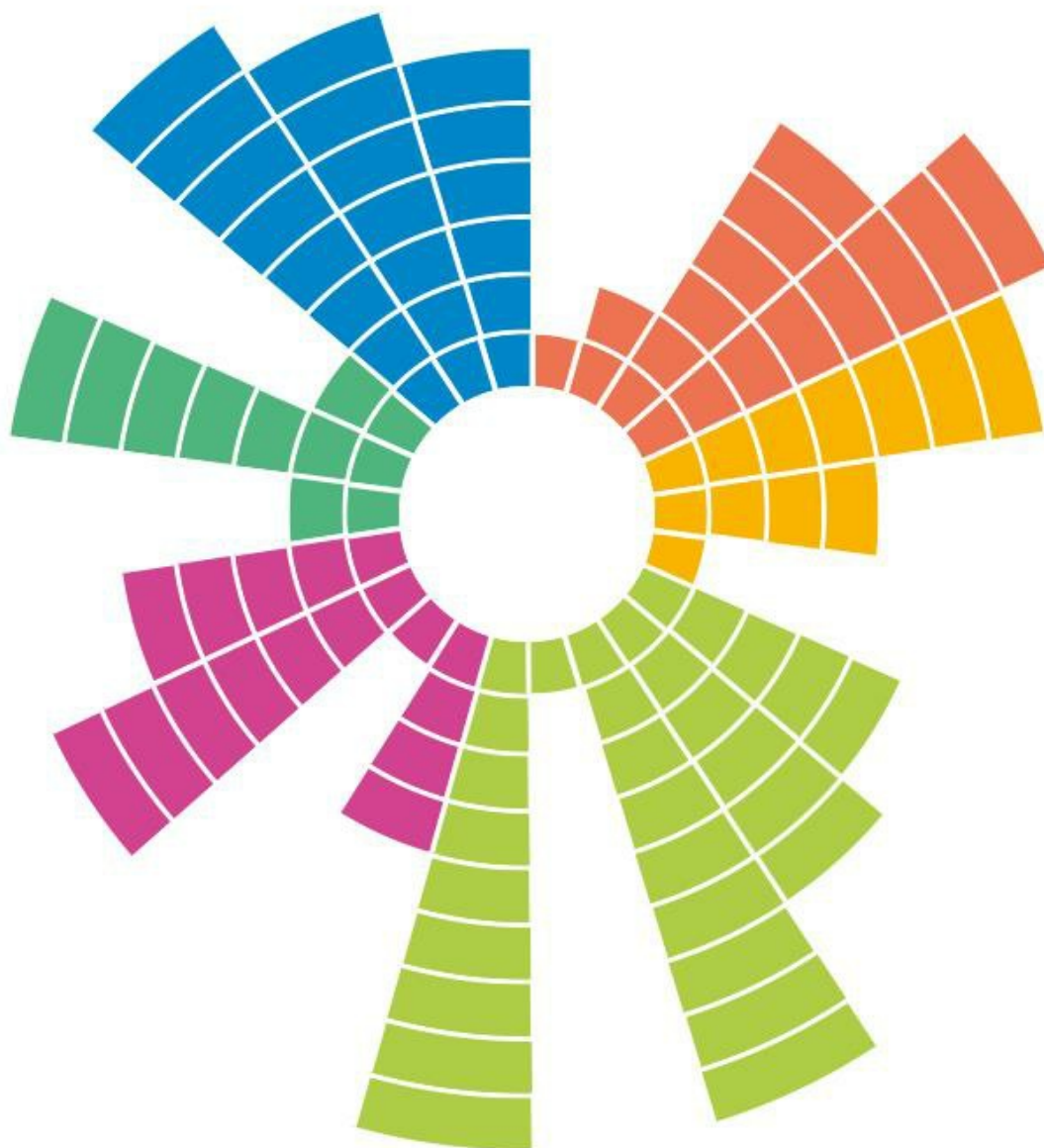


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Ingrid Bergman



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# Introduction

TMA Talent Assessment measures your drives, talents, motivation and 53 competencies.

## Drives and talents

Drives are the building blocks of one's personality. In other words, they define it. Drives have a major influence on people's behavior and their (potential) development. Talents are the positively formulated types of behavior and explanations that arise from high and low scores on the drives.

## Motivation

Drives and related talents are important factors that may stimulate or hinder a person's behavior. Behavior is not only determined by what a person can do (competencies and cognitive capabilities) but also by what he wants to do (drives and talents). All of it takes place in a certain environment that stimulates or discourages. Tasks that are in line with personal drives and talents are usually seen as motivational.

