

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:

- Find out how the candidate interacted with other staff at the company, on the way to the interview or when phoning via the switchboard.
- 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 may have read up before the interview and practiced a certain behaviour or body language to give a good impression. Is the behaviour natural or unnatural?
- Note if the applicant demonstrates consistently good communication skills throughout the interview if this is important for the position.

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.
- If the candidate is a little tense before the interview, it will probably be noticeable. Try to make the person feel as comfortable as possible and avoid, if there are several of you in the interview, sitting down in a way that can make the candidate feel extra fixated on. Any nervousness on the part of the candidate may be completely irrelevant to how they will perform in the intended position.

Special questions

This section contains interview questions only in specific cases where the JMT result indicates circumstances that may require special consideration.

There are signs that your candidate may be experiencing a stressful situation. Try to find out to what extent this may mean that they are negatively affected.

1. According to your JMT result, you could be experiencing a stressful situation right now. Is it something you recognise and if so, do you know how to get through it?
2. To what extent do you want to get away from your current work situation? What do you not like?
3. How does your situation affect you in general?
4. If it is a private matter that causes the experience of feeling stressful, how do you reason when it comes to coping with a new and demanding position?
5. What concrete steps can you take to solve it all?
6. What does your plan look like to avoid future situations which are similar?

Work structure

Ask your candidate to explain what they think about regarding foresight and preparation.

7. What does good foresight mean to you? In what context does the term relate to you?
8. What need do you have to be able to prepare?
9. Does it happen that others think you come to them with things at the last minute? If so, what do you think about this?

The applicant probably has a limited interest in being thorough and careful. Find out under what circumstances they think it's ok to not prioritise these things.

10. What kind of careless mistakes do you usually make?
11. Under what circumstances do you think you can accept mistakes and small errors?
12. In what situations can you imagine sacrificing accuracy and thoroughness?

This is probably not a distinctly orderly person, so find out if the person may be downright careless and not adhere to the routines and orderliness demanded of them.

13. If it sometimes is a little messy in your work area, what consequences can it have and how do you handle it all?
14. If there is no time for you to keep things organised, what do you do?
15. What do you think could be an acceptable reason for not keeping things organised in your work area?

Find out the extent of applicant's quality awareness.

16. How do you think when it comes to the balance between high quality and time duration?
17. Are there any circumstances that could cause you to compromise on high quality? Elaborate.
18. 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?
19. 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.

20. What things can make you stressed and out of balance?
21. How do you react to stress?
22. How do you want to be treated if you are stressed or frustrated?
23. Do you have methods to eliminate your stress? Which methods?

The candidate probably has fairly clear reactions if they get emotional. Try to gain an idea of whether this happens rarely or often and what is usually behind it.

The applicant can sometimes shift a lot and it can be good to investigate what can affect them negatively.

24. What does it take for you to feel outside of your comfort zone at work? How do you handle it?
25. How do others notice that you are stressed?
26. What could make you lose your cool in a work situation? What happens?
27. What can get you in a really bad mood at work? What do you do then?
28. If you are in a bad mood one day, how will your surroundings notice this?
29. How do you get back on track after a setback?

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.

30. 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?
31. 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?

Decision traits

Your candidate may not be quite as thoughtful and reflective as required for this type of position. Feel free to find out whether their decisions and standpoints have proven to hold up in the long run.

32. Has a quick decision on your part ever affected those you work with in a negative way? If so, how did you move forward?
33. It seems like you have an easy time making decisions. Do you think that there is a downside to a short decision-making process? Which downside(s)?
34. Do you think it is more important to move forward and make a decision that may turn out to be wrong than to let a process drag on? Provide motivation for your answer.

The person seems to be strong-willed and determined. Examine whether there are any negative aspects regarding the person's determination.

35. You seem to have a strong will. Has it happened that others have felt overwhelmed by your determination? How did you handle it?
36. If a decision is made at a higher level in the company hierarchy that you consider to be wrong, how do you act?
37. How do you deal with opposition from others when there is something you think is important to drive through?

