

MPA

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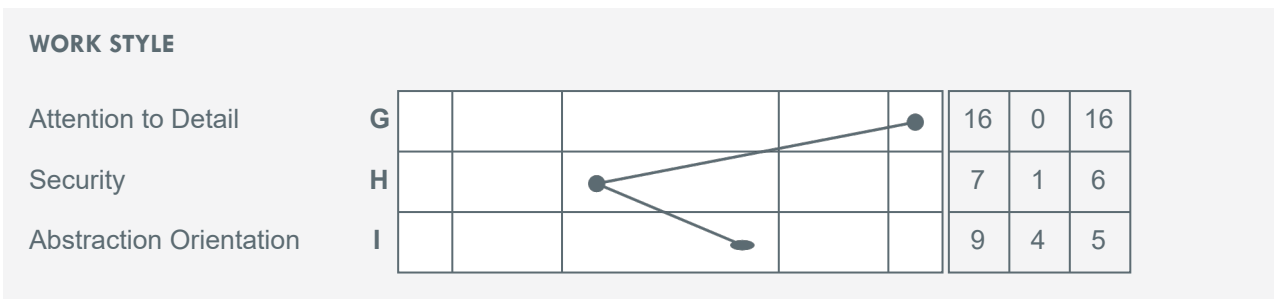
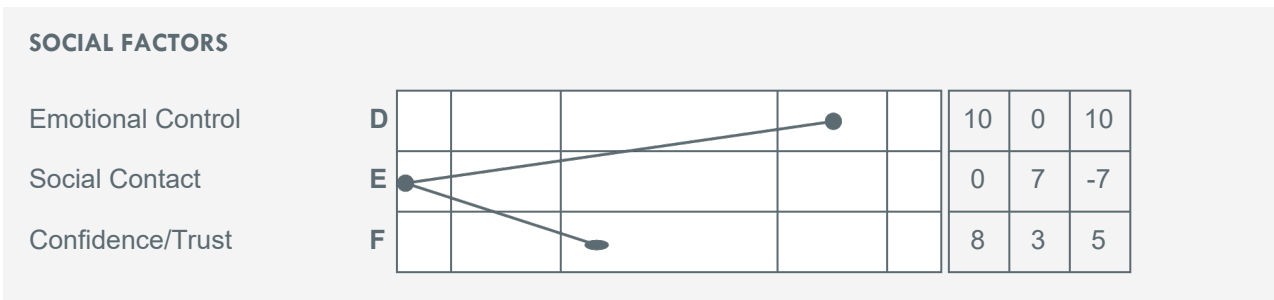
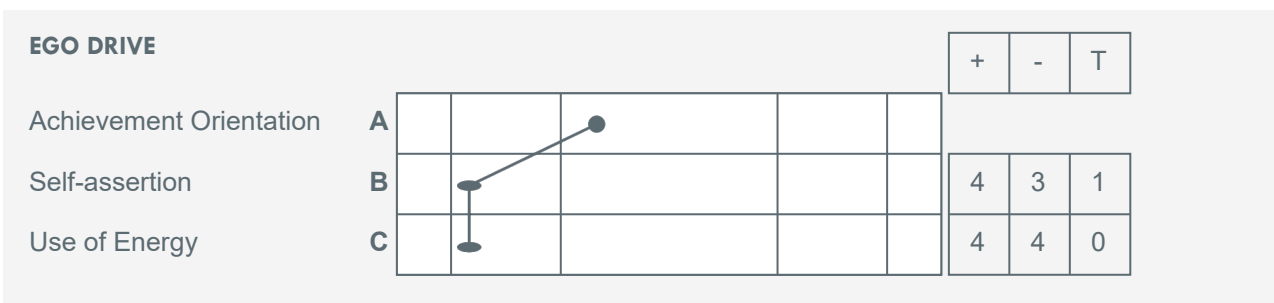
MPA (21/03/2012)