## Meaning of scores

The responses to the questions are compared to a norm group and converted to a 9 point standard scale with a mean of 5 and a standard deviation of 2 (stanine).

The underlying basis for obtaining a stanine (an abbreviation for Standard Nine) is that a normal distribution is divided into nine intervals. The mean lies approximately in the centre of the fifth interval and it has a standard deviation of two. Test scores are interpreted and scaled to stanine as shown in the table below.

Stanine	Class size	Description
1	4%	Very low
2	7%	Low
3	12%	Low
4	17%	Average
5	20%	Average
6	17%	Average
7	12%	High
8	7%	High
9	4%	Very high

## Consistency

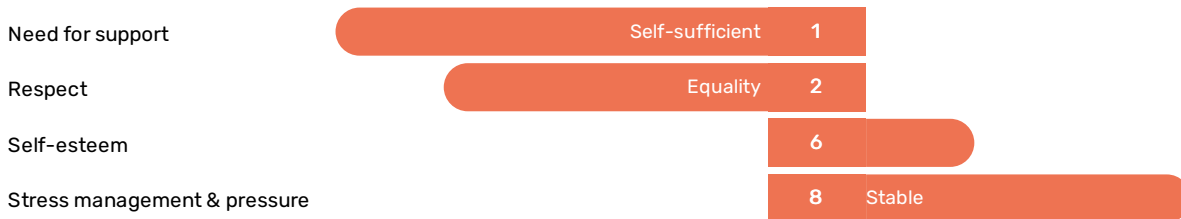
The questionnaire contains a number of questions that measure the consistency of the answers. This indicates whether a candidate produces random answers. Below you will find the candidate's consistency score on a 10 point scale:

Consistency score: 7

The respondent has completed the questionnaire consistently. The report might provide a pretty accurate image of the personality.