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

38. What do you think in terms of taking into account how others are affected by the decisions you make?
39. Can you consider prioritising an issue over how people are affected by your decision? Elaborate.
40. 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.

41. What do you focus on most when deciding how to solve a problem? Feel free to give an example from your professional life.
42. Do you prefer to be able to solve eventual problems in advance when you are faced with a new decision? Why/why not?
43. 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.**

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

Ask questions about the candidate's strong determination in order to find out if this can have any negative consequences.

48. How important do you think it is to always achieve the set goals of the job? If so, what is the price of your drive in terms of what may suffer?
49. How do you act if you work in a group where it becomes a problem for you yourself to reach your own goals?
50. Under what circumstances would you consider giving up things like team spirit when it involves something you want to achieve?

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

51. 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?
52. How great is your need to receive feedback from others?
53. What do you do concretely to develop in the direction you want?

Check with the applicant if there is any negative aspect of their performance focus.

- 54. Under what circumstances could you suffer from performance anxiety? What do you do then?
- 55. How would it affect you to not be given any direct attention after going to great lengths beyond what was expected?
- 56. How is your motivation affected if there are others in the workplace who are more successful than you?

Investigate the person's attitude to challenges and difficulties.

- 57. What types of challenges do you think you will face in this job?
- 58. Talk about what kind of challenges you find stimulating.
- 59. What is your attitude to the statement "There are no problems that cannot be solved!"
- 60. 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.

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

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

- 65. How do you want your career to develop in the next 3-5 years?
- 66. Are you interested in getting a role as a manager? If so, why?
- 67. 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?**

68. In this position, what do you think you will be most involved in?
69. If the job requires you to exert extra effort during certain periods, what do think of this? What are your limits?
70. How would you deal with a work situation where everything becomes too much? Have you ever experienced this? Describe how it panned out.
71. If a job does not always offer something you want to get involved in, what do you do? What are your limits?

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

72. How are you affected by colleagues who maintain such a high tempo that they are often on edge and risk stressing out others?
73. Which do you prefer, lots of things happening all the time or things being more planned and well-controlled?
74. 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.

75. 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?
76. 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?
77. How would you handle a situation where something is not right and your boss fails to do something about it?
78. Have you ever taken on something that was actually another person's responsibility? What did it involve and what was the consequence?
79. Have you ever been an informal leader in a group? Describe the course of events and what you did.
80. 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.

81. Do you consider yourself cautious or more willing to take risks? If so, what does this involve?
82. What kind of risks can you imagine taking in this job? Where is your limit when it comes to risk-taking?
83. 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.**

84. Do you see yourself as outgoing and initiate interacting with others? If so, in what contexts? And when do you prefer to avoid making new contacts?
85. Does interacting a lot with other people give you energy or does it take energy from you? Feel free to elaborate.
86. Are there any social contexts that you would rather avoid? Why do you make this choice?

Investigate how open and outspoken the applicant is.

87. In what situations do you consider it inappropriate to be open with your views. Why?
88. Have you ever said something inappropriate in a work context? What happened and how did you deal with it?
89. 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.

90. What do you value most in a workplace, that the results are achieved or that collaboration works well? Motivate your answer.
91. What strengths do you have that contribute to a good collaborative climate?
92. 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?
93. 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?
94. What do you do if a colleague presents you with unfavourable information about any boss or other colleague?
95. What kind of people do you find it the easiest to collaborate with?
96. Do you yourself have any behaviours or qualities that others might have a little difficulty with? If so, how do you work on these?

The applicant thinks it's important to have a high tempo and you should find out how they collaborate with people who are not as quick.

97. Your JMT result indicates that you work quickly. What happens when you have to work with people who have a slower tempo than you and who instead place a lot of importance on accuracy and thoroughness?
98. What happens to you when you have to wait for others so that you yourself can move forward?
99. Have you ever been told that you nag others so that they end up getting stressed? Elaborate.
100. Could you work closely with a perfectionist? Why/why not?

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.