+ Interview Guide

INTERVIEW GUIDE

axel.altman@newline-hr.com
Time Used: 00:07:18

SELECTED NORM: International norm



58 22

THE FEEDBACK INTERVIEW

INTRODUCTION

“How did you find completing the test?”	<input type="checkbox"/>
Certified user	<input type="checkbox"/>
Dialogue tool—no right and wrong positions	<input type="checkbox"/>
Confidentiality	<input type="checkbox"/>
Purpose and weighting	<input type="checkbox"/>
Inform about rights	<input type="checkbox"/>
Storage	<input type="checkbox"/>

PRESENTATION OF MPA

MPA describes behaviour at work	<input type="checkbox"/>
Short review of the main areas	<input type="checkbox"/>
Scoring boxes and norm group	<input type="checkbox"/>
“Do you have any questions before we start?”	<input type="checkbox"/>

THE FEEDBACK

Describe the main properties neutrally for both right and left sides	<input type="checkbox"/>
Then describe the respondent's position	<input type="checkbox"/>
Seek acceptance for the position, e.g. “To what extent do you think that this description fits you?”	<input type="checkbox"/>
Follow up with questions, for example, from this interview guide	<input type="checkbox"/>



ACHIEVEMENT ORIENTATION

Describes how goals are primarily defined and achieved



Long time horizons
 Defines objectives and results qualitatively
 Considers priorities thoroughly
 Focus on the process

Weighs objectives and the time needed to reach them
 Defines objectives and results in qualitative and quantitative terms
 Focus on the objective and the process by which the target is reached

Short time horizons
 Defines objectives and results quantitatively
 Avid competitor
 Goal oriented

INTO THE PROFILE

Situation/ Task	Describe a work situation where it was necessary to focus on both objectives and the process.
Action	How did you contribute to maintaining a focus on both objectives and the process?
Result	What did you gain from doing it in this way?
Flexibility	Do you usually focus on both objectives and the process?
	Do you prefer tasks with long or short deadlines—or that are equally divided?
Development Potential	When is it particularly inappropriate to maintain a focus on both objectives and the process?



SELF-ASSERTION

Describes how influence is sought

<p>Seldom expresses own opinions Hands over control Reticent Adapts to the group Listening</p>	<p>Expresses own opinions and attitudes Listening and influences attitudes in the group Balanced in approach to influence without domineering</p>	<p>Pushes through own opinions Takes control Dominating Seeks to influence Great clout and impact</p>
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INTO THE PROFILE

Situation/ Task	In which situations would you let others take control?
Action	How would your colleagues describe you in such situations?
Result	What do you gain from letting others take control?
Flexibility	To what extent do others feel that you hand over control?
	As a rule, can I expect that you listen rather than express your opinion?
Development Potential	What are the disadvantages of letting others take control? How might others like you to take more control?





USE OF ENERGY

Describes how energy is usually used



Persevering
Calm working environment
Focus on task in hand
Prioritises own energy
Few tasks at a time

Perceived as active
Varied work pace
Able to adapt the pace of work to tasks
Initiates new activities and completes work in hand

Forced and impatient
Hectic work environment
Enterprising
Dynamic
Many tasks at a time

INTO THE PROFILE

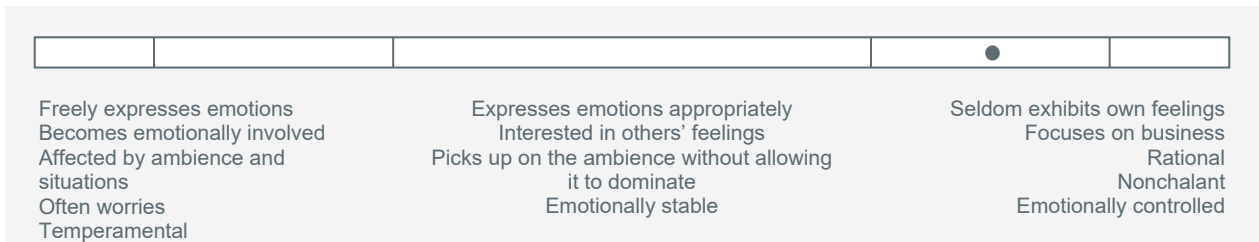
Situation/ Task	Give an account of a work situation where tasks had to be performed much too quickly.
Action	How did you react to these demands for speed?
Result	How do you think you were perceived by others in this situation?
Flexibility	What would a colleague say about your level of patience?
	How do you find a calm work environment? How does this affect your work?
Development Potential	How can being patient be a disadvantage? What do you do to avoid the negative consequences of being patient?





