



The Right Hire Interview Guide Candidate Report

Candidate

John Q Public

Presented by *FocusFinder.com*

The Right Hire Interview Guide & Candidate Report

by FocusFinder.com

Introduction

AVOID COSTLY HIRING MISTAKES

Deciding who to hire as an employee is one of the most important decisions any business makes. Hiring a good or great candidate can make a huge positive impact on business success. On the other hand, the cost of hiring a wrong or unsuitable candidate can be very high. There is a direct financial cost, there is the cost of lost time or opportunity and there may be a psychological impact such as loss of morale or increased stress. Smaller businesses have relatively few employees, it is all the more important that each employee meet the expectations of the business.

The interview process gives you a unique opportunity to determine how a candidate accomplishes results, not just what they accomplish. This insight allows you and the candidate to assess whether or not the proposed position is a good fit for this candidate. You can assess whether the potential new hire will contribute in a way that aligns with your organization's values and behaves in a way that is consistent with your competitive advantage -- or whether the candidate's behavior will collide with your organization's goals. Poor fit is one of the most likely causes of employee turnover and manager/owner stress. Research suggests that fit, not skill or education, is the most common reason people fail. Proper fit significantly reduces stress, improves employee engagement with the business and reduces turnover due to job dissatisfaction.

About this Resource:

Technical qualifications and experience alone are no longer adequate predictors of an individual's potential success in a position. Human performance is not just based on what an individual knows, it is dependent upon how willing they are to share it. A knowledgeable person with a bad attitude will be a poor performer and many times will negatively impact the performance of others.

This resource does not determine whether or not an individual can do a particular job.

It is designed to help you develop interview questions and engage in a dialog with a job candidate as to how they will potentially perform in your job position and fit into your business. Some example interview questions are included with each topic.

Do not assume that every statement in this report is 100% accurate. Only the candidate can judge the accuracy of a particular statement. If you feel a statement is of particular concern as it may relate to the job opportunity, use open ended interview questions for clarification.

Topic 1: The Candidate's Interests

About this Topic

People who are doing something they are naturally interested in will naturally do more. As the hiring authority, you probably have a job description in mind (better yet, on paper) when you prepare to interview candidates. As you consider candidates, attempt to insure that they are interested in what they will be doing in your job position, not just what their pay will be.

On the next page you will find what we believe to be some of this candidate's interests as they relate to their work.

As you review the report ...

Place a check in the [] to the left of any interests statement that you wish to explore further with the job candidate. Only the candidate can judge the accuracy of a particular statement.

SAMPLE Interview Questions:

- *Describe a time when you were really interested in what you were doing on the job.*
- *Describe a time when you were expected to perform a task or do something you did not care for or would have rather not been doing."*

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The effect of interests on work

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Has an above-average affinity for numbers. Work in the area of computers or financial services and products would be worth exploring
 - Has above-average interest in promoting ideas, products, or services
 - Has an unusual combination of promotional interest and an affinity for number. Might be effective in pre-sales or post-sales work; selling financial products or services; or positions which involve some accounting work with selling activities
 - Brings a level of curiosity -- perhaps an investigative or research focus -- to the work that he does
 - Likely to respond well to positions which involve helping people
 - More interested in work which helps other people than might be suspected from the rest of his interests
 - More attuned to working with numbers than people who share his general interests
 - Not likely to be interested in positions which involve reading or writing
-

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[Ask your Dynamas consultant about leadership styles.](#) Contact information is above

Topic 2: The Candidate's Career Strengths

About this Topic

Each of us has unique strengths -- certain things we can do better than most other people can. Considering the requirements of the job position, what strengths may be desirable?

Some Examples of Strengths:

Creative	Self-Confident
Likes Variety	High Energy
Prefers Hands-on	Straightforward communicator
Meets people easily	Reflective
Detailed oriented	Wants to know how things work

On the next page is a list of what we think some of this candidate's strengths might be.

As you review the report ...