# DNA of TMA Talents

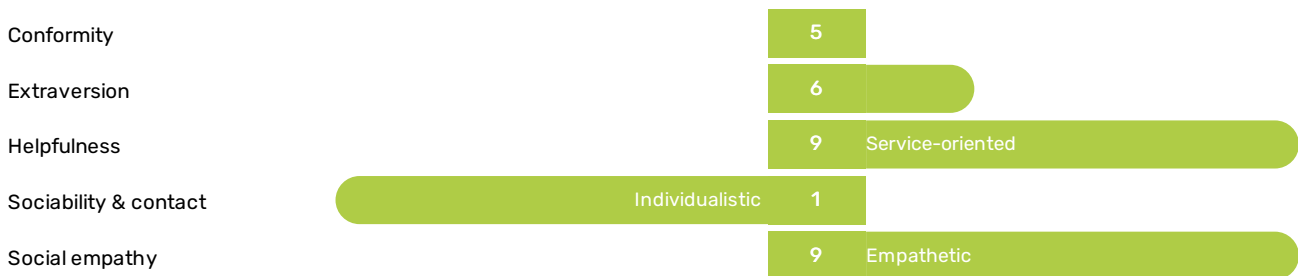
## Emotional balance



## Motivation



## Social talents



## Influential talents



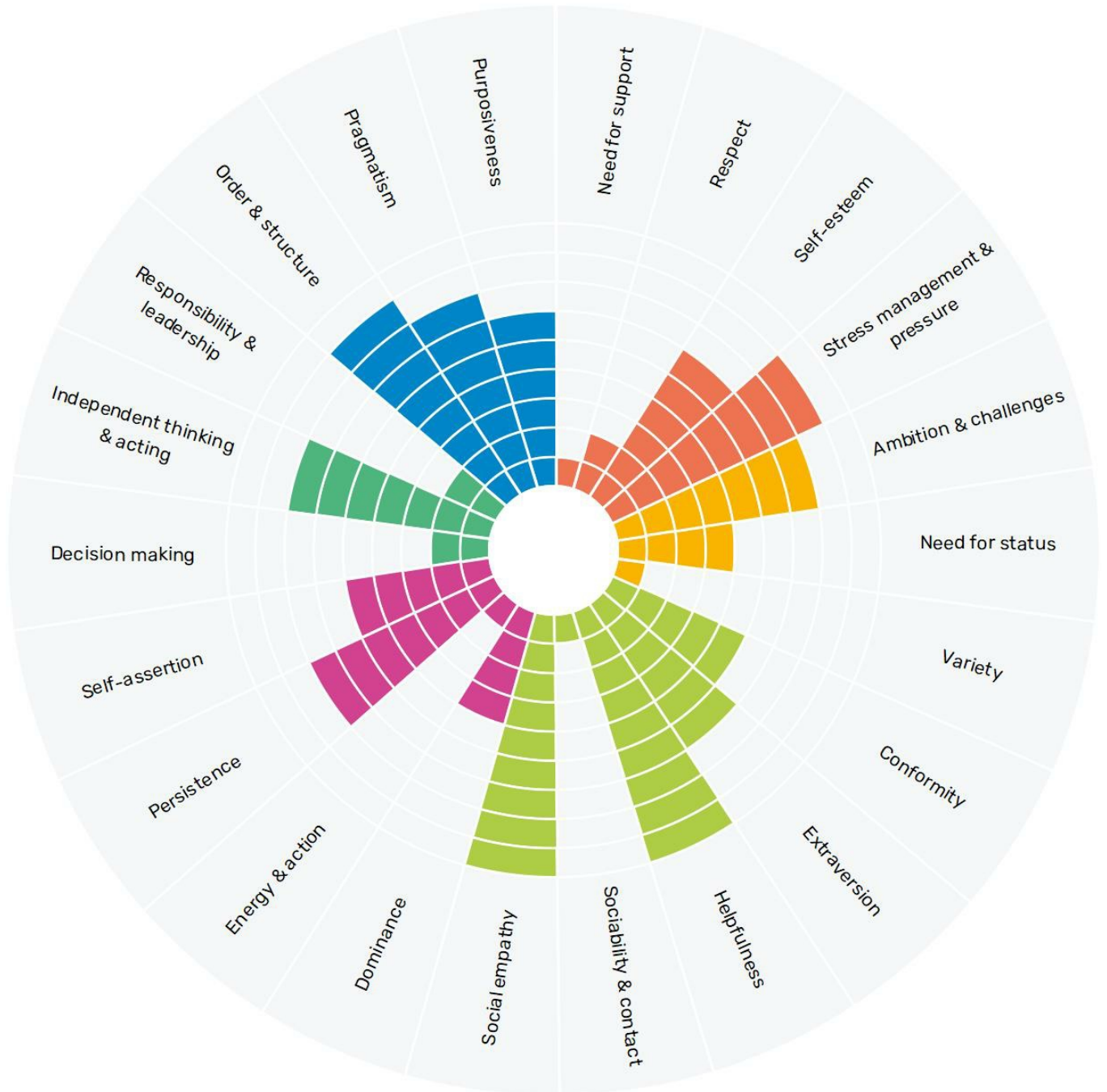
## Leadership talents



## Organizational talents



# DNA of TMA Talents



- Emotional balance
- Motivation
- Social talents

- Influential talents
- Organizational talents

## Talent signals

Is able to see personal recognition and status in reasonable perspective but cannot do without it completely. Responds reasonably well to feedback and criticism. Is motivated rather by constructive feedback than by sharp criticism; tone is important. Doesn't need recognition from everybody but appreciates an occasional compliment and is extra motivated by approval from the people around him. Understands the importance of a decent and presentable personal appearance. Likes to be noticed to some extent.

## Interview questions

**1. Do you ever exaggerate, maybe for other people's sake? About what have you exaggerated and what was the reason for it?**

Note that these questions may come across as distrustful. Ask them in in as subtle a manner as possible. You can also use this question to check the candidate's CV if you have any doubts about it.

**2. Do you ever feel your work is appreciated by others? In what ways? How do you feel about that?**

Does she mention 'hard' signs of appreciation (bonuses, better work circumstances etc.) or 'soft' ones (compliments etc.)? Does she seem to have a preference? Is she searching for an answer or easily giving examples? Does it go without saying that she is complimented or does she feel surprised when it happens? You could check her by paying her a compliment and seeing how she reacts.

**3. Is it important to you that your achievements are noticed by others? Why?**

## Talent signals

Is driven by focus on tasks and surroundings. Is well able to concentrate, finds it difficult to be disturbed. Prefers to work on a limited number of tasks and rather finishes something before engaging in something new. Sets priorities easily. Occasionally loses sight of his surroundings due to his strict focus. Has little need for new or unknown experiences and some difficulty with change as such. Rather sticks to what is familiar and is, therefore, a loyal employee.