EMOTIONAL CONTROL

Describes how persons prefer to show and use their feelings



INTO THE PROFILE

Situation/ Task	Can you describe types of situations where you particularly suppress your emotions?
Action	What do others experience when you suppress your emotions?
Result	What do you gain from suppressing your emotions?
Flexibility	Are there situations where you typically show more emotions?
	To what extent are you emotionally affected by others?
Development Potential	Do you feel that there are situations where it is a disadvantage to suppress your emotions? What do you do then?



SOCIAL CONTACT

Describes how much contact persons want to have with others

<p>●</p> <p>Prefers working independently Socially hesitant Withdrawn Prefers small groups Focuses on existing relationships</p>	<p>Works well both independently and in groups Sociable and outgoing Takes the initiative to make new contacts, without wasting time on such activity Keeps in contact with others</p>	<p>Prefers working with other people Active in making new contacts Talks to everyone Extremely sociable Creates many new contacts</p>
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SOCIAL FACTORS

INTO THE PROFILE

Situation/ Task	When have you last been expectant about making social contact at work?
Action	How did others notice that you were expectant making social contact?
Result	How did you manage to show that you wanted to wait and see?
Flexibility	When are you active in making contact socially?
	How does working in a team affect your motivation?
Development Potential	What are the downsides of being withdrawn socially?



CONFIDENCE/TRUST

Describes how persons typically show confidence and trust in others

	●	
Is reserved and sceptical of others Speaks out Does not shy away from conflicts Speaks his mind and is very direct Critical	Accommodating while exhibiting a “natural scepticism” Assesses whether conflict is necessary Copes with conflicts where necessary Criticism formulated openly and constructively	Accommodating and trusting Difficulty in speaking out Shies away from conflicts Considerate Tolerant

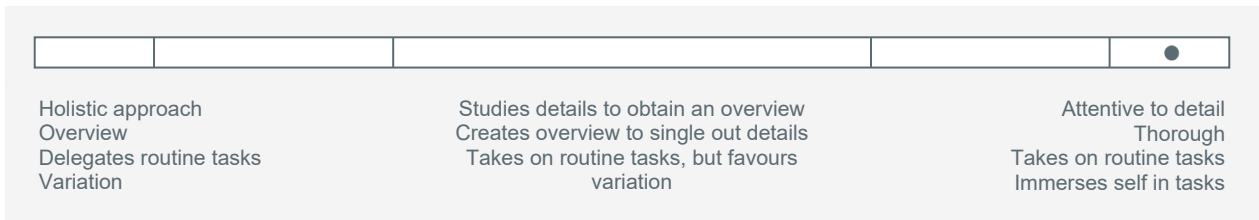
INTO THE PROFILE

Situation/ Task	Can you describe when it is most important for you to be critical or tolerant of the contribution of others?
Action	What do others experience when you are critical or tolerant?
Result	What do you achieve by being critical compared to being tolerant?
Flexibility	When would you typically be accommodating and trusting, and when would you be more critical?
	How would others describe your approach to conflicts?
Development Potential	What could be challenging about sometimes being trusting and other times being critical of others?