Place a check in the [] to the left of any statement that you wish to explore further with the job candidate. Only the candidate can judge the accuracy of a particular statement.

SAMPLE Interview Questions:

- *What are your strengths?*

- *Describe a situation or time when your (candidate's strength) worked for you?*
(ask about each strength you feel is most relevant to your job opening)

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The job search: Your strengths

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- You like influencing people directly, persuading them to your point of view or training them
 - You enjoy and can be effective at helping other people and making their lives better or more productive
 - You enjoy working with numbers, or being involved with tasks that involve the use or manipulation of numbers
 - You are straightforward and find it fairly easy to speak your mind, even with superiors
 - You're structured and organized in your thinking and approach, and you bring these tendencies to the work you do
 - You tend to be something of a natural authority figure; you can take charge when there seems to be a lack of leadership
 - You're competitive, and are prepared to work hard in order to be the best
 - You have a high energy level, and like to be busy doing things rather than thinking about them
 - You're demanding, both of yourself and others, and you like to set and attain high standards
 - You like to have plenty of variety in your work, and to have more than one task to do at a time
 - You like to experiment sometimes and see how the more unorthodox approaches to problems can succeed where more routine solutions might not work
-

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Topic 3: The Candidate's Career Focus

About this Topic

The Birkman assessment identifies careers that have the highest likelihood of being a “best fit” for an individual by developing a “profile” based on their interests, their strengths, their needs and their motivations.

Interpreting the Career Focus report:

The **Name** field names a **Group** classification of jobs.

The fact that this group is listed on this report means that people who have interests, strengths, needs and motivations with some similarity to this candidate's, are successful in these types of work.

The **Score** field is a number “1” to “10”.

The score indicates the level to which the candidate is similar to people in the described group. “10” indicates the highest level of similarity.

Begin at the top of the list with the “highest” score. This is the group this candidate's profile is most similar to. It is rare to have extremely high scores (“9” or “10”)

The highest score on this candidate's report may be a “2” or “3”. The fact that a particular group even appears on the report indicates that you should give it consideration.

Review the candidate's Career Focus report on the next 2 pages.

Place a check in the [] to the left of each group that you feel has some similarity to your open position or the overall function of your business.

Review the list for careers or jobs that you feel are somewhat related to the position you are seeking to fill.

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Career focus

	Name	Description	Score
[]	Accounting	General accounting, tax accounting, general auditing, controllers	8
[]	Knowledge Specialist	Counselors, psychologists, ministers, nursing managers, employee relations, professors, litigation specialists. Managers with high scores are often specialists in some area of expertise and may oversee smaller teams	7
[]	Social Service Counseling	Clergy, therapists, counselors, social workers, sociologists, psychologists	6
[]	Pre- or Post-Sales, Services	Bank marketing, sales of stocks and bonds, sales of medical services	6
[]	Human Relations, Training	Career counselors, HR and employee relations, marketing and advertising, legal assistants and consultants, industrial relations, lobbyists	6
[]	Financial	Banking operations, tellers, financial analysts, loan officers, financial officers	6
[]	Pre- or Post-Sales, Product	Sales engineers, sales of energy, pharmaceuticals, medical equipment, software; purchasing agents and buyers	6
[]	Arts	Visual arts, literary and editorial positions, performing arts, architecture, art sales, travel agents	5
[]	Teaching	Teachers, professors, educational administrators	5
[]	Administrative Management	Benefits administration, internal auditors, credit administration	5
[]	Advocacy/Career Generalist	Lawyers in litigation and business specialties. High scores are also characteristic of respondents who may be generalists, or who may not yet have determined a specific career path	4
[]	Health and Wellness	Nutritionists, pharmacists, nurses, physicians, health administrators, clinical scientists	4
[]	Direct Sales, Services	Insurance sales, real estate sales, telecommunications sales	4
[]	Investigative Research	Environmental workers and specialists, biologists, geologists, chemists, physicists, nuclear scientists	4
[]	Delegative Management	Property managers, sales managers, bank managers, controllers, administrators, managers in the entertainment and hospitality areas	4
[]	Direct Sales, Product	Sales of merchandise, clothing, costumes, jewelry, appliances, furniture, autos, general retail sales	4