## Reinforcing talents

Order & structure **8**

Persistence **7**

## Interview questions

### **1. Do your thoughts ever wander? When does that happen? What do you do?**

Everybody's thoughts wander sometimes. You want to know whether this happens more often than usual to the candidate and whether she has difficulty regaining focus. Take into account how the interview is going; is she easily distracted or does she stay focused?

### **2. How do you experience change at work or within your work environment? Could you give an example? How do you deal with it?**

You want to know to what extent she warms to new experiences and/or developments; does she regard them as a necessary evil or does she welcome them?

### **3. An organization's policy sometimes changes. Have you had to deal with her in your position recently? How did you respond? What else could you have done? What didn't you?**

You want to find out how she responds to change in her position, tasks or organization. You want to know whether she can deal with change.

## Talent signals

Is driven by achievements such as sports or academic performances. Wants to be socially successful, has a competitive nature. Is strongly motivated, likes challenges and wants to perform well. May find it hard to find a balance between work and private life; focuses strongly on his career and being successful. Can be fanatical and dissatisfied with too little challenges, in this case he may look for a different work environment.

## Reinforcing talents

Pragmatism 7

Persistence 7

## Neutralizing talents

Energy & action 1

Responsibility &  
leadership 2

## Interview questions

### 1. What matters most to you in your job? What motivates you: salary, status, contentment, influence?

With this question you can find out whether this candidate wants to put effort into something. A healthy balance between different motives can be important. Ambition in terms of salary alone seems insufficient. It is also important that a candidate wants to work because she values his job or the organization.

### 2. What are your ambitions aiming at most? What were your ambitions and achievements in previous jobs? Who was responsible for those?

Try to find out whether the ambition is aimed toward the candidate herself (her own ego) or toward the success of the group or organization? Successful and ambitious candidates are more likely to attribute success to a group effort than to themselves alone.

### 3. What have you done in the past in order to realize your ambitions? Why did you make certain choices? What went well and what not so well? Why is that, do you think? Give an example of using your own initiative without people asking for it?

Candidates will readily say that they are ambitious and looking for challenges. This way, you will find out to what extent she actually tries to realize her goals. The question why is particularly important if you want to understand her motivation and passion. Can successes or failures be attributed to her or to others?



## Talent signals

Likes to consider different points of view and various facts and circumstances before making a decision and takes time to do so. Prefers to act and decide after consulting with others and strives to reach consensus first. Tends to wait for other people's decisions and listens carefully to their arguments. Has little difficulty going back on decisions once made. Sometimes risks remaining in a consideration and consultation phase without coming to a decision or arriving at it too late.

## Neutralizing talents

Independent thinking & acting 7

Pragmatism 7

Need for support 1

## Interview questions

### 1. What has been the most difficult decision you had to make in the last year? How did you come to make her decision?

You will get a decent idea of her range of decisions and responsibilities and the way she reaches a conclusion. Does she work intuitively? Is she impulsive or reckless, or does she analyze a situation first and ask for advice?

### 2. About which problem did you have to think longest last year?

Take notice of the size of the problem in the answer. What would have been the consequences if the problem had not been solved properly? Continue to ask how she found a solution to the problem: from where did she get information, whom did she consult?

### 3. Have you ever made a decision based on your intuition without being able to rationalize it?

You can ask her question if you feel intuition matters in your organization. If she makes rational decisions all the time, it will show in the entire interview. She may say she does everything intuitively but that is not enough: you will have to see it as well!

## Talent signals

Sticks to the rules and frameworks within reason; usually complies with guidelines and standard procedures but deviates from them when necessary. Is adequately responsible. Accepts bureaucracy to a certain extent, is able to be informal in appropriate situations. Responds well to reasonable expectations others may have but dares to ignore unreasonable demands.

## Interview questions

### **1. What do you do to be accepted quickly as possible by new colleagues, employees or clients?**

Try to get a view of her candidate's response to new situations. Is she forward in making contact, does she take the initiative? Does she adapt to the situation? Ask how she has done her in previous organizations (e.g. in introductory interviews, or at social events).

### **2. Have you ever done something for a team without being fully behind it yourself?**

You will get a view of she's willingness to make an effort for a team even if it implies suffering a loss of face or having to compromise. Is her candidate an obedient follower? Or will she abandon her team if she can't have things her way?

### **3. Are you someone who adapts easily? Why? Do you think that rules are here to be followed or to be broken? How flexible are you in following rules? How so?**

## Talent signals

Is able to find a balance between confronting other people when needed and preventing strife; to be either confrontational or diplomatic. Knows when to be tolerant and when to show his teeth. Usually responds in a proportionate manner when in conflict; only gets agitated and upset when provoked. Can be forgiving.

