

Behavioral Style Interview Guide

DOMINANCE

IN UPPER HALF OR ABOVE TARGET RANGE	
Potential Problem Areas	<ul style="list-style-type: none"> • May overstep authority, be impatient with others, not listen well, be a one-way communicator, be directive and argumentative.
Interview Focus	<ul style="list-style-type: none"> • Ability to be more patient, less aggressive, less challenging, less argumentative, and to listen more carefully.
Interview Questions	<ul style="list-style-type: none"> • Tell me about a time when a customer could not comprehend what you were trying to tell them. How did you handle the situation and what was the outcome? • Describe a work experience where you strongly disagreed with your manager or co-worker and how you handled the situation.
IN LOWER HALF OR BELOW TARGET RANGE	
Potential Problem Areas	<ul style="list-style-type: none"> • May not take initiative, be overly patient leading to lack of results, spend too much time listening, may not take action or make decisions quickly, be passive, be indirect, not get the message across, or be too cautious or agreeable, avoiding conflict.
Interview For	<ul style="list-style-type: none"> • Ability to be more assertive, direct, innovative, self-starting, and decisive.
Interview Questions	<ul style="list-style-type: none"> • Please tell me about a time when you had to tell a customer something you knew they would disagree with. How did you handle the situation? • Describe a time when you had to start a new project with little assistance or direction. How did you handle the situation?

INFLUENCE

IN UPPER HALF OR ABOVE TARGET RANGE	
Potential Problem Areas	<ul style="list-style-type: none"> • May act impulsively, act with “heart over mind,” be inattentive to detail, have difficulty planning and controlling time, be disorganized, be more concerned with popularity than tangible results, avoid conflict.
Interview Focus	<ul style="list-style-type: none"> • Ability to be less talkative and emotional, more concerned about results, less concerned with popularity, and listen more carefully.
Interview Questions	<ul style="list-style-type: none"> • Describe a time when you over-promised or over-extended yourself to resolve a problem (for a customer or internally) and it was not in accordance with company policy. What was your reasoning? What was the outcome? • Please tell me about a time when your manager gave you negative feedback and how you dealt with the criticism.
IN LOWER HALF OR BELOW TARGET RANGE	
Potential Problem Areas	<ul style="list-style-type: none"> • May dislike interacting with people, prefer working alone, be detail-oriented, be viewed as critical, prefer a controlled atmosphere, spur conflict, not care how others view them, be pessimistic, lack trust.
Interview For	<ul style="list-style-type: none"> • Ability to be more outgoing, persuasive, convincing, motivating, enthusiastic, and optimistic.
Interview Questions	<ul style="list-style-type: none"> • Please tell me about a time where you had to motivate a co-worker/customer and how you handled the situation. • Describe a time when you had given the customer all the facts on the products and they still were not satisfied/wouldn't buy. What did you do?

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STEADINESS

IN UPPER HALF OR ABOVE TARGET RANGE

Potential Problem Areas	<ul style="list-style-type: none"> • May need help getting started on new assignments, wait for orders before acting, have difficulty establishing priorities, be low-keyed, not project a necessary sense of urgency, be slow to change or resist change.
Interview Focus	<ul style="list-style-type: none"> • Ability to be more flexible, move at a quicker pace, take on multiple tasks, and adapt to change.
Interview Questions	<ul style="list-style-type: none"> • How do you prioritize when asked to do multiple tasks at the same time? • Describe a major job-related change you have experienced and how you adapted to it.

IN LOWER HALF OR BELOW TARGET RANGE

Potential Problem Areas	<ul style="list-style-type: none"> • May show a lot of emotion, be impulsive, jump in with both feet before taking time to understand the situation, not have the patience for customer service, have difficulty staying focused on routine work, have difficulty with repetitive tasks.
Interview For	<ul style="list-style-type: none"> • Ability to be more focused, patient, consistent, stable, and able to work in a routine-paced environment.
Interview Questions	<ul style="list-style-type: none"> • Describe the most monotonous/repetitious part of your current or past job. How did you deal with it? • Describe a situation that took focused concentration for an extended period of time. How did you handle it? How did it make you feel?

COMPLIANCE

IN UPPER HALF OR ABOVE TARGET RANGE

Potential Problem Areas	<ul style="list-style-type: none"> • May over-analyze, require a lot of thinking time, hesitate to act without precedent, get bogged down in details, be a perfectionist, have unusually high standards, avoid conflict, miss the big picture.
Interview Focus	<ul style="list-style-type: none"> • Ability to move quickly, make decisions without having much time to analyze or study alternatives.
Interview Questions	<ul style="list-style-type: none"> • Describe a situation when time constraints prevented you from working to your full potential or achieving the quality you wanted to deliver and how you handled the restrictions. What was the outcome? • What was your response in your current or past position when you had to make a decision without being able to fully study or analyze the situation you were trying to resolve?

IN LOWER HALF OR BELOW TARGET RANGE

Potential Problem Areas	<ul style="list-style-type: none"> • May tend to break rules and not follow procedures, act impulsively without analyzing the situation, ignore the details of the situation, be overly bold with a disregard for risk, appear stubborn, be overly independent or difficult to control.
Interview For	<ul style="list-style-type: none"> • Ability to be more systematic, accurate, precise, follow the rules and procedures, and pay closer attention to details.
Interview Questions	<ul style="list-style-type: none"> • How have you handled close supervision in the past? • When was the last time you strongly disagreed with the rules, procedures, or directives of the company? What did you do?