

Sample Interview Questions

Sample Interview Questions for Manager Positions



Introduction

Successful interviews are all about asking the right questions. As the interviewer your job is to take the lead. When interviewing candidates for manager positions, questions will probe into experience, management style, accomplishments, expectations for the future and organizational fit.

Beyond a few general questions at the start of the interview, most questions should be a combination of behavioral and situational questions. Behavioral questions are centered on conduct in past work situations while situational questions are hypothetical and focused on the future. In combination you should get a good sense of past and future performance.

Select a few of the behavioral and situational interview questions from the lists provided that are most relevant to your position and modify them as appropriate for your position. These questions will enable you to explore judgment and decision

making, delegation of responsibility, self-motivation, problem analysis and assessment, staff development, and communication. Be sure to ask all candidates the same questions to better evaluate who the best fit for your organization would be.

Behavioral Interview Questions for Managers

1. Tell me about a tough decision you recently had to make at work and how you went about making the decision.
2. Think of a good decision you made and a recent decision that wasn't good. What did you do differently in making these decisions?
3. Tell me about an important assignment or task that you delegated. How did you ensure that it would be completed successfully?
4. When delegating a recent assignment, describe how you showed your confidence in the person's ability to do the job.
5. Give me an example of when you successfully motivated your staff using incentives or rewards.
6. Describe a time you had to motivate a staff member who was reluctant to undertake an assignment.
7. Describe a complicated problem you recently had to deal with on your job. How did you gain a better understanding of that problem?
8. Give me an example of a time you were able to identify and resolve a small problem that had the potential to become a big problem.
9. Describe a time you had to provide training or coaching to different staff members on the same tasks.
10. Give me an example of when you had to provide feedback to a staff member who was performing poorly, how you went about this, and what was the outcome?

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11. Give me a specific example of when you had to clearly communicate your expectations to a subordinate.
12. Tell me about the steps you took to establish rapport with a new staff member.
13. Talk me through a short-term plan you developed and implemented for your department.
14. What methods have you used to prioritize work assignments?

11. You realize that an early mistake in a project is going to put you behind deadline. What do you do?

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Situational Interview Questions

1. What would you do if you made a strong recommendation, but your manager was very much against it?
2. How would you handle it if your team resisted a new idea or policy you introduced?
3. How would you handle it if the priorities for a project you were working on were suddenly changed?
4. What would you do if the work of an employee you managed didn't meet expectations?
5. What would you do if an important task was not up to standard, but the deadline to complete it had passed?
6. How would you handle a direct report who you were unable to form a positive relationship with?
7. What would you do if you were assigned to work with a difficult client?
8. What would you do if you worked hard on a solution to a problem, and your solution was criticized by your team?
9. How would you handle working closely with a colleague who was very different from you?
10. You're working on a key project that you can't complete because you're waiting on work from a colleague. What do you do?