

The Interview Guide guides you before the interview and gives you tips on what you should focus on and what questions you can ask based on the chosen profile. In this complete version of the Interview Guide, all aspects of the test taker's JobMatch Talent results are included.

## Tips before the interview

**Below are some things that may be good to keep in mind in conjunction with the candidate interview.**

### General:

- It can be good to find out how other staff experienced their interactions with the applicant. It can be via telephone, or in person when they visited for the interview.
- Make a note if the candidate avoids answering any question. It does not have to mean that the person is silent, yet rather is what they say actually an answer to the question you asked?
- There are candidates who come very prepared for interviews. They know in advance how to answer some slightly more difficult questions. Therefore, make a note if the candidate often seems to deliver an "auto-answer", without first having pondered over the question that was asked.
- Pay attention if the person has an obvious and natural behaviour in the interview or whether they strive to have the "right" body language and behaviour.
- Note the applicant's communicative ability if this is important for the position. Can the person keep a good dialogue going throughout the interview?

### Candidate-adapted:

- Please keep in mind that this candidate can be hard on themselves and possibly find it a little difficult to talk about what they're good at. This can affect your first impression of the person.
- Make a note if the applicant is able to stay focused throughout the interview. It could be that the person "zooms out" from time to time, but can hide this quite well. They may ask you to repeat the questions you asked. In this case, you should find out what they do in everyday life so as not to miss information when they lose their concentration.
- It's likely that this candidate would like quite detailed answers to their possible questions. The person does not want to miss anything that may be important.
- Please keep in mind that the applicant has a certain tendency to be compliant. So when you concretise requirements of the role, it is important to sometimes dive a little more in depth to get an idea of the applicant's actual attitude.
- It may take some time before the dialogue flows properly in the interview. It appears that the applicant is not used to talking about themselves, or selling themselves.

**Work structure**

**Ask the candidate to explain what concept of flexibility means to them. It can also be important to get more information about how much the person focuses on foresight and planning.**

1. Where is your upper limit when it comes to change? When does change become too little/too much for you?
2. Which do you generally prefer, to be able to prepare properly or to take things as they come?
3. What happens to you if others often come to you with things at the last minute?

**Try to find out if the applicant sometimes has a tendency to overwork things.**

4. Do you usually prioritise accuracy when you have tasks that are both urgent and important? How in this case? And to negative answers: Why not?
5. Do you think there is a risk that you sometimes make things more complicated than they are because you are so careful and thorough?
6. Can your accuracy sometimes lead others to think you are unnecessarily picky?

**The person seems to care about keeping things organised, but it can also be good to know if this means that they focus too much on this so that efficiency suffers.**

7. If there is no time for you to keep things organised, what do you do?
8. When can you imagine ignoring good structure and orderliness?
9. Where would you set the limit for when something gets over-administered?

**Find out the extent of applicant's quality awareness.**

10. How do you think when it comes to the balance between high quality and time duration?
11. Are there any circumstances that could cause you to compromise on high quality? Elaborate.
12. Have you ever been a little out on your own in terms of your goal to achieve high quality? What did you do and what was the result?
13. What do you do if you discover that someone in the workplace lacks quality in their execution?

**Stress patterns**

**Regardless of whether the role requires a high stress threshold or not, there is great value in knowing what stresses the person out and what the possible consequences are.**

14. What things can make you stressed and out of balance?
15. How do you react to stress?
16. How do you want to be treated if you are stressed or frustrated?
17. Do you have methods to eliminate your stress? Which methods?

**The candidate has a high level of self-control. Try to find out if they are actually unaffected or if they rather control themselves and keep a lid on their emotions inside when exposed to stress in any form.**

18. You may not always show that you are stressed? If so, how do you vent your stress?
19. Is there anything in particular that your boss/employer needs to think about when it comes to you and stress? If so, what?
20. If you are experiencing a stressful period, do you think there is a risk that you will keep a lid on your emotions a little too long? For example, what can your boss do here?