101. What qualities do you have that others really appreciate?
102. How do you value or "rank" your colleagues and bosses? By performance, ability to work together or something else?
103. 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"?
104. What happens if you get to a point where you do not forgive someone for something? What steps have you taken before that decision?
105. Have you ever been directly opposed? What happened and how did you act?
106. Can you describe your view of others in a few sentences?

It appears like the candidate may have a little temper. Investigate how this may be exhibited in the workplace.

107. What are your thoughts on people losing their temper in the workplace?
108. What do you do if you have a really good proposal, and your boss or colleagues do not share your views?
109. If you were to feel angry, frustrated or annoyed, how would your surroundings notice this?
110. Has it ever happened that you lost patience with a boss or colleague? What led to this and how did you act?

Investigate the applicant's ability to express themselves in a calm and collected manner.

111. If you have to lecture someone, where do you focus your efforts? That the message should get across or that the person doesn't take it badly?
112. How do you tell a person that they have done something wrong?
113. If you find it difficult to interact with someone in your workplace, which is most like you, to make it obvious to the person or to pretend that nothing is wrong? If you make it obvious to them, how do you let the person know it, and you pretend nothing is wrong, how do you vent any frustration? Do you talk to others about it?

Get an idea of the person's empathic skills.

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

Try to get a little more information about the candidate's way of communicating.

- 117. In what contexts can you imagine interrupting someone in a discussion? How do you do this and what are the consequences?
- 118. Are you usually the type of person who talks the most during meetings and similar contexts? Talk about what your "discussion pattern" looks like.
- 119. Have you ever overwhelmed someone when communicating? Talk about what led to this and what the consequences were.

Other interview questions**General:**

120. If you and I were to build a team, what qualities or work approaches would I need to complement you with?
121. What is most important to you when choosing an employer?
122. What kind of boss do you want the most?
123. What kind of boss would you need?
124. What is a good work ethic for you?
125. What ethical or moral values do you consider are most important for a workplace?
126. Under what circumstances can you imagine setting your own moral compass aside?
127. What does a really bad work day look like for you?
128. What does a perfect work day look like for you?
129. 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?
130. What priorities do you have when it comes to both your skills and personal development?
131. How do you tackle tasks that you find boring?
132. 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?
133. Is there any question you think I should have asked you that wasn't asked?

Candidate-adapted:

134. Have you ever noticed that you sounded worse than you meant? How well was it received and what happened next?
135. Have you ever been unfairly or badly treated in a workplace? What did it involve and how did you move forward?
136. What, if anything, could be a loss of prestige for you?

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:

- Does this person have the necessary flexibility? Can they readjust quickly enough without jeopardising planning and preparation?
- The person has no real interest in immersing themselves in or getting involved with details. What problems might this involve in a position that demands a great deal of accuracy and thoroughness?
- In all probability, this is not someone who could be characterised as being meticulous, so it would be advisable to find out how great the risk is that the person will be unable to live up to your demands when it comes to order and structure.

Reference questions:

1. Would you say that the candidate finds it easy to tackle tasks and situations that arise unexpectedly?
2. Has it often been the case that the person leaves things to the last minute? Have they had any problems in meeting deadlines?
3. How demanding were you with regard to planning and preparation and to what degree was the person able to live up to these demands?
4. Do you believe that the person is suitable for a job where it is important to keep track of things, be accurate and submit work that is usually always correct?
5. To what extent has the person been known to make unnecessary mistakes as a result of carelessness?
6. Does this person easily become disorganised or is their workspace messy? If so, what have been the consequences?
7. How have things functioned in terms of any reporting, documenting and following the organisation's procedures?

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 may have a tendency to suffer from stress from time to time. How is this expressed?
- 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.
- Some things indicate that the person does not always have a stable temper and it may be wise to find out what affects them negatively.

Reference questions:

1. Is the person able to react professionally when they experience a moderate amount of pressure or strain? If not, how do they behave when under pressure?
2. Is the person always in a hurry? Do they get agitated when things don't proceed at the fast pace they would like?
3. Does the person work at such a hectic pace that it negatively affects results or those around them? If so, in what way?
4. How does the person react when others attempt to correct them? Any distinctive sensitivity to criticism?
5. Can the person allow others to "take the baton" without getting frustrated or stressed?
6. How are the person's mood and stress levels affected when things go wrong?

