

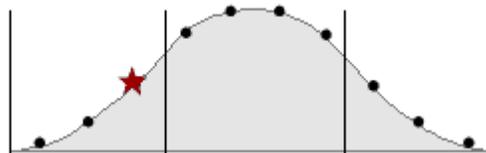
Date: Mar 22, 2006

Name: Julie Testing  
ID: 137903

## Project Manager Summary

### General Reasoning (Cognitive)

Slower Processing  
Accepts Simple & Repetitive Work



Faster Processing  
Needs Intellectual Challenge

- Julie typically requires more time to learn new information
- Better suited for project management roles where the problems encountered every day are typical in nature and ones that have been seen before
- Project management roles that require strategic thinking, thinking outside the box and complex problem solving will be more difficult and require more time
- Once trained, Julie may enjoy handling the details of routine projects without becoming bored

**Question:** Describe a time when you were expected to make sure a group of people finished a project on time. What was the situation and how did you handle it?

### Conscientious (Organization)

Carefree  
Impulsive



Detail Oriented  
Dependable



- Easy going nature may cause Julie to not enjoy the highly detailed nature of many project management situations
- If properly trained, better suited to more routine and short term projects that require Julie to react to issues quickly rather than roles that require a great deal of planning and attention to detail

**Question:** Describe a time when you failed to meet a deadline because of a lack of planning. What did you do?

### Tough Minded

Cooperative  
Agreeable



Direct  
Determined



- Julie is usually comfortable directing the work of others on a project
- Tends to be tough minded and skeptical which can be valuable when dealing with difficult situations and making sure that things are getting done
- Can be autocratic at times rather than soliciting ideas from others

**Question:** Tell me about an instance where you persuaded another person to do something other than what that person originally wanted to do.

## Conventional (Rules)

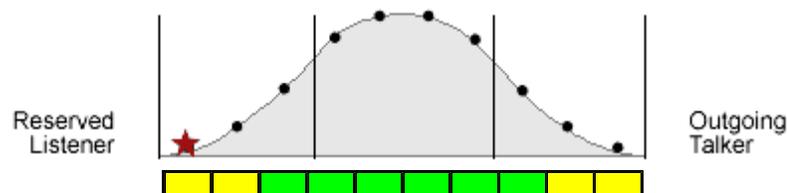


Julie prefers a working environment that allows for structure and the use of tried and true problem solving

- Tends to be consistent and follow a process closely which can be invaluable within project management roles
- May have difficulty working in an environment where thinking outside the box is preferred to reliance on predictable solutions

**Question:** Describe a time when you had to implement several major changes quickly within your team. How did you do it?

## Extroversion



- Tends to be reserved and quiet which may cause others to perceive that Julie is unavailable or uninterested in them
- It is critical that Julie understand the importance of using listening skills to encourage and motivate members of project team, and may need guidance and support in learning to use those skills effectively
- Projects that are more conservative in nature versus those that require a high energy and enthusiasm will be better suited to Julie's style

**Question:** Tell me about a time when you had to present something to your team and you knew that it was critical to get their buy in. How did it turn out?

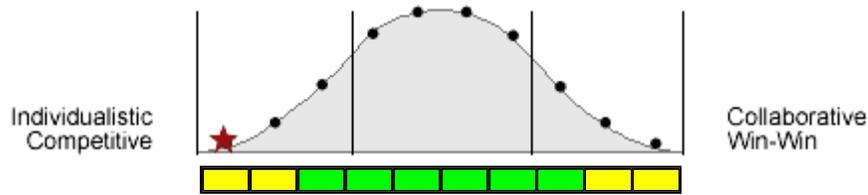
## Stable



- Will typically be more sensitive to the needs of both team members and customers
- When under pressure Julie may have an exaggerated sense of urgency, thus becoming stressed more quickly than others and ultimately pushing the team to also have a high sense of urgency

**Question:** Tell me about a risk you took to achieve an important objective

## Team



- Julie is typically self-motivated and very competitive, so may have difficulty working within a team environment

- May compete with team members for recognition rather than managing the project to encourage team members to do their best and giving them the recognition they need

**Question:** Tell me about a situation in which you would have succeeded only as part of a team effort as opposed to an individual effort.

## Good Impression (Social Desirability)



- Julie's responses have been frank and open

\*The participant has scored in the "red zone" in 1 area.

|                         |
|-------------------------|
| Overall<br><b>71% *</b> |
|-------------------------|

**Note:** This report represents only a small part of the factors that can be helpful in determining job performance. It is not designed to specifically recommend or not recommend any individual for employment and the ultimate employment decision rests with the Employer.

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## Project Manager Interview Questions

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### General Reasoning (Cognitive)

**Question:** Tell me about a time when you were expected to solve particular problems in your job even though you had not been properly trained. How did you deal with it?

**Question:** Give me an example of when you have been able to think quickly to solve a problem in your job.

**Question:** Tell me about a time when you were frustrated because you didn't think you were given enough time to learn your job. What was the situation and what did you do?

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### Conscientious (Organization)

**Question:** Tell me how you keep track of the details of a project or task.

**Question:** Give me an example of how you have followed up with someone who asked for additional details on a project or task. How did you handle the follow up?

**Question:** Describe a time when you lost track of some details for a project and it caused a problem. What did you do?

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### Tough Minded (Assertiveness)

**Question:** Tell me about a time when you disagreed with a supervisor about how a customer situation should be handled. What did you do?

**Question:** Tell me about a time when you became impatient with a coworker or supervisor because they were being unreasonable. What happened?

**Question:** Give me an example of a time when you had to make an important decision on something even though it wasn't your responsibility. What was the situation and how did it work out?

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### Conventional (Rules)

**Question:** Describe a time when you had to begin working and you had not really been trained yet and didn't know what you were supposed to do. What was it like?

**Question:** How have you handled a situation where there was no procedure in place?

**Question:** Tell me about a time a good customer wanted something that was not consistent with policy. What did you do?

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**Extroversion**

**Question:** Give me an example of a time that someone praised you for your ability to listen to them. What was the situation?

**Question:** Tell me how you handle coworkers who like to chat with you even though you need to move on to the next task.

**Question:** Tell me about a time at work when you needed to take a break and get away from people for a while. What was it like?

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**Stable**

**Question:** Give me an example of how you have dealt with a lot of stress in your job every day. What did you do?

**Question:** Tell me about a time when a customer or coworker was very upset and was being unreasonable. What did you do?

**Question:** Describe a time when you worked in an environment that you thought was motivating but not too stressful. What was your day like and what made it motivating?

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**Team**

**Question:** Tell me about a time when you did something extraordinary in your job but were not given credit for it. What did you do?

**Question:** Give me an example of a time when a coworker needed your help with a project or task. What was the situation and how did you handle it.

**Question:** Give me an example of a time when you were praised for your performance in front of the team. How did your coworkers respond?

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