

Field Engineer ARISE Report

John Sample
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BEFORE YOU INTERVIEW

Review the next page that will tell you how well your candidate fits with the five ARISE characteristics that help predict success in Field Engineers:

Agility
Resilience,
Initiative-taking
Self-starting
Engaging

Note where your candidate stands on these characteristics and then look to the following pages for suggested follow-up interview questions. Keep in mind that, in general, while it is better to be higher than lower on these dimensions, sometimes a candidate can have “too much of a good thing.” Don’t be afraid to supplement the questions provided with some of your own.

AFTER YOU INTERVIEW

In order to make a final decision on a candidate, consider what you learned from the assessment and the follow-up interview, along with other factors like experience, education, references, etc. Match what you have learned to what is important in the job and make a decision that you could explain in an objective manner. Be ready to answer this question: Why is this person a good fit for the job?

If you hire this person, be sure to come back to this assessment afterwards to think about what the individual needs to do in order to grow professionally and be successful as a Field Engineer. Use this information as a management tool and as the start of their individual development plan that you put together as their manager.

AGILITY

68

LOW

MEDIUM

HIGH

Unwilling

Teachable

Inflexible

Flexible

Disinterested

Curious/innovative

John Sample most likely balances practical business issues with seeing future possibilities and in anticipating events. He is able to form lasting relationships, demonstrate appropriate concern for customers, and respond to events in a productive manner in line with the goals of the business.

RESILIENT

98

LOW

MEDIUM

HIGH

Emotionally reactive

Emotionally resilient

Timid

Exhibits grit

Gives in quickly

Tenacious

John Sample scores in the high range as compared to other Swagelok Field Engineers.

INTENTIONAL

57

LOW

MEDIUM

HIGH

Disorganized

Organized

Inattentive

Purposeful

Lacks focus

Driven

John Sample falls within the target range of other successful Swagelok Field Engineers on this dimension. In most circumstances, this individual exhibits good organization skills, is prepared to do his job, and operates in a fairly systematic

SELF-STARTING

63

LOW

MEDIUM

HIGH

Needs direction

Self-starting

Overly cautious

Takes initiative

Unsure

Assertive

The scores for **John Sample** fall within the target range when compared to strong Swagelok Field Engineers. This person exhibits the ability and interest to take initiative when required. He will balance his own drive to be successful with the interest of arriving at a unique solution for the customer that is the result of listening.

ENGAGING

98

LOW

MEDIUM

HIGH

Independent

Collaborative

Aloof/self-focused

Humble/warm

Pessimistic

Helpful/positive

John Sample has scored higher than the typical, successful Swagelok Field Engineer..

SUGGESTED INTERVIEW QUESTIONS FOR JOHN SAMPLE

AGILITY QUESTIONS

Please describe how you balance your interest in people and the importance of task completion?

Much of a sales role benefits from a service orientation that includes both direct customer contact and processing of facts, details, and actions (paperwork). How do you balance these two activities? Which one is more enjoyable?

Have you seen a situation where being factual and objective has been a drawback in your selling process? Could empathy have helped?

Listen For:

Listen for how he thinks about rewarding himself for each area of his job.

Listen for situations where his lower sensitivity to emotions interferes with reading others or their thinking.

RESILIENT QUESTIONS

What techniques do you use to get yourself energized for key situations at work?

Being typically relaxed and patient can help and it can hinder. How do you balance this phenomena?

Listen For:

Listen for his awareness of how he elevates and uses his nervous energy in a persistent way.

Listen for answers of how he effectively regulates his energy.

INTENTIONAL QUESTIONS

Can you provide an example of when it made sense to work around a company policy? What was the outcome?

Is it always important to have a plan? When do you know to change a plan?

On a day-to-day basis how do you keep track of the details of your job?

How does your spontaneity work both for and against you?

Listen For:

Listen for rigidity/flexibility and if he able to see past the rules to the spirit behind them.

Listen for clear strategies that he has had success with.

Listen for awareness of the liabilities of being too laid back.

SUGGESTED INTERVIEW QUESTIONS FOR

JOHN SAMPLE (cont'd)

SELF-STARTING QUESTIONS

Can sometimes having a high drive for change, adventure, and variety be a drawback? If so where have you seen this?

Describe a time that you stuck with a difficult situation even though you had a good opportunity to do something else?

Listen For:

Listen for a good balance of explanation and discovery with the discipline to stick to commitments at hand.

ENGAGING QUESTIONS

Can you describe a situation in which you persisted in spite of feeling unaccepted or disapproved of?

Are there any disadvantages to being a warm and friendly person?

Can you describe any situation where being socially bold can be a disadvantage?

Can you describe occasions you have functioned well on your own?

Can you give examples of solutions you produced without the help of others?

Listen For:

Listen for perseverance and the ability to set aside feelings of rejection to keep moving forward.

Listen for queues if there will be enough change and variety in the sales role.

Listen for examples of being in control and able to produce on his own.

OTHER QUESTIONS