
Interview Guide for: Manager

Applicant _____ Position _____

Interviewed by _____ Date _____

EMPLOYMENT HISTORY

S **A** **W** **U***

Discuss: Duties & Responsibilities Performance record
 Accomplishments/Contributions Record of promotions
 Skills/Abilities demonstrated Record of salary increases
 Likes/Dislikes Reason for leaving

TECHNICAL COMPETENCE

S **A** **W** **U***

EDUCATION

S **A** **W** **U***

Discuss: Grade point average Extracurricular activities
 Honors/Awards Leadership roles

Legend: S = Strong A = Acceptable W = Weak U = Unknown

Manager

PERFORMANCE MANAGEMENT

S **A** **W** **U***

Look For: Accepts responsibility for the productivity of assigned staff. Established performance standards (with staff concurrence, as appropriate), monitors performance, and gives feedback. Provides guidance, coaching, and training, as required, to subordinates who need to acquire knowledge and/or skills in order to meet performance standards.

- Ask:**
- “How satisfied are you with the productivity of your staff?” Then, “What influence do you have on that productivity?” And, “What have you done to improve it?”
 - “Tell me about the last performance evaluation you conducted with a staff member.” Also, “What were your objectives for the meeting?” And, “What did the meeting accomplish?”
 - “What have you done to develop your skills in managing your peoples’ performance?”
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CONFRONTATION SKILLS

S **A** **W** **U***

Look for: Confronts subordinate's performance or behavior problems in an effective and timely manner. Addresses the issue while maintaining the pride, dignity, and self-respect of the individual. Provides negative feedback constructively.

- Ask:**
- “Many people prefer to avoid situations with others that may be unpleasant, like confronting unacceptable performance, or expressing a strong disagreement. A few people find it easy. How about you? Would you prefer to avoid such situations, or do you confront them easily?” Then, ask for examples.
 - “Tell me about the most difficult problem performer you have had to deal with.” Then, “How did you deal with this person?” And, “What was the result?”
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COMMUNICATION SKILLS

S **A** **W** **U***

Look For: Written and spoken communications are easily understood. Makes points clearly and succinctly. Organizes communications effectively. Listens effectively to others. Questions others, as necessary, to understand their points or questions. Adjusts technical explanations to the sophistication of the listener.

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Manager

DELEGATING SKILLS

S **A** **W** **U***

Look for: Uses subordinates appropriately to accomplish tasks. Is effective in selecting the right subordinate for the task, and in communicating both the assignment and performance expectations.

Ask:

- “How do you feel about the old adage, ‘If you want something done well, you’d better do it yourself?’”
- “In your present job, what tasks do you do yourself, and which do you assign to your people?”
- “On a scale of 1 to 10, with ten the highest, how would you rate yourself as a delegator?” Then, “What would you have to do to deserve a higher rating?”

PLANNING & ORGANIZING SKILLS

S **A** **W** **U***

Look For: Plans, organizes, and prioritizes all responsibilities, including the activities of subordinates, sufficiently to accomplish expected results.

Ask:

- “How important is it for you to plan and organize your work?” Then, “Tell me about how you do it.”
- “Do you think you and your staff could be more effective if you planned and organized the work more than you do now?”
- “How do you establish priorities?” Then, “Give me some examples of high and low priority tasks.”

HIGH STANDARDS OF PERFORMANCE

S **A** **W** **U***

Look For: Is committed and self-motivated to produce work that meets high standards for both quality and quantity. Works hard. Takes pride in doing a good job.

Ask:

- “What are some of the major challenges you have faced since you became a [supervisor/manager]?” The probe to understand what the applicant has done to meet the challenge, and with what results.
- “How challenging do you find the responsibility for managing others?” Then probe to understand what the applicant has done to meet the challenge, and with what results.
- “What are some of the lessons you have learned about managing since you have had the responsibility.”

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