

ASSERTIVENESS

- How have you achieved your objectives in previous jobs? Have others felt used by you? Can you give specific examples of how you interact with colleagues and customers?
- Can you adapt your style when interacting with more passive colleagues, or do you tend to override more hesitant people without listening to their ideas or feedback?
- Has your assertive behaviour ever been seen as aggressive by others? If so, do you understand why this happened, and do you know how you can avoid giving this impression? Can you give some examples?
- What happens when you conflict with someone who is equally as assertive as you are? Can you find a compromise, or do you always need to come out on top? Can you give some examples of this?

DRIVE

- Do you sometimes have problems maintaining a work-life balance due to your drive and ambition? Has your commitment level created problems for you in the past (e.g. in terms of stress)?
- How do you deal with less energetic or ambitious colleagues? Can you occasionally have unrealistic expectations of the commitment level and drive others should have? Has this been a source of conflict with colleagues in the past?
- Can you give me an example of when you have failed to achieve an important target or objective at work? How did this affect you, and what did you learn from the experience?
- Have you felt frustrated in your ambitions and how did you resolve this? Have you felt insufficiently challenged in a previous role and how did you deal with this?

EXTROVERSION

- To what degree do you consider your outgoing nature to be an advantage or a disadvantage?
- How do you typically behave in groups? Are you often very vocal, perhaps monopolising the situation? What effect does this have on the others involved? How do you think your more extrovert style impacts on less confident people who may be trying to contribute?
- Do you find yourself getting bored easily and how do you cope with this? What do you feel were the more tedious aspects of previous jobs and how have you coped with them. Can you be impulsive on occasions and has this ever created problems?
- Can you remember a situation when you were too outgoing or lively and where a more reserved or more tactful approach would have been more effective? What happened and what would you do differently if faced with that situation again?

CONFIDENCE

- What do you consider to be your main weaknesses at work? How aware are you of those areas that need development? Describe in more detail these areas and any actions you have taken to address these?
- Has your high level of confidence ever been perceived as arrogance by colleagues? How has this affected your relationships at work?
- Has your level of confidence and optimism led you to attempt more than you are capable of? Can you think of situations when you would have benefited from taking a more cautious approach in your decision-making?

SOCIAL SENSITIVITY

- Do you think that your frank and open style of communication can potentially upset people? Can you give examples of where you have expressed yourself with more sensitivity in order to avoid offending people?
- Can you think of times at work when you realised that your comments could have been more tactful. How did this impact on your colleagues or customers?
- How do you deal with colleagues who are more subtle and polished in their approach? Do you find it frustrating or insincere when more diplomatic colleagues avoid saying what they really feel?

CARING

- Does your focus on the task at hand sometimes result in you being insensitive to the needs of others? Give me examples of when this has occurred, and what do you think you have learnt from the experience.
- Can you think of a time when your relative toughmindedness created conflict with colleagues? Was this something that you caused unwittingly, or was it due to a lack of concern for others?
- Do colleagues tend to approach you with their problems? Can you think of an occasion when a colleague came to you for help or emotional support? How did you respond to the request, and could you have shown more interest?

STRUCTURE

- How do you make sure you meet deadlines given your less organised approach? Can you think of a time when you missed a deadline? Was this due to poor planning, or circumstances beyond your control?
- Do you think it is possible to be too flexible? Can you think of times when you have agreed to change plans and priorities without considering the impact on others and the organisational upheaval involved?
- How do you feel your less thorough approach impacts on other team members? Have others needed to make up for your more flexible approach by ensuring all the loose ends have been tied up? How does this affect your working relationships?

OPENNESS TO CHANGE

- What is your attitude to the rules and procedures that are evident in most work environments?
- You are likely to have many new ideas – are they generally good ideas? Give me an example of good ideas you have had in the past and what happened to them?
- Describe a time when you worked in an environment where there was a lack of variety. How did you cope in these unchanging or routine situations?
- Does your preference for change and variety mean you prefer to ignore the routine and regular tasks and duties that come with any role? Describe some more routine work that you have had to carry out in past roles.