

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 any question you ask. They may have responded to the question, but is it answered?
- 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 if the applicant demonstrates consistently good communication skills throughout the interview if this is important for the position.

Candidate-adapted:

- The applicant appears to be accustomed to exercising influence. Make sure they are aware that this position may not allow them to be as influential as they are used to.
- Keep in mind that the applicant has a high level of attention to detail, which can be reflected by them wanting detailed information about their intended workplace.
- This is a candidate who will probably think a little before answering some of the questions in the interview. It is important for the person to provide well-thought-out answers.
- Listen to whether the applicant is directly or indirectly unnecessarily critical of previous work situations, superiors or employers.

Work structure

The candidate probably believes that it is important to plan and prepare. You should investigate whether this means that they are inflexible or require an impractical amount of foresight.

1. How is your attitude towards rapid change and unforeseen situations that disrupt your planning?
2. To what extent can it be a stress factor for you to work in an environment where a lot happens unexpectedly and quickly and where it is difficult to stick to what has been planned?
3. How does it affect you to have to interrupt something you are doing because something with a short deadline turns up? What is the upper limit of your tolerance here?

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?

You may need to find out if this person spends far too much time keeping things organised and performing any administration.

7. How do you deal with a situation where you have so much to do that you do not have time to keep things organised and have a good overview of your tasks?
8. How important do you think it is to follow administrative routines and in what contexts do you think you can afford not to be that careful with them?
9. How do you relate to colleagues who are a bit sloppy and lack structure?

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?

It turns out that the candidate usually manages to maintain a calm and professional image - the question is what may throw them off balance.

18. Is there anything that makes you really nervous at work? What?
19. If you get really annoyed, angry or sad at work and it isn't appropriate to show it - how do you deal with it?
20. What needs to happen for you to lose your temper in a job situation? How do you act in such cases?

Decision traits

Your candidate seems to consider it important not to rush and you should ensure that they are able to make a decision in stride if the position requires it.

21. Are there situations at work when you have difficulty deciding or taking a stand? What do you do in these situations?
22. Have people you've worked with felt that you took too long to make a decision? If so, what did it involve?
23. Do you have a special methodology when you have to make important decisions? If so, what does it entail?

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

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

Find out how the person acts when they are critical of the views of others.

27. Under what circumstances can you imagine completely dismissing another person's views? If so, what do you do?
28. If you are critical of another person's stance in a decision process, do you usually address this with the person and if so, how?
29. Do you often question decisions that others have made? If so, what does it involve and how do you do it?

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

30. What do you think in terms of taking into account how others are affected by the decisions you make?
31. Can you consider prioritising an issue over how people are affected by your decision? Elaborate.
32. 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.

33. What do you focus on most when deciding how to solve a problem? Feel free to give an example from your professional life.
34. Do you prefer to be able to solve eventual problems in advance when you are faced with a new decision? Why/why not?
35. 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 if the person tends to push themselves too hard.**

36. What makes you feel job satisfaction?
37. It appears that you find it easy to feel motivated, but what do you do when your job is a little daunting?
38. How big do you think the risk is that you would burn yourself out?
39. Have you ever been overworked? If so, how did you end up there and what have you changed in your way of working since then?

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

40. 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?
41. How do you act if you work in a group where it becomes a problem for you yourself to reach your own goals?
42. Under what circumstances would you consider giving up things like team spirit when it involves something you want to achieve?

To what extent is the applicant open to developing and learning new things?

43. What happens if you receive feedback you do not agree with from superiors or colleagues?
44. How do you relate to high demands being placed on learning new things and to continuously develop in the position you have?
45. Can you enjoy a job despite limited opportunities to learn new things or to develop?

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

46. Under what circumstances could you suffer from performance anxiety? What do you do then?
47. How would it affect you to not be given any direct attention after going to great lengths beyond what was expected?
48. 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.

- 49. What types of challenges do you think you will face in this job?
- 50. Talk about what kind of challenges you find stimulating.
- 51. What is your attitude to the statement "There are no problems that cannot be solved!"
- 52. 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.

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

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

- 57. How do you want your career to develop in the next 3-5 years?
- 58. Are you interested in getting a role as a manager? If so, why?
- 59. 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?**

60. In this position, what do you think you will be most involved in?
61. If the job requires you to exert extra effort during certain periods, what do think of this? What are your limits?
62. How would you deal with a work situation where everything becomes too much? Have you ever experienced this? Describe how it panned out.
63. 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.

64. How are you affected by colleagues who maintain such a high tempo that they are often on edge and risk stressing out others?
65. Which do you prefer, lots of things happening all the time or things being more planned and well-controlled?
66. 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.

67. 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?
68. 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?
69. How would you handle a situation where something is not right and your boss fails to do something about it?
70. Have you ever taken on something that was actually another person's responsibility? What did it involve and what was the consequence?
71. Have you ever been an informal leader in a group? Describe the course of events and what you did.
72. 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.

- 73. Do you consider yourself cautious or more willing to take risks? If so, what does this involve?
- 74. What kind of risks can you imagine taking in this job? Where is your limit when it comes to risk-taking?
- 75. 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.**

76. 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?
77. Does interacting a lot with other people give you energy or does it take energy from you? Feel free to elaborate.
78. Are there any social contexts that you would rather avoid? Why do you make this choice?

Investigate how open and outspoken the applicant is.

79. In what situations do you consider it inappropriate to be open with your views. Why?
80. Have you ever said something inappropriate in a work context? What happened and how did you deal with it?
81. 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.