[]	Technical Design	Medical technicians, computer analysts, programmers, agriculture, petroleum engineers, production engineers, civil engineers, electrical engineers, chemical engineers, mechanical engineers, research engineers	3
[]	Enforcement/Security	Enlisted military, firefighters, paramedics, police	3
[]	General Administrative	Receptionists, office clerks, secretaries, administrative assistants	3
[]	Maintenance/Operations	Operators in the energy and chemical industries	3
[]	Directive Management	Managers of operations, manufacturing, construction, petrochemical plants, telecommunications, utilities, police departments, grocery stores, information centers, and military officers	3
[]	Craftsmanship	Operators in manufacturing and construction	3
[]	Data Entry	Data entry clerks, bookkeepers, accounting or billing customer service	1

Topics 4 - 8: The Candidate's Fit with Your Business

It is imperative that an individual fit into your company or business culture.

You want to find out as much as you can about a candidate. Their resume will be a good indicator of technical qualifications. An interview or skill demonstration can confirm that the candidate has the technical aptitude for the position.

You can better evaluate a candidate's potential "fit" in a job by knowing more about their approach to problem solving and behavior under normal and stress conditions.

The topics discussed in the following reports become significant when an employee's behavior or approach to the business is not in alignment with their manager or the business culture.

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How he handles other people (alpha)

Read each of the statements carefully, and then check the two or three statements you feel are most significant

SECTION 1: When he is at his best

- [] Is typically direct and straightforward -- tends to get to the point
- [] Structured in his approach to situations: presents his outline point by point, with at least some focus on detail issues
- [] Tends to exercise authority naturally -- generally gives direct orders as much as he may seek a consensus from others
- [] Is naturally competitive; likes to win, and prefers to encourage others using individualized incentives
- [] Physically energetic; brings an emphasis on direct action to most issues, and seeks a similar approach from others
- [] Thinks in terms of demanding goals, which will stretch his own and others' capabilities. May have a high level of expectation, both of himself and the people he works with
- [] Likes to have plenty of variety in his routine; likely to expect others to be able to handle more than one issue at once
- [] Open to innovation; may well encourage others to try unorthodox or untested methods to achieve their goals

SECTION 2: His less effective approach

- [] Can be brusque and over-direct, upsetting more sensitive people without realizing it
- [] Can withdraw from general interaction with people; may remain by himself, or depend too much on a few people who are close to him
- [] Can become more domineering than he realizes; may take others' silence for consent, when in fact they are intimidated
- [] Can become over-competitive, to the extent that the need to win can be more important than a solution that benefits all
- [] Can have expectations of others and himself that are unrealistic; inclined to blame himself for problems which arise, and sometimes too reluctant to abandon projects which realistically cannot succeed
- [] Can sometimes be too inclined to deal with too many issues at once, or to focus unduly on secondary matters whose relevance is doubtful
- [] Can underestimate the extent to which his liking for the unconventional or unorthodox can trouble other people; sometimes inclined to say or do something unusual merely for effect

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His limitations

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Can be unaware of the extent to which he is brusque or dismissive
 - Can ignore social convention
 - Becomes domineering, even aggressive
 - Too tempted by short-term payoffs and by winning at any price
 - A tendency to over-analyze, blame himself, feel inadequate
 - Finds it hard to concentrate, is too easily distracted
 - Too inclined to be different for its own sake
-

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[How do your interests affect your work?](#) Your Dynamas consultant can tell you: contact information is above

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His possible ineffective tactics in meetings

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- [] Can tend to be dismissive of individuals he disagrees with
 - [] Can be silent during the meeting or refuse to contribute
 - [] May start to argue loudly, become bossy, even aggressive
 - [] Wants to win at all costs
 - [] Can become over-critical of others or accepts an unreasonable degree of responsibility for any problems
 - [] Can lose focus and bring in irrelevant issues
 - [] May make unconventional statements or suggestions, sometimes merely for effect
-

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Topic 4: How to Talk to the Candidate

About this Topic

This topic describes the best way to talk to the candidate.