**By all accounts, the test taker places very high demands on themselves and you need to ensure that these are not unreasonable or create unnecessary stress.**

21. You seem to be quite self-critical and place high demands on yourself - what happens to you if you do not live up to these demands?
22. How much stress would you say stems from stress that you create on your own by being self-critical and placing very high demands on yourself?
23. If you know yourself that you have done your best on a task and still receive negative feedback, how does it affect you and what do you do?

**Examine the extent to which your applicant gets uncomfortable or stressed when collaborating doesn't flow that well.**

- 24. If collaborating gets a little tough, how does it affect you and your stress level?
- 25. What is the behaviour of your colleagues or bosses which makes you stressed?
- 26. Have you ever been involved in a stressful conflict? How were you affected and how did you act?

**Find out if your workplace can meet the candidate's possible need to be able to work undisturbed.**

- 27. How does your physical work environment need to be set up for you to be able to concentrate on your tasks?
- 28. If you were to sit in a open landscape and work - if so, how does it affect your ability to focus?
- 29. What is the extent of your need to be able to work undisturbed?

**Decision traits****Try to gain an overview of how reflective the applicant is.**

30. Which do you think is the worst - to rush into a decision-making process or to be hesitant and have the process drag on? Why?
31. In what situations do you think it can be difficult to take a stand or decide? How do you handle it?
32. What do you consider to be the most important factor in a decision-making process?

**You can advantageously ask the person to describe how they act to get what they want or to drive a decision through.**

33. If you have decided something, what limit do you set in terms of taking into account what others want?
34. In what situations do you think it is worthwhile to act according to your own convictions when others do not agree? How do you usually do this?
35. Are there times when you have been overwhelmed by someone's strong will? What happened and how did it affect you and your area of responsibility?

**Check the extent to which the person takes other people into account when making their decisions.**

36. What do you think in terms of taking into account how others are affected by the decisions you make?
37. Can you consider prioritising an issue over how people are affected by your decision? Elaborate.
38. To what extent do you usually care about other people's feelings before you decide something?

**Find out to what extent the applicant focuses on obstacles and difficulties in their decision-making process.**

39. What do you focus on most when deciding how to solve a problem? Feel free to give an example from your professional life.
40. Do you prefer to be able to solve eventual problems in advance when you are faced with a new decision? Why/why not?
41. Have you ever thought "We've tried that before, it didn't work"? If so, what did it involve and what was the result?

**Motivation and ambition****Try to find out what is required for the person to feel motivated at work.**

- 42. What makes you feel job satisfaction?
- 43. Is there anything in particular that gets you extra motivated at work?
- 44. If you lack the desire to work, what can your surroundings do for you to regain motivation?
- 45. What do you do if you simply do not have the desire to work from time to time?

**Ask questions about the candidate's determination in order to gain an idea of whether they are suitable for this position.**

- 46. What are your own performance demands? Are you satisfied with performing at an average level or would you rather excel?
- 47. Do you think someone can be too ambitious and determined? If yes, in what way?
- 48. Which do you think is most important, good collaboration or that you achieve your goals?

**How great is the applicant's need to develop and learn new things?**

- 49. To what extent is it important for you to be able to develop both professionally and personally? And what do you do if no such opportunities exist in your workplace?
- 50. How great is your need to receive feedback from others?
- 51. What do you do concretely to develop in the direction you want?

**Investigate the person's attitude to challenges and difficulties.**

- 52. What types of challenges do you think you will face in this job?
- 53. Talk about what kind of challenges you find stimulating.
- 54. What is your attitude to the statement "There are no problems that cannot be solved!"
- 55. At what point do you usually ask for help when a job gets difficult?

**Try to get an idea if what drives the candidate and their future plans are suitable for the intended position.**

- 56. What drives you and what are your ambitions?
- 57. Do you have any future plans that can be connected to this job? Which ones?
- 58. Is it important for you to be involved in shaping visions for the work at hand? Why and how?
- 59. What makes you feel really satisfied with your work situation?

**Obtain information about the person's career plans for the next few years.**

- 60. How do you want your career to develop in the next 3-5 years?
- 61. Are you interested in getting a role as a manager? If so, why?
- 62. How important is it for you to "climb the career ladder"? What drives you?

