

BEHAVIOURAL INTERVIEW QUESTIONS FOR THE ESTJ

IMPACT ON OTHERS

ESTJs may be well aware of the difficulty they face in dealing with relationship issues within a task-oriented environment. They find that when they need to focus on others' feelings, their natural ability to take effective thinking action is inhibited. This can create much pressure in the workplace for the ESTJ because, when they respond in their normal decisive, task-related way, they are often accused of lacking concern and not caring.

ESTJs do not instinctively consider what impact their decisions may have on others. They can easily be seen as cold and unfeeling.

To ESTJs, efficiency means doing things right the first time. Doing right by people may not be as important to them. Therefore, they will expend tremendous energy completing a task or assignment and alienate their direct reports and co-workers by ignoring important interpersonal communications.

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- Give me an example from your previous job to demonstrate what you do to determine how a decision you make impacts on employees. What was the impact? How did you know that employees agreed with your decision? How did you deal with resistance to the decision?

 - Have you ever participated in a formal (360 degree feedback) or informal process that provides you with feedback from your direct reports about your leadership style or the impact of your leadership style on employees? What did they say were your strengths? What did they say were your areas for improvement? How did you respond to the feedback?

 - Have you ever had to deal with a demotivated group of employees? How did you handle it? Were they demotivated because of something you did? If yes, what was it? If no, how did you support the organization's decision while encouraging employees? What was the outcome?

 - In our haste to get a job completed, it is easy to lose track of the impact of our behaviour on others. How would you describe the impact you have on others when you are experiencing pressure.

 - How would you describe your leadership style? What positive impact does it have on others? What negative impact does it have on others? Give me an example of each.

COMMENTS