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 is not particularly thoughtful or takes the amount of time needed to reflect that this type of position might demand. It may be of significance to find out whether or not their decisions have proved to be correct in the long term.
- 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. How would you describe the person's ability to make correct decisions?
2. Would you go as far as to say that this person is prone to act rashly?
3. This person appears to have a strong will. The question is, do they also give enough space to other people?

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 is also important to find out if this candidate, who gives the impression of being an extremely highly-motivated and ambitious person, can feel at home in a role which is not prestigious or constantly challenging for them.

Reference questions:

1. Can one trust that they will take on responsibility for getting things done?
2. Is the person so focused on achieving their own goals that they slightly lose sight of the team spirit and act more as an individualist?
3. If the person fails to reach a goal or deadline, what happens?

ENERGY AND WILLINGNESS TO ACT**Guidelines:**

- The candidate appears to find it easy to engage in their work and they seem to enjoy being kept busy. It might be worth ensuring that the amount of work involved in the position meets their need for stimulation and engagement.
- The person has given the impression that they have good initiative and will act when something happens that calls for it. It might be necessary to verify that this really is the case and that they have sufficient enterprise and drive if these characteristics are particularly important for the position.
- The results indicate that the person is not afraid to take an occasional risk. Check this with their referees to ensure that they aren't too careless.

Reference questions:

1. Are there any situations in which the person is unable to maintain keen interest and engagement? If so, what are these?
2. To what extent does the candidate have the necessary energy reserves to cope with temporary work stoppages that may arise?
3. To what degree does the candidate contribute with new ideas and initiatives? How do they try to get others on board?
4. Would you dare to place this person in a role which requires one to be careful and aware of risks? Could they be regarded as somewhat reckless?
5. What do you have to say about the candidate's speed and any impatience they may have when working with these kind of tasks? Can they manage to work calmly and systematically when needed?

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 distinguishes the candidate with regard to working with other people? Find out if there is anything that hasn't worked well.
- Try to find out if the candidate's level of communication and ways of expressing themselves are suited to the demands of the position.

Reference questions:

1. If demands were placed on the candidate to interact a lot with other people and build a network - how do you think they would do?
2. Are there any flaws in their communications skills? If so, what are they and what were the results?
3. Can the person be so understanding that they react somewhat "feebly" in situations that would normally demand having a more critical eye?
4. How does the person behave in a situation where their opinion doesn't fall in line with that of the person or persons they are speaking to?
5. How do you assess the risk that they are so helpful that they take on too much?
6. To what extent does the person prioritise good professional relationships? Can anything suffer as a result?
7. Are their grounds for suspecting that the person is sometimes a little headstrong or does not leave enough space for others? What happens?
8. Does it often happen that the person is somewhat harsh when expressing themselves? If so, what consequences has this had and is the person aware of it?
9. Has the person demonstrated a tendency to get into conflicts? If yes, how do they solve them?
10. Do lively or even aggressive discussions tend to break out around them? How do they cope with this?

FURTHER QUESTIONS**Guidelines:**

- There are a couple of things in the results that may suggest that the candidate is in a situation where they feel pressured. It may be of value to find out if this is temporary and to what degree it may affect work performance.

Reference questions:

1. If for some reason they have experienced a stressful situation, has their work been affected?
2. If the candidate experiences a stressful situation, at work or privately, how did you find out about it and how did they cope with the situation?
3. Can you say that the person is generally a little careless and inconsiderate? If so, does it affect tasks and/or people?
4. Describe the candidate's attitude towards rules of conduct, policy and regulations. Have they been negligent in any such areas?
5. Has it happened that the person carried out anything other than what was agreed, or have they violated important agreements?
6. Is there reason to think that sometimes it becomes "fast and wrong" when it comes to this person's work? If so, what does it involve and how do they handle it afterwards?
7. If conflicts have arisen in the workplace, what role has the candidate had in these?