As you review the report ...

Place a check in the [] to the left of any statement that you wish to explore further with the job candidate. Only the candidate can judge the accuracy of a particular statement.

SAMPLE Interview Questions:

- *Describe a time when your supervisor said something that really made you feel good about what you were doing?*
- *Who may have been present or overheard this discussion?*
- *How did you feel about that?*

- *Tell me about a time when you may have felt that your supervisor was condescending or just did not understand where you were coming from.*
- *Who may have been present or overheard this discussion?*
- *How did you handle your feelings and seek to reconcile the situation?*

JOHN Q. PUBLIC

How to talk to him

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Get to the point. Don't worry too much about hurting his feelings
 - If the subject's important, talk to him alone
 - Don't be afraid to disagree openly with him as long as he appears to be relishing active debate
 - Don't downplay any difficulties surrounding the matter you are discussing, and don't flatter him. If the project is extremely demanding, say so
 - Keep irrelevant matters to an absolute minimum
 - Encourage him to think "outside the box" if you really want to engage his attention
-

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Topic 5: Biggest Mistakes You Can Make With the Candidate

About this Topic

This topic describes some of the “biggest mistakes” or things that may prompt an undesirable behavior from the candidate.

As you review the report ...

Place a check in the [] to the left of any statement that you wish to explore further with the job candidate. Only the candidate can judge the accuracy of a particular statement.

SAMPLE Interview Questions:

- *Tell me about a time when you were in a good mood at work and someone said something that totally changed that.*
- *How and when did you recover from that event?*

- *Describe a time when you were angry about something at work.*
- *How did your anger affect your attitude or performance?*
- *How were others impacted by your anger or attitude?*

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Biggest mistakes you can make with him

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Beating about the bush with him
 - Forcing him to participate unnecessarily in group activities
 - Failing to make it clear exactly who is in charge
 - Telling him that he has done well when that is not really true
 - Interrupting when he is concentrating
 - Making him conform unnecessarily
-

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Dynamas shows you [how people influence others](#). Details from your consultant: [contact information is above](#)

Topic 6: How to Manage the Candidate

About this Topic

This topic describes some best ways to manage the candidate.

As you review the report ...

Place a check in the [] to the left of any statement that you wish to explore further with the job candidate. Only the candidate can judge the accuracy of a particular statement.

SAMPLE Interview Questions:

- *Describe the best boss you have ever had or observed.*
- *What was it about them that you feel made them so good?*

- *Tell me about a time when your boss did something that just totally caught you off guard in a negative way.*
- *How did you recover?*

- *Have you ever had a boss that you felt really cared not only about their business, but also about you personally?*
- *How did you know they cared?*

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How to manage him

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Be direct and straightforward
 - Don't force group interaction on him constantly
 - Be sure he sees you as a natural authority figure, if he is to avoid the temptation to overstep his bounds
 - Offer challenging assignments; be aware of his tendency to blame himself for failures
 - Don't distract him with multiple concerns if it can be avoided
 - Offer him opportunities to express his individuality
-

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Topic 7: Best Ways to Motivate the Candidate

About this Topic:

The following page describes some most effective ways this candidate may be motivated.

Does or can your business provide motivation in a manner that will stimulate this candidate's performance and engagement with the business?

As you review the report ...

Place a check in the [] to the left of any statement that you wish to explore further with the job candidate. Only the candidate can judge the accuracy of a particular statement.

