

MANAGEMENT INTERVIEW GUIDE



The best way to predict future behavior is by considering past behavior. This is why our interview guide is full of behavioral questions. If a candidate can identify specific instances when they have exhibited these management behaviors in the past, they are more likely to exhibit them in the future. The quality, clarity and specificity of the candidate's responses will help you determine if they possess the management behaviors needed for success in the role.

Directions: Each of the below questions includes a "listen for," which identifies the behavior you should be listening for in the response. After you ask each question, try to actively listen rather than insert your own comments, as this is your chance to learn if the candidate has the management behaviors you need. Also, listen for specificity in their responses. If they are strong in the desired behavior, they should be able to give a clear example of a time they exhibited it. Finally, be sure to take notes during the interview so you can remember the quality of their responses.

Interview questions	Outcomes to listen for
Can you give me a short summary of your work experience?	relevant experience
Why are you interested in this position?	a desire to help others perform
When have you perceived a need in an organization and took steps to address it without being asked to do so?	how much they took initiative and ownership
Tell me about a time when you encountered a challenge that was hard to overcome. How did you work through it?	how well they persevered in the face of difficulty
Give me some examples of ways you are trying to improve yourself.	a desire for constant learning and growth
When was a time you had the power to make a decision on your own but instead sought input from others?	how well they brought about others' involvement
Describe a time when you had to share difficult news with someone.	a tactful, but honest approach to sharing difficult information
When have you helped a co-worker achieve their goals? How did you do it?	a desire to help others be successful and a supportive style
Tell me about a time you have taught a co-worker a new skill. How did you do it?	a desire to teach and an individualized teaching style
When have you created a strategic plan to execute a project? How did you create it?	an ability to think big picture and in a complex way
Describe a time when you had to convince your leader to go in a direction they were not planning to go.	a willingness to challenge leadership in an effective way
Do you have any questions for me?	thoughtful and prepared questions