Structured									
Realistic									
Work Organization									
Multi-Tasking									

Interview Question(s)

Tell me about a successful project or initiative that you had responsibility for planning and organizing. What did you do? Why was this project successful?

Tell me about a project where you had responsibility for planning and organizing that did not go as smoothly. What did you do? What could you have done better?

Additional special probes based on Assess results:














































Describe a situation that illustrates the kind of techniques that you use to stay organized and focused in your own work. (Listen for an ability to keep work organized.)

Tell me about a time when you had to coordinate and manage several projects at once. What was challenging? How did you prioritize? How successful were you? (Listen for difficulty juggling multiple tasks at once.)

Delivering Results

 Hinder
  Potential Concern
  Help
  Candidate Score

Assess Personality Implications

Work Pace									
Self-Reliance									
Need for Task Closure									
Realistic									
Frustration Tolerance									

Interview Question(s)

Describe two recent situations in which you met an aggressive goal. What types of obstacles did you face? How did you overcome them?

Describe a situation in which you were unable to meet an aggressive goal. Why did this happen?

Additional special probes based on Assess results:

Tell me about one of your projects that had an aggressive deadline for completion. How did you get it done? (Listen for an ability to accomplish things quickly.)

Describe two situations in which you were unable to complete an important task or project. What happened? Why? (Listen for an ability to follow-through on commitments.)

Quality Focus  Hinder  Potential Concern  Help  Candidate Score

Assess Personality Implications

Detail Orientation										
Need for Task Closure										
Serious-Minded, Restrained										

Interview Question(s)

Give me examples from your recent work experience in which you contributed to improving the quality of a process, product or service. What was the situation? What did you do? Why? What was the outcome?

In the past, have you developed or helped to develop and implement quality standards and quality measurement processes? Explain the situation. What was your personal involvement?

What special training, education or experience do you have in the area of Quality?

Additional special probes based on Assess results:

Tell me how you feel about working with details. Give me examples from your previous jobs of details you think were important and others you thought were unimportant. Why? (Listen for a tendency to overlook or avoid the tedious or mundane details at the expense of quality.)

Tell me about a time when you did not thoroughly complete something, or ensure that someone else completed it, and the quality of the work suffered. What happened? Why? (Listen for a tendency to not be thorough in the completion of important tasks.)

Tell me about two times when you made an important decision or took an action without considering the consequences for the quality of the outcome. What were the circumstances? What was the impact on quality? (Listen for an undisciplined approach that could adversely affect quality.)

Policies, Processes And Procedures  Hinder  Potential Concern  Help  Candidate Score

Assess Personality Implications

Need for Freedom											
Detail Orientation											
Work Organization											

Interview Question(s)

What types of policies, procedures, guidelines or rules did you have in your recent jobs? Did they make sense? Why or why not?

Give me some specific examples of how you followed the rules or worked around them. Why?

Additional special probes based on Assess results:

Tell me about a time when you felt frustrated by excessive rules or restrictive policies in your work. What was the situation? What did you do? (Listen for an ability to follow prescribed rules and procedures, even if inconvenient.)

Tell me about a time when you made an error because you did not pay enough attention to standard methods or procedures. What happened? What was the effect? (Listen for the candidate's ability to be accurate and detail oriented.)

Describe a time when you should have been more organized in following standard policies and procedures. What happened? What was the effect? (Listen to determine if the candidate's disorganized nature interferes with an ability or willingness to follow prescribed methods.)

Safety

 Hinder
  Potential Concern
  Help
  Candidate Score

Assess Personality Implications

Serious-Minded, Restrained									
Need for Freedom									
Detail Orientation									

Interview Question(s)

How important has the following of safety practices been in your previous jobs? Why? If you had had the authority to change how it was done, what would you have done differently?

Give me several examples from your recent work experience in which you improved the safety of your workplace. Why was an improvement needed? What did you do?

What special training, education or experience do you have in the area of Safety?




Additional special probes based on Assess results:

We all have days where we are in a hurry to finish something. Tell me about two situations in which you were in such a hurry that you overlooked a safety procedure. What happened? Have you felt this pressure often in your work? (Listen for a tendency to react so quickly that safety procedures are overlooked or ignored.)