82. What do you value most in a workplace, that the results are achieved or that collaboration works well? Motivate your answer.
83. What strengths do you have that contribute to a good collaborative climate?
84. 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?
85. 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?
86. What do you do if a colleague presents you with unfavourable information about any boss or other colleague?
87. What kind of people do you find it the easiest to collaborate with?
88. 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 candidate may have a tendency to sometimes find faults or be sceptical of the views of others. Find out if this is the case and how it may be exhibited.

89. How does your tone and way about you change when you get annoyed with the person you are talking to?
90. If you are sure that someone is wrong in a discussion, how do you highlight this?
91. Have you ever been critical of something that others are onboard with? What did it involve and how did you act?
92. If someone wants to convince you of something you do not agree with, when does your willingness to understand their way of reasoning cease?

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.

93. What qualities do you have that others really appreciate?
94. How do you value or "rank" your colleagues and bosses? By performance, ability to work together or something else?
95. 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"?
96. What happens if you get to a point where you do not forgive someone for something? What steps have you taken before that decision?
97. Have you ever been directly opposed? What happened and how did you act?
98. Can you describe your view of others in a few sentences?

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

99. 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?
100. How do you tell a person that they have done something wrong?
101. 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.

102. To what extent do you think that the feelings of others in a workplace should be taken into account?
103. To what extent do you think that the feelings of others in a workplace should not be taken into account?
104. 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.

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

Other interview questions**General:**

108. If you and I were to build a team, what qualities or work approaches would I need to complement you with?
109. What is most important to you when choosing an employer?
110. What kind of boss do you want the most?
111. What kind of boss would you need?
112. What is a good work ethic for you?
113. What ethical or moral values do you consider are most important for a workplace?
114. Under what circumstances can you imagine setting your own moral compass aside?
115. What does a really bad work day look like for you?
116. What does a perfect work day look like for you?
117. 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?
118. What priorities do you have when it comes to both your skills and personal development?
119. How do you tackle tasks that you find boring?
120. 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?
121. Is there any question you think I should have asked you that wasn't asked?

Candidate-adapted:

122. Have you ever noticed that you sounded worse than you meant? How well was it received and what happened next?
123. 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:

- It is important to this person that they have time to prepare and they focus a great deal on having a viable plan. It would be advisable to ascertain whether this entails a lack of flexibility or whether they require an unusual amount of planning in their work.
- 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 care about being organised, so here it is matter of finding out whether their focus on administration is so great that it will negatively affect their efficiency.

Reference questions:

1. How would you describe their ability to adapt to new things and to be flexible?
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. Does this candidate have a tendency to organise their work so thoroughly that it may prove difficult for them to work quickly when needed?

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 turns out that the candidate usually manages to maintain a calm and professional image - the question is what may throw them off balance.
- 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. Would the person function well in a job with a continuous and high tempo? How can one tell if the stress indeed begins to show on them?
2. Is there anything specific you would care to mention about the person's reaction patterns when things get intense or stressful?
3. Can the person allow others to "take the baton" without getting frustrated or stressed?
4. Is there anything that negatively affects the person's mood? If so, how do they react?

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 thoughtful and takes the time to reflect, which can be an advantage as long as they are also able to make quick decisions when required to do so.
- 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. When it comes to making a decision, do you have the impression that the person is a little slow and perhaps also tedious?
3. Is it so important for this person to reflect that they may find it difficult to make quick decisions, even when they absolutely need to?
4. This person appears to have a strong will. The question is, do they also give enough space to other people?
5. Does this person have a tendency to examine things from all angles without reaching any conclusion? What would the consequences then be?

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.
- It may be that this person is used to wielding more influence and taking on more responsibility than would be possible in this position. Try to find out if they will be motivated enough by a job that doesn't provide them with as much leeway as they perhaps usually enjoy.

Reference questions:

- How ambitious is the person and how important is it to them to have good career opportunities?
 1. Do you think that there's any risk of the person pushing themselves too hard?
 2. Do you think the person is capable of taking on a role in which they have no real opportunity to distinguish themselves and "take charge"?
 3. How does the person function when it comes to developing and learning new things - is the interest there and are they willing to go the extra mile? Or is this something that they do not want to engage in?
 4. What is your assessment of the person in terms of challenges and leeway? Do you think this role is inspirational enough for them or can there be some negative consequences of them "going down a notch" in their area of responsibility?
 5. Does the person often allow themselves to be slowed down by obstacles and difficulties? In which way?
 6. What's the best way to get them on board with regard to innovation and changes? Is the person usually somewhat reluctant?

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.
- 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.

Reference questions:

1. What risks are there that the person will not find this position stimulating and interesting enough?
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. Do you think that the person is suited to a job that from time to time may be fairly action-packed and intense?
5. What happens in situations which place demands on them to work at a high work tempo?

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. 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. How would you describe their ability to enter into an open and honest dialogue with colleagues, superiors and others?
3. Has it proved easy or difficult to satisfy the person with their given working situation?
4. How great is the risk that the person dismisses other people's opinions if they don't fall in line with their own?
5. How does the person present their criticism? Do they usually have a negative tone and if so, what problems has this caused?
6. Is the person sufficiently humble and respectful towards others when problems arise in collaborating? If not, how did they react and how did it affect the working climate?
7. Is there reason to wish that the person was more inclined to shy away from conflict? If so, why?
8. Are their grounds for suspecting that the person is sometimes a little headstrong or does not leave enough space for others? What happens?
9. 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?

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

1. What can cause irritation for this person? How do they deal with it?
2. Is there a tendency for a great need for control? If so, what consequences has it had?
3. What things or events have seen the candidate adopting a negative attitude towards? How then do they act?
4. Has the person had difficulty working with people who have certain characteristics or a certain way of working? If so, how did they express this?