

Management Potential  Assessment

Interview Suggestions

For:
Doe, John T.

Sample Company

09/16/16

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I would like to call your attention to this person's LOW rating on the characteristic of "TEAM ORIENTATION." Team Orientation appears in the following Behavior Clusters with these labels:

Label	Behavior Cluster	
Willing to Delegate Tasks vs. Micromanaging	Management Style Cluster	
Trusting vs. Cynical	Dealing with People Cluster	

Individuals with a rating like this are not very trusting and, as a result, they may find it difficult to delegate tasks because they seldom trust other people to follow through as well as they would. They often say things like, "If you want something done well, you have to do it yourself." In addition, their tendency to see others as untrustworthy until they "prove themselves" can make it hard for them to commit to the role of team member. Their lack of trust may show as a tendency to be overly critical and fault-finding, although they will likely explain this in terms of their desire to "help others do a good job."

Due to the potential negative effect on the candidate's on-the-job behavior, a follow-up interview that would allow you to probe in these concern areas could help you understand the likelihood of this behavior occurring. To help with the follow-up interview, I have included some interview questions that you can use as they are, modify them to suit a specific interview situation, or let them guide you in creating your own follow-up questions. It is not necessary to use all of the questions I have suggested.

- How do you feel about the expression, "if you want a job done right, you have to do it yourself?"
- If you've ever been disappointed by something a subordinate did, how did you handle it?
- How many times do you believe you should give a person another chance after they have let you down? Please explain why.

What to listen for: Listen for answers that indicate the person recognizes the necessity of delegating tasks to others and then following up with co-workers or subordinates to check on progress and offer suggestions in a non-threatening way. It would be reassuring if the person indicates that they are aware of their personal preference to do things right themselves, but have learned ways to delegate and follow through supportively.