**Energy and decisiveness****How great is the extent of the candidate's commitment, energy and strength?**

- 63. Have you ever had to work very intensively for a certain period of time? Describe how you handled this.
- 64. Do you sometimes run out of energy when there is a lot to do? If so, when does this happen and how do you solve it?
- 65. What do you do if you have too much to do? And too little?

**Find out if your candidate is comfortable with high or low tempo.**

- 66. How are you affected by colleagues who maintain such a high tempo that they are often on edge and risk stressing out others?
- 67. Which do you prefer, lots of things happening all the time or things being more planned and well-controlled?
- 68. In what situations do you think it is appropriate to slow down?

**Investigate your applicant's entrepreneurship and drive. Find out in particular if they venture too much outside their area of responsibility or if they are too passive.**

- 69. Which is most like you, to be the initiator of what is to be done or the one who executes something that others have initiated starting?
- 70. How do you usually act when you have noticed something that needs to be changed or remedied and it is a bit outside your area of responsibility?
- 71. How would you handle a situation where something is not right and your boss fails to do something about it?
- 72. Have you ever taken on something that was actually another person's responsibility? What did it involve and what was the consequence?
- 73. Have you ever been an informal leader in a group? Describe the course of events and what you did.
- 74. In what situations can you imagine having a passive approach even if the task or matter at hand concerns you directly? Why do you make this choice?



**Try to get an idea of the degree to which the person is willing to take risks.**

- 75. Do you consider yourself cautious or more willing to take risks? If so, what does this involve?
- 76. What kind of risks can you imagine taking in this job? Where is your limit when it comes to risk-taking?
- 77. Are there any circumstances that could cause you to risk your employment or career? If so, what does it involve?

**Collaboration and communication****Find out if the candidate is sufficiently outgoing and initiates interacting with others enough for the position.**

78. Do you have a large network of contacts? How important is it for you to nurture this network? How do you do it?
79. How do you deem a work situation where you would have just a few colleagues and limited contact with other people?
80. Do you see yourself as outgoing and initiate interactions with others? If so, in what contexts?

**Investigate how open and outspoken the applicant is.**

81. Has it happened that you let someone else make your case verbally or waited for someone else in the work group to bring up something that you consider important? What did it involve and what was your reasoning behind this?
82. In what situations do you choose to keep your opinions to yourself? Why?
83. Do you ever carry out presentations for others? What do you think is positive about doing this? Negative?

**Try to gain an insight into the person's judgment when it comes to collaboration issues.**

84. What do you value most in a workplace, that the results are achieved or that collaboration works well? Motivate your answer.
85. What strengths do you have that contribute to a good collaborative climate?
86. Have you ever worked with someone who was difficult to work with? What was it about the person that you thought hindered a good collaboration and how did you deal with it?
87. When do you think it might be justified to warn your colleagues or bosses about someone in the workplace? (Wait for response) How would you go about doing this and what do you want to accomplish with your warning in this case?
88. What do you do if a colleague presents you with unfavourable information about any boss or other colleague?
89. What kind of people do you find it the easiest to collaborate with?
90. Do you yourself have any behaviours or qualities that others might have a little difficulty with? If so, how do you work on these?

**Since values often govern a person's behaviour, you should try to get an idea of the candidate's underlying values when it comes to the professional relationships with other people.**

91. What qualities do you have that others really appreciate?
92. How do you value or "rank" your colleagues and bosses? By performance, ability to work together or something else?
93. Has anyone at any time lied to you in a work context? How did this affect your view of the person? How long did it "leave a sour taste in your mouth"?
94. What happens if you get to a point where you do not forgive someone for something? What steps have you taken before that decision?
95. Have you ever been directly opposed? What happened and how did you act?
96. Can you describe your view of others in a few sentences?