Tell me about a time when you felt frustrated by safety rules or procedures that you felt were really unnecessary. What was the situation? What did you do, and what were the outcomes of your actions? (Listen for a tendency to only follow rules the candidate finds convenient.)

Tell me about a time when you did something that was unsafe because you did not pay enough attention to safe methods or procedures. What happened? What was the effect? (Listen for the candidate's willingness to follow detailed safety guidelines.)

Resilience

 Hinder
  Potential Concern
  Help
  Candidate Score

Assess Personality Implications

Optimism									
Criticism Tolerance									
Self-Control									

Interview Question(s)

Tell me about two situations in which you experienced pressure and stress at work. What were the circumstances? How did you react? How would someone else know you were under stress?



Tell me about two work situations in which you were rejected, turned down, or had some other frustrating setback. What happened? How did you react? How long did it take for you to recover?

Additional special probes based on Assess results:

Describe several situations in which you were criticized unfairly. What was said, by whom? What impact did it have on you? (Can the candidate accept criticism constructively rather than react defensively?)

In your past jobs, tell me about situations when you became angry or upset with another person. What upset you? How did you respond? What was the result? (Listen for the self-discipline to avoid saying or doing things the candidate would later regret.)

Teamwork And Collaboration

 Hinder
  Potential Concern
  Help
  Candidate Score

Assess Personality Implications

Sociability											
Positive about People											
Need to be Liked											
Optimism											
Self-Reliance											

Interview Question(s)

Describe the last assignment in which you were part of a team. What was your role? What aspects of working as part of a team did you do well? With what aspects were you less successful? Why?

In what types of situations do you prefer to work independently and in what types of situations do you prefer to work as part of a team? Why?

Additional special probes based on Assess results:

In your previous jobs, have other people done their share of the work? Did you get fair credit for your efforts? (Listen for a tendency to be critical of others, or expect others to not perform.)

We all have conflict or disagreements when working closely with others. Tell me about two situations in the past where you had a conflict with a co-worker or team member. How did the conflict affect your relationships and your work effectiveness? (Listen for a tendency to be disagreeable versus cooperative.)

Give me several recent examples of work situations in which you asked others for assistance and situations in which you could have asked for assistance but did not. In each case, why or why not? (Does the candidate avoid collaboration?)

Interpersonal Communication

 Hinder
  Potential Concern
  Help
  Candidate Score

Assess Personality Implications

Sociability											
Assertiveness											
Self-Control											

Interview Question(s)

Tell me what you have done in your past jobs to ensure that others are informed or have the information that they need.

Tell me about a time when there was a miscommunication between you and a co-worker. What happened?

Tell me about any training you have taken to develop your communication skills.

(Use the interview as a sample of the candidate's ability to listen, respond appropriately, articulate thoughts clearly, close the communication loop and otherwise communicate effectively in a one-on-one situation. Was the candidate effective?)

Additional special probes based on Assess results:

Tell me what you have done in the past to make sure the ideas and opinions of others' are heard in a meeting. Are there times when you should have listened more? Explain. (Listen for a tendency to be overbearing at the expense of receiving input from others.)

We all say or do things we later regret. Tell me about times when this happened to you. Have you hurt other people's feelings? Have you said things you should not have said? Explain. (Listen for the impact the candidate's spontaneity may have on his/her ability to communicate effectively.)

Functional Acumen*

Interview Question(s)

Please describe for me how your education and training have prepared you for this job. What courses have you taken and how do they apply to this job?

Please describe your previous job experience and how it prepares you for the technical requirements of this job. Try to give specific examples of what you have learned and how you learned it.

What are you doing on an on-going basis to maintain and improve your technical skills and abilities?

Integrity*

Interview Question(s)

Describe for me an ethical business dilemma that you have faced. What were the circumstances? What did you do? Why?

Tell me about two situations in which you have seen others be unfair or dishonest. What happened? What would you have done differently? Why?

Written Communication*

Interview Question(s)

Describe the types of written communications you produced in previous jobs. Did you write them by yourself or did others typically assist you? Can you provide examples?

(Review all examples for the quality of the message, clarity, grammar and an ability to adjust the style and vocabulary to the audience.)