ATTENTION TO DETAIL

Describes persons' preferred approach to work duties



WORK STYLE

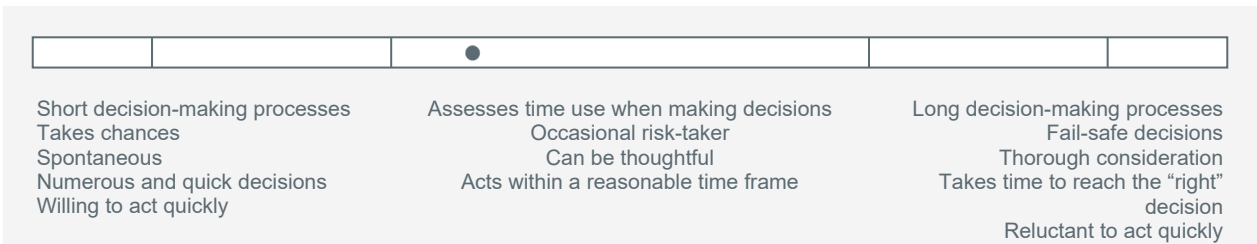
INTO THE PROFILE

Situation/ Task	Describe a task where you needed to focus on the details instead of maintaining an overview.
Action	What do others experience when you focus on the details?
Result	To what extent would your manager assess that you maintain a focus on the details?
Flexibility	When is it important to you to concentrate more on the overview?
	How do you handle working with a variety of tasks?
Development Potential	What problems can arise by focusing on the details instead of the overview?



SECURITY

Describes how persons prefer to make decisions



WORK STYLE

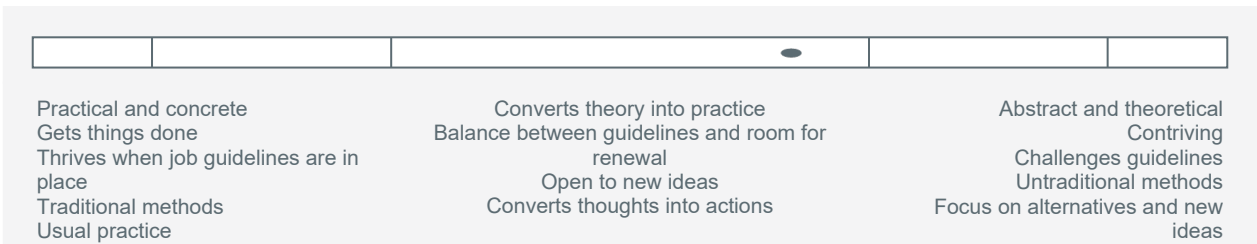
INTO THE PROFILE

Situation/ Task	Describe a work situation where it was necessary to make rapid decisions and to make them on a sound basis.
Action	What assists you in making rapid decisions on a sound basis?
Result	What do you achieve with these rapid decisions made on a sound basis?
Flexibility	Are there situations in which you typically choose to spend a short or a long time deliberating? Which?
	When do you try to make rapid decisions, and when do you try to make them fail-safe?
Development Potential	Do you experience situations where trying to make rapid decisions on a sound basis leads to problems?



ABSTRACTION ORIENTATION

Describes persons' interest in development and new ideas



INTO THE PROFILE

Situation/ Task	Can you describe a work task that requires both traditional and untraditional methods?
Action	What do you choose to do when a task requires both traditional and untraditional methods?
Result	What do you gain from handling the work as you do?
Flexibility	When is it important to you to work in an untraditional way?
	In which situations do you prefer to take a practical approach to your work, and when is it more important for you to be contriving?
Development Potential	What would you find challenging about alternating between working in traditional and untraditional ways?

SUMMARY

IDEAS FOR GENERAL QUESTIONS

What is particularly important for me to focus on from the issues we have discussed?

Is there anything that we have not discussed?

ATTITUDES AND VALUES

Name 2 basic values that you possess with regard to your work.

What characterises a good workplace?

Let us imagine that you have been in this job for 5-10 years and then resigned. What would you like your old colleagues and employers to say about you?

MOTIVATION AND MANAGEMENT

What motivates you most in your current job?

How can your manager best motivate you?

What should a manager particularly be able to do?

What in your opinion characterises a good manager?