**There may be a risk that the applicant is reluctant to speak up if something is wrong.  
Find out if this is the case and how you can solve this together.**

97. Does it happen that you keep yourself from bringing something up that you consider to be wrong? In what contexts? What can we do to find a way to go about this that works?
98. Are you a little worried about being a nuisance? Under what circumstances does this apply? How can this be circumvented so that you speak up if there is something you do not like?
99. What happens if you have been annoyed with something or someone for a longer period of time? How do you vent your irritation?

**Get an idea of the person's empathic skills.**

100. To what extent do you think that the feelings of others in a workplace should be taken into account?
101. To what extent do you think that the feelings of others in a workplace should not be taken into account?
102. How would you like to describe your empathic skills? Feel free to give examples.

**Other interview questions****General:**

103. If you and I were to build a team, what qualities or work approaches would I need to complement you with?
104. What is most important to you when choosing an employer?
105. What kind of boss do you want the most?
106. What kind of boss would you need?
107. What is a good work ethic for you?
108. What ethical or moral values do you consider are most important for a workplace?
109. Under what circumstances can you imagine setting your own moral compass aside?
110. What does a really bad work day look like for you?
111. What does a perfect work day look like for you?
112. When in the day is your energy level at its highest? And when is it the lowest? How do you plan your work based on this?
113. What priorities do you have when it comes to both your skills and personal development?
114. How do you tackle tasks that you find boring?
115. Can you describe how you see yourself in a few sentences? Do you think that this image matches the image of others? What, if anything, differentiates the two images?
116. Is there any question you think I should have asked you that wasn't asked?

**Candidate-adapted:**

117. Do you have any principles that you absolutely do not want to break? Describe in more detail.
118. What does it take to make you feel comfortable to improvise?
119. What do you do if you get really angry or annoyed at a colleague or boss?
120. You seem to find it easy to maintain a professional image, but can you also sometimes be a little difficult to read? How do others find out if something is bothering you?
121. Which gives you the greatest satisfaction, to start new things or to finish something you have been doing for a while?
122. Have you ever been unfairly or badly treated in a workplace? What did it involve and how did you move forward?

The Reference Guide guides you when taking references from previous employers. Here you will get tips on what you should focus on and what questions you can ask based on the selected profile in the test taker's results. JobMatch Talent

## Work structure

### Guidelines:

- Ask the referee to give an account of the candidate's ability, or lack thereof, to demonstrate flexibility and their willingness to embrace change. It may also be important to gain more information about how good they are at planning and preparing.
- The person is extremely interested in details and enjoys immersing themselves in whatever they are involved in. You need to find out if they are also able to see the whole picture and, when necessary, refrain from getting bogged down in minor details.
- The candidate seems to be capable of organising their work and following procedures. However, it might also be useful to know if this means that the person has a habit of over-administering the tasks assigned to them.

### Reference questions:

1. What would you say about the candidate's flexibility? Are they able to deal with sudden, unforeseen events or do they require a great deal of time to prepare?
2. Is there a risk that the candidate gets so bogged down in details that they lose sight of the overall context or are inefficient?
3. The candidate gives the impression of being orderly and structured. What can you say about their ability to organise their work? Is there any tendency that they over-administrate?
4. Is the person able to deal with high demands when it comes to following routines, documenting their work and maintaining good order? Does the person even become bogged down in organising their work from time to time?

## Stress patterns

### Guidelines:

- Regardless of whether the role requires a high stress threshold or not, there is great value in knowing what stresses the person out and what the possible consequences are.
- It appears that the candidate finds it easy to remain calm and professional even when under pressure. Is this because the person is actually unphased or are they simply able to exercise self-control while internalising their stress?
- This person has a tendency to worry about making mistakes and any criticism they might receive as a result. It would be advisable to find out how this effects their working situation and stress levels.
- There are strong indications that the person has a stable mood. However, it would still be wise to find out if there is anything that is likely to throw them off balance.