SAMPLE Interview Questions:

- *Describe a situation at work when you were very enthusiastic about something.*
- *What impact did your enthusiasm have on others?*

- *What makes you look forward to going to work?*

- *Describe a time when you just did not want to go to work.*
- *How and when did your feelings change more toward the positive?*

- *When you feel that there is just not enough time to get the job done, describe that feeling and how you respond.*

- *What can a boss or business owner do to make the job experience better for the people who work for them?*

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Motivating for best performance

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Likely to be more self-motivated when he is not made to specialize in a particular area of work
 - Not strongly self-motivated when it comes to hands-on matters
 - Responds readily to opportunities to influence others directly
 - Particularly responsive to situations where he can help others
 - Motivated by tasks involving numbers or statistics
 - Prefers direct, no-nonsense instructions and encouragement
 - Is most self-motivated when allowed some time to work alone or with a very small group
 - Most effective when directed by someone he sees as a natural authority figure
 - Often rises well to ambitious targets and goals
 - Let him concentrate -- don't interrupt if it's avoidable
 - Allow him to be a little unorthodox on occasion
-

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Topic 8: How to Incentivize the Candidate

About this Topic

The following page describes some most effective ways to incentivize this candidate.

Does or can your business provide incentives in a manner that will stimulate this candidate's performance and engagement with the business?

As you review the report ...

Place a check in the [] to the left of any statement that you wish to explore further with the job candidate. Only the candidate can judge the accuracy of a particular statement.

SAMPLE Interview Questions:

- ***Tell the candidate about your pay and benefit plan if you feel that this candidate is worthy of further consideration. (not specific salary numbers)***
Watch their body language or listen carefully for positive or negative reactions.
- *Use the statements in the "How to incentivize" as a guideline to open questions regarding compensation and benefits.*

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How to incentivize him

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Talk about remuneration privately, not openly
 - Reward only the attainment of demanding, meaningful achievements
 - Unorthodox incentives often work well with him
-

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Topics 9 - 11: Supervisory / Leadership Topics

It is imperative that an individual fit into your company or business culture. There are additional expectations and behaviors you will want to consider for those who lead or supervise others in your business.

The following topics address leadership areas that become significant when an employee's behavior or approach to the business is not in alignment with their manager or the business culture.

Topic 9: The Candidate's Leadership Style

About this Topic

This topic describes the leadership style of the candidate.

This report describes those aspects of the candidate's leadership style that are likely to be distinctive. Leadership characteristics that are seen in the majority of leaders are not mentioned.

As you review the report ...

Place a check in the [] to the left of any statement that you wish to explore further with the job candidate. Only the candidate can judge the accuracy of a particular statement.

SAMPLE Interview Questions:

- *Tell me about a time when you disagreed with a goal that you were told to achieve.*
- *How did the discussion go?*

- *Describe a time when you were right and you knew that you were right, but the other party (a customer coworker, your boss) at work did not believe you.*
- *What did you do?*

- *Tell me about a time when you knew that you were told to do something that you believed was not a good idea.*
- *What did you do?*

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His leadership style

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- [] An unselfconscious leader, direct and to the point, who prefers you to be frank with him
 - [] Strongly directive and commanding, needing to see a similarly authoritative figure in you
 - [] Self-demanding as a leader and also demanding of others, including you
 - [] A reflective leader, at home in ambiguous or complex situations
-

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Topic 10: The Candidate's Management Style

About this Topic

This topic describes the candidate's distinctive style of management.

The topic focuses as much as possible on the *distinctive* aspects of the candidate's management style. In particular, a statement will appear where the respondent appears to have management strengths that might not be apparent from his general behavior style.

For example, a manager might have a detailed financial orientation, even though in general terms they look more like a strategic thinker. It's these characteristics that are the hardest to discover, and yet they can be the key to success in certain areas of management.

The focus of this topic is the way the candidate relates to the organization as much as the way he/she relates to other people.

As you review the report ...

Place a check in the [] to the left of any statement that you wish to explore further with the job candidate. Only the candidate can judge the accuracy of a particular statement.