## Interview questions

### **1. What do you do if something happens that you don't like? How do others respond to your reaction?**

You want to know if she dares to confront and, more importantly, in what way she does so. How does it affect others? Is her reaction aggressive or constructively confrontational? Does she keep the relationship in mind?

### **2. How do you react when you have a rather blunt person in front of you?**

The way in which she responds to her question is probably as revealing as the answer itself. Does she stay calm and indicate that she will discuss the issue or does she lose her cool and react instinctively? Note whether her style matches your organization and work environment. Can she improve in her area?

### **3. How do you react when someone acts in a way opposed to your values?**

You are likely to be looking for someone who can be trusted. Does she retain her honesty or can she be bought, for instance? Does she engage in a confrontation?

## Talent signals

Has no outspoken preference for objectives but is unable to quite function without it. Needs a fairly clearly defined goal to work towards but knows when to turn into an alternative direction. Is able to improvise when necessary and to handle both clearly defined and vague objectives. Likes to know generally what is expected but doesn't necessarily need to know the ultimate goal in detail.

## Interview questions

**1. Could you describe the largest problem you have faced over the last year? How did you approach it?**

You want to know whether she thinks logically and works purposefully. Does she construct a clear and convincing argument? Take into account that she might be fairly nervous. Try to see through that!

**2. Have you ever cast your principles aside in order to achieve a particular goal? Could you give an example?**

These are tough ethical questions for candidates. Sticking to principles makes an obstinate impression. Casting them aside affects their integrity. Try to obtain a view of the candidate's purposiveness: to what lengths will she go to achieve her goals?

**3. Everybody will back the wrong horse sometimes. Surely, here must have been times when you adopted a strategy that did not have the result you wanted. Could you tell me about her?**

This is not an easy question for her. Only ask her question when the interview is well under way, otherwise she might clam up. Make sure she gets a chance to say what she learned from her experience and what she would do differently next time.

## Talent signals

Finds a balance between influencing others subtly and doing so more dominantly; knows when to convince others of his will and when to comply. Moderately determines the overall atmosphere and direction of his team, and will define terms and guidelines for others when necessary. May be directive without becoming authoritarian.

## Interview questions

**1. Could you give an example of a discussion with different points of view in which you were involved? How do you convince others of your point of view?**

Note whether she listens to other people's arguments or simply wants to defend her own opinion. Continue asking what exactly she did in the discussion and what the result was. Try not to form your opinion based on the content of the discussion ' which is less relevant than the way in which the discussion proceeded.

**2. Have you ever made a good proposal to a client, colleague or superior that was not accepted? Why was it not?**

Candidates will find it difficult to talk about it. Did she eventually succeed in having her proposal accepted ' and if so: how?

**3. Do you work best in a one-on-one situation or within a group? Could you give an example? Why is that, do you think?**

## Talent signals

Has sufficient self-confidence, finds a balance between stability and sensitivity. Is mentally stable and usually understands the consequences of mistakes. Is realistic and sufficiently self-critical, can handle mistakes and is usually not held back by the fear of making them.

## Interview questions

### 1. What presentation are you most proud of and why?

A detailed description of its content is not necessary. Continue asking specifically for reactions to and effects of the presentation.

### 2. What are your strengths and weaknesses?

A very common question. Candidates tend to prepare well for this question. Continue asking questions about the various qualities they mention. Continue asking questions about the various qualities they mention. Continue asking questions about the various qualities they mention. Watch out for qualities a candidate does not mention such as intelligence and practical or communicative skills; these qualities are often more revealing than the ones that are mentioned.

### 3. Did you ever feel that you had given in too soon?

It is not easy for her to answer such a question. Ask her for a detailed account of the situation.

## Talent signals

Is driven by his own peace of mind. Is patient, calm and tends to take a wait-and-see attitude; usually allows others to take initiative, is more of a follower. May feel that others are going too fast or want too much. Rarely acts immediately; tends to be cautious and thus avoids making mistakes. Will not easily get ahead of things and is well able to slow down and save his own energy.

## Neutralizing talents

Ambition & challenges 7      Persistence 7

## Interview questions

### 1. What does a typical week look like? Or how do you organize your day?

Is she an active person? Does she like to get up and get going? Try to estimate the risk of a burn-out. Is she capable of planning ahead and relaxing? How does she keep her energy and is she able to relax and to prevent herself from burning up? What gives her energy to achieve goals?

### 2. How do you feel after a long day's work?

You want to know whether she has a high energy level. Be honest about it when hard work and long days are the norm in your organization.

### 3. What do you do to relax? Do you play sports?

Working hard constantly involves a certain risk. You will want to prevent burn-out in your employees. Does the candidate relax in an active manner or does she only watch television?

## Talent signals

Finds a balance between expressing himself and allowing others to be in the forefront. Presents himself reasonably well, shows flair and makes jokes at times. Is not afraid to be in the limelight but doesn't have a great need for that; knows when to step back.

## Interview questions

### 1. Have you ever delivered a lecture or a speech?

Ask further questions. Was the candidate anxious about it? What was the result?

### 2. Are you ever at the center of attention? If so: how do you feel about it? If not : how do you feel about that? Why? When was the last time it happened?

### 3. Did it ever happen to you that someone else claimed all the glory for something you did? How did you respond to that : how did it make you feel and what did you do? What do you do if you see her happening to somebody else?



## Talent signals

Is driven by helping and supporting others; readily responds to other people's needs by providing care and assistance. Acts out of devotion and without self-interest; may risk acting against his own interests. Likes to be there for others, do something extra for them, provide service. Usually finds it hard to say no and to delegate; tends to take over other people's tasks. Expects or demands little responsibility from other people.

## Reinforcing talents

Social empathy 9

## Neutralizing talents

Energy & action 1

Sociability & contact 1

## Interview questions

### 1. Did you ever intercede in a conflict? Could you describe that experience?

You want to know whether she is tactful and helpful. If she has never interceded in a conflict you could ask her to describe another situation in which tact was needed; for instance, a conversation in which she had to break bad news. Likes to help others but does so in an authoritative way - which people may dislike.

### 2. Do your colleagues ever ask you for help? In what area? Why do you think they ask you?

### 3. In which areas do you think you could support your colleagues? Do you have talents or experience from which they could benefit? Could you give an example of a situation in which you were asked for help?

## Talent signals

Is driven by autonomy and freedom of thought. Likes to form his own opinion, views and judgments. Prefers to act independently without too much deliberation or taking other people's views into account and without having to account for his decisions. May be less transparent or accessible, sometimes even stubborn and self-willed – which can cause resistance. Can be quite unconcerned regarding other people's views and opinions and is not easily managed or directed; likes to do his own thing, regardless of team spirit or culture.

## Reinforcing talents

Respect 2

Sociability & contact 1

Need for support 1

## Neutralizing talents

Decision making 2

## Interview questions

**1. Could you give me an example of a solution you proposed that differed from the proposed solutions of your colleagues?**

You will get a decent view of the candidate's originality and boldness. Ask further questions why the proposed solution was an original one.

**2. Do you 'as far as your work is concerned' prefer to be in a position in which you can do what you please or would you rather be in an environment in which everybody knows what to do? What suits you best? Why?**

**3. How do you respond to a work situation in which it is unclear who does what, who is responsible, who decides, et cetera? What would you do? Have you ever been in her situation?**

## Talent signals

Focuses on his own position and likes to see relations based on equality; is unlikely to look up to other people's achievements or to complement those people on them. Sees any hierarchies in perspective, is hardly sensitive to them. Has little respect for "important" people; is hard to impress or to influence by other people's authority. Has little difficulty approaching people, regardless of their status.

## Reinforcing talents

Independent thinking &  
acting 7

## Interview questions

**1. Have you ever brushed aside a piece of advice? Could you give an example? Why did you do so?**

Candidates who do not heed any advice tend to learn less quickly and be more self-willed. Check the impact of the story. Brushing aside an irrelevant piece of advice is no big deal. Be alert if the consequences are significant. Confront the candidate with the consequences.

**2. Did you ever feel you had given in to an opponent too quickly?**

Ask her for a detailed account of the situation. What did she do and why did she give in so easily?

**3. Do you prefer to work in a more formal or informal environment or organization? How would you define that? Why do you prefer that?**

## Talent signals

Is driven by structure; likes to start with a plan, tends to be efficient. Is accurate, has an eye for detail, likes neatness. Has difficulty handling hectic situations, chaos and sloppiness. May find it hard to think outside the box; likes to stick to existing structures and frameworks, may, therefore, come across as rigid. Turns chaos into order; prefers to work in a neat and tidy environment. Is usually on time and keeps appointments.

## Reinforcing talents

Variety 1

## Interview questions

### 1. What requirements do you demand from your work? Do you make those demands for others as well?

High demands are fine but a consistent perfectionist might lose sight of the bigger picture. Question further to obtain a realistic view. Setting high standards may mean something completely different from one person to the next!

### 2. When do you strive for perfection? Could you give an example?

Consider carefully what is important for your application. Some jobs require perfection in every detail. Someone who is too demanding might get overworked in a position demanding perfection.

### 3. Do you ever receive comments about pieces you write? For instance about poorly structured sentences or spelling mistakes?

You will also get an idea from the candidate's writing skills based on the CV and his letter or e-mail. Are those structured well? Do they contain mistakes?

## Talent signals

Is driven by a practical mentality and by attaining results. Likes to make the best use of means and money, is focused on not wasting anything; tasks and actions have to have added value. Is calculating, efficient and solution-oriented. Attaches little value to rituals and special occasions if they don't account to anything extra. Is only interested in theory if it is feasible and adds something to everyday practice.

## Reinforcing talents

Ambition & challenges 7

## Neutralizing talents

Decision making 2

## Interview questions

### 1. Could you describe a situation in which you were very busy? How do you priorities?

Continue asking questions about the kind of work, its complexity and possible deadlines involved. Does she have to do several tasks at the same time, for instance? Can she see beyond certain problems?

### 2. Have you ever worked in a team that had lost all its energy? What did you do to improve its functioning again?

The way in which she related the story is probably more revealing than its exact content. Is she practically inclined?

### 3. Did you ever find a solution to a problem for which old solutions failed?

Make sure the situation is explained clearly.

## Talent signals

Needs to maintain a limited number of relationships; is individually oriented, likes to be alone. Values quality in friendships, not quantity. Communicates when needed; is rather reserved than amicable when meeting with other people, has the ability to be quiet. Prefers smaller groups over crowds; may be a bit stiff or shy among other people. Evaluates people carefully before regarding them as friends, applies strict criteria for friendships, is cautious and selective in relationships.

## Reinforcing talents

Independent thinking & acting 7

## Neutralizing talents

Helpfulness 9

Social empathy 9

## Interview questions

### 1. When do you consult with your colleagues or superiors before you take action?

Even if you are looking for an independent person it is still interesting to know whether she is able to work together with others. Ask for examples which show that she has consulted with others despite her independence. You do not want to end up with a walking disaster in your organization!

### 2. Could you describe a situation in which you worked very well together with a team?

Ask further questions: What was the purpose of the team; What did you contribute; Why do you think it went so well; What have you achieved as a team? You could then also ask about teams in which the co-operation went less well.

### 3. Did you ever work in a team that did not function properly? What did you do to solve that problem?

This way you can see whether she takes initiative, either officially in charge of a team or not. Which role does she adopt? Does she feel responsible for the team result?

## Talent signals

Has a need to understand other people's character, motivations and experiences. Is sincerely interested in others, intrinsically empathetic, sensitive and well able to sympathize or to see through others. Has well developed social antenna. Approaches other people's feelings tactfully; has no difficulty putting himself in someone else's place. Tends to ask further questions, listens carefully. Is very intuitive and has well developed diplomatic skills. May let other people's problems prevail too much and have difficulty taking decisions that have tough consequences for others.

## Reinforcing talents

Helpfulness 9

## Neutralizing talents

Sociability & contact 1

## Interview questions

**1. Do you consider yourself to be a relatively empathic person or not? Could you elucidate? Do you think empathy is important for her position? Why or why not? Does that connect to your experience? In what ways does it or does it not?**

Pay attention to her during the interview: is she really a good listener? Listening is not just hearing what is said but actually doing something with that information. Does she summarize what you say and come back to it in her replies?

**2. Are you a good listener? How does that show?**

Talking about it is not easy for candidates. Make it clear to her that it is not bad in itself if something goes wrong as long as she learns from it. What did she learn and what would she do differently next time?

**3. Has something ever gone awfully wrong because you did not listen properly? What did you do?**

## Talent signals

Is driven by independence; needs little coordination, help or understanding in order to function. Remains tough even when facing serious adversity; may seem less sensitive. Usually functions without any support or guidance; so he may make less use out of his team's potential by not sufficiently addressing its support or back-up. May risk taking on too much on himself. Demands little energy or attention from others when attempting something new.

## Reinforcing talents

Independent thinking & acting **7**

Stress management & pressure **8**

## Neutralizing talents

Decision making **2**

## Interview questions

### 1. What sort of work environment inspires you?

Try to avert socially desirable answers such as: 'Your organization would inspire me very much.' Continue asking questions about the kind of organization, people, results, targets, et cetera. Does she feel the need for support? If she does not like the job, she is bound to leave quickly.

### 2. How do you like to get settled into a place? What are your previous experiences in that area?

Does this person need a lot of support or does she prefer to learn the ropes by herself? What about her needs in the long run?

3. Do you ever feel that colleagues need your support? If not, why, do you think? If so, why? Do you understand that need? What do you do? Do you ever feel the need for support yourself? In what situations?



## Talent signals

Is driven by excitement. Handles external pressure very well; is stable, not easily unbalanced even under severe pressure. Is unlikely to regard complaints or problems as urgent; sees problems in perspective, sometimes plays down larger problems. May come across as stoical or indifferent. Works better under constraint or with deadlines; has difficulty functioning in a dull or quiet environment. Tends to leave a task until the very last moment.

## Reinforcing talents

Need for support 1

## Interview questions

### **1. About what have you got most wound up, recently? Do you feel you were right to do so?**

Be clear about it in the interview when pressure and stress are part of the job. A candidate who is stressed out over virtually nothing is better off not working in your organization. The answer to her question might indicate whether she is easily upset. Do continue asking questions about the exact situation!

### **2. Everybody is impatient sometimes. When was the last time you were impatient? What happened and what did you do?**

Someone who is aggravated over nothing apparently does not manage stress effectively. Try to get a full view. You might want to ask for a second example later on in the interview to check your initial perception.

### **3. It is not always possible to stick to an appointment. When was the last time her happened to you? What did you do to try to prevent her from happening?**

Make it clear to her that it is no big deal not sticking to an appointment. As long as she did all she could to try to avoid the situation and learned something from it. Ask what she would do differently next time.

## Talent signals

Releases responsibilities with ease; has little difficulty delegating or passing on tasks. Tends to be pliable and compliant; easily acknowledges someone else to be in charge. Prefers other people to lead and take important decisions, is likely to accept the outcome. May be too resigned.

## Reinforcing talents

Decision making 2

## Neutralizing talents

Ambition & challenges 7

## Interview questions

### **1. What qualities does an (account manager, executive officer, et cetera) need to have? Why are those necessary?**

The way in which she answers the question matters more than its content. Is she well informed and able to present her information? Continue asking questions. And, do you have those qualities? How do they appear? Could you give an example?

### **2. About what have you got most wound up, recently?**

Be clear about it in the interview when pressure and stress are part of the job. A candidate who gets upset over small things may not be the best person to be in charge. Continue asking questions about the exact situation!

### **3. How would you describe the relationship with your employees during your career? For instance, in the last two positions? Were there ever problems? If so, what do you think caused them? Could they be solved? What do you think went well? What would an ideal relationship with your employees look like?**

Note how she describes her employees: does she feel responsible for their behavior; does she feel she can exert influence (that is to say, direct them)? What leadership style does she find typical for herself? An unproblematic work environment does not exist so make sure you are not brushed off easily! Note the size of the problems mentioned. With relatively small problems it might be interesting to find out what made her environment so successful.

## Talent signals

Is driven by perseverance; likes to work on intently, to stick to a task or project in order to get it done. Follows a certain direction even when facing severe adversity; will try to overcome any obstacles. Is unlikely to look for easy alternatives or to give up; may risk pursuing dead ends. Is intrinsically motivated to work hard and to finish a project successfully.

## Reinforcing talents

Ambition & challenges 7      Variety 1

## Neutralizing talents

Energy & action 1

## Interview questions

### 1. Did you ever feel you had given up your own judgment or opinion too easily in favor of someone else's?

It is not easy for her to answer this question. Ask her for a detailed account of the situation. What did she do and what did she learn from it? It is important that a person learns from her mistakes and goes about it differently next time.

### 2. What obstacle have you had to overcome recently? What kind of adversity have you had to face recently? What did you do exactly?

You want to know whether she is persistent in her efforts. Does she go the extra mile to achieve a goal or does she give up? Ask why it was difficult and what the result was.

### 3. What was the most difficult project you have ever done?

Obviously, you are not curious to find out the exact content; you will be interested in the size, complexity and purpose of the project. If the result was negative check what she has learned from it and what she would do differently next time.