### Reference questions:

1. It is likely that the person requires peace and quiet in order to concentrate. Do you have any idea what might happen if they couldn't get any peace and quiet? Would this stress them out?
2. To what extent does the person become stressed when demands are made on them to work quickly? If they do become stressed, is it obvious or do they maintain a calm image while internalising their stress?
3. Do you believe that there is any risk of entirely missing or discovering it too late that the person is under stress or feels unwell?
4. If their workload were to be excessive or something was bothering them, do you think there is a risk that they would wait far too long before taking up the matter with their superior?
5. Is there anything in particular that needs to be considered when giving them criticism or negative feedback?
6. Can the person allow others to "take the baton" without getting frustrated or stressed?
7. Are there any particular circumstances that affect the person's ability to keep cool and which influence their mood? If so, how do they display this?

## Decision traits

### Guidelines:

- Find out how your candidate thinks and reasons when faced with different types of decisions. Do they take the time to reflect and are able to make immediate decisions if needed, or do they let others decide for them?
- The results indicate that the candidate generally finds it easy to make up their mind. But how does the person react when faced with important decisions? Do they take their time to think things through?
- This involves gaining information as to how the candidate promotes their standpoint - do they have the ability to back up their view in a professional manner and get others to agree, or do they give up when faced with opposition?

### Reference questions:

1. Would you describe the person as thoughtful and takes time to contemplate, or as a person who is more spontaneous and decides quickly?
2. What are your thoughts on the candidate's ability to give due consideration and take everything into account when making a decision? Does the person act quickly or do they think things through carefully?
3. Is this a person who "dives in" enough before deciding on something? Does it take a long time for them to make a decision?
4. Even if this particular job doesn't require a great deal of willpower, it would be good to know if the person is so prone to taking into account the will of others that they neglect their own goals and wishes?
5. Is the person capable of standing their ground or does the person have a tendency to go with the flow when confronted with the opinions of others?

**MOTIVATION AND DRIVE****Guidelines:**

- Regarding this role, find out to what extent it is necessary for the candidate to work individually and to what extent they are able, on their own, to stay motivated and alert.
- How ambitious is the person and how important is it to them to have good career opportunities?
- It appears that the person is relatively uninterested in distinguishing themselves and a lot points to them being a team player. Here, it is important to find out if they still have the necessary ambition and attitude to achieve the existing performance goals.

**Reference questions:**

1. How aware is the person of other people's expectations of what they should achieve?
2. How would you describe their level of ambition? Does the person usually put enough effort into achieving goals and results?



**ENERGY AND WILLINGNESS TO ACT****Guidelines:**

- Gather information regarding what work place the candidate prefers and make an assessment of whether this matches your requirements.
- Find out about the candidate's ability to maintain keen interest and engagement in the job.

**Reference questions:**

1. In your experience, how often was the person tired? What was it that caused this tiredness?
2. Regarding energy and engagement - where would you place this person on a scale between "passive" and "active"?
3. How are the person's general energy and stamina levels? Are they able to cope with any heavy workloads that may arise in this role?
4. Do you think that the person is suited to a job that from time to time may be fairly action-packed and intense?
5. Has the person been known to be slow and, if so, what consequences has this had?

## Collaboration and communication

### Guidelines:

- Evaluate whether the candidate's ability to network with others is consistent with the demands of the position.
- How high a level of sincerity and openness can one expect?
- What can be said to be characteristic of this person in working situations? Will their approaches for taking action fit?
- Does the person communicate in a manner which is suitable for this job?

### Reference questions:

1. The person doesn't appear to have any great need of having people around them, which is well-suited to this job. However, how are their social skills when they are together with colleagues or others in the workplace?
2. Does the person prefer to remain in the background or are they willing and able to take centre stage when the situation demands it?
3. Does the person have the courage to stand up for their opinion even if it doesn't fall in line with the general consensus, or are they more likely to cave in order to appease others?
4. How do you assess the risk that they are so helpful that they take on too much?
5. To what extent does the person prioritise good professional relationships? Can anything suffer as a result?
6. How do you think the person will react in a situation in which they need to clearly speak up and get others to listen to what they have to say?
7. Does the person express themselves so diplomatically that the message itself can become somewhat "fuzzy"?

**FURTHER QUESTIONS****Guidelines:****Reference questions:**

1. Does the person tend to hide how they feel or what they think about things? How should one best conduct an open dialogue with the person?