SAMPLE Interview Questions:

- *When you noticed that someone at work was having a bad day...*
- *How did you know?*
- *What did you do?*

- *Tell me about a situation when you "won someone over" at work.*
- *What did you do?*

- *Describe a time when you worked with people who were "going crazy" over a potential layoff, something the boss had done, or other event yet you knew that the work had to be done.*
- *How did you or how would you address a situation like this?*

- *Tell me about a situation where you realized that you needed to adjust or modify your behavior.*
- *How did you know?*
- *What did you do?*

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His management style

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Shows evidence of being a management generalist rather than a specialist in any particular area
 - Unorthodox or less effective in operational roles
 - Thinks more like an accountant than other managers who share his general style
 - Looks more like an expert who works alone or heads up a small team, rather than the classic manager
-

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[How does that manager incentivize other people?](#) Ask your Dynamas consultant -- contact information is above

Topic 11: How the Candidate Seeks to Influence Others

About this Topic

This topic describes how the respondent seeks to influence others.

As you review the report, consider:

Effective Approach

The approach the candidate is most likely to demonstrate under normal conditions.

Less Effective Approach

The approach the candidate may take in time of stress or uncertainty.

Place a check in the [] to the left of any statement that you wish to explore further with the job candidate. Remember, a statement appears because it *may* be significant when people work with the candidate, not because it *is* significant. Only the candidate can judge the accuracy of a particular statement.

SAMPLE Interview Questions:

- Describe a time when you were responsible for a task or project that was running over budget or was overdue. You had a team of people working for you and one of your team members had a significant disagreement with how you were running the project.
- How was the conflict eventually resolved?

- Describe a time when your work or project just was not coming together and things did not turn out the way you had intended.
- How did you handle the situation with those you reported to?
- How did you handle the situation with those who participated in the project and reported to you?

The purpose of these questions is to encourage the candidate to reveal behaviors that may dramatically affect teamwork, service orientation, helpfulness, respectfulness, resilience and reaction to failure. Their response to this will help you and the candidate use past experiences toward creating a stronger and more successful future in your organization or wherever they find their best fit.

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How he seeks to influence others

Read each of the statements carefully, and then check the two or three statements you feel are most significant

Effective approach

- Talks directly to people in one-on-one encounters, believing that this demonstrates his respect for them
- Believes that outlining a structured plan and getting others to buy into it is the most effective approach
- Uses his natural authority to command the attention and agreement of others
- Likes to appeal to others' competitive natures by emphasizing individual as well as team benefits that may result from people's acceptance of his ideas
- Tends to offer an idea in terms of key actions steps and seeks agreement on those
- Presents ideas that may be more ambitious by emphasizing their demanding nature
- Likes to emphasize a variety of approaches to and benefits of the idea he is promoting
- Attempts to inspire others by out-of-the-box thinking and promoting more unusual ideas

Less effective approach

- Can fail to realize when he has alienated others by being too direct and forthright
 - In the face of opposition, can be too inclined to withdraw from the group instead of engaging with it
 - Can see disagreement as a challenge to his authority: can become domineering, seeing criticism as a threat to his "turf" or personal authority
 - Can be seen by others as more interested in establishing a competitive environment than a team atmosphere
 - Can be over-demanding of himself and others: inclined to under-estimate the extent to which others are intimidated by lofty goals
 - Can let his attention wander: inclined to follow others' focus on side issues, to the detriment of the main idea
 - Can sometimes increase other people's resistance by being too unorthodox
-

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Is this a Right Hire Candidate for our business?

How would the addition of this job candidate impact this business?

1. Which of this candidate's aptitudes and experiences will positively contribute to our business?
2. What training issues will we need to address (if any) for this candidate to be fully productive and meet or exceed performance expectations.
3. How will each of our present employees be potentially impacted by having this person on the team?
4. How will our best clients/customers relate with this candidate in the potential role they will play on our team?
5. Have the concerns we may have regarding the candidate based on information in this *Right Hire* report been adequately addressed?
6. How likely is it that this candidate be fully engaged with our business and meet our retention expectations. (Consider the candidate's interests, motivations, potential job behaviors)

Should we make a job offer to this candidate?

Notes: