

Management Interview Questions

LEADERSHIP QUALITIES

Give an example of a time when you were able to build motivation in your co-workers or subordinates at work.

Describe a situation in which you were able to positively influence the actions of others in a desired direction.

Describe a work situation in which you were required to be very attentive and vigilant to your environment.

Describe a time when you believed it was necessary to modify or change your actions in order to respond to the needs of another co-worker.

DIVERSITY EXPERIENCE

In this position, how do you think you might be able to support the university's philosophy toward diversity?

What programs have you developed in the area of diversity?

Explain how diversity has played a role in your career.

How have you participated in diversity events and organizations at the other colleges and universities?

Have you been involved in writing or shaping a diversity plan?

What do you see as the most challenging aspects of an increasingly diverse academic community?

What is your sense of the complexities and leadership challenges related to these issues?

Tell the committee about a time when you had to adapt to a wide variety of people by accepting/ understanding their perspectives?

Can you recall a time when you gave feedback to a co-worker who was unaccepting of others?

Tell the committee about a time that you successfully adapted to a culturally different environment

Can you describe to the committee a time that you adopted your style in order to work effectively with individuals different from you?

What have you done to further your knowledge/understanding about diversity? How have you demonstrated your learning?

How have you integrated multicultural issues as part of your professional development?

ORGANIZATIONAL/ PLANNING SKILLS

How would you describe your planning skills?

How would you describe your budgeting skills?

Assume we faced a significant cut in expenditures: for example a 10 to 20 percent reduction within a two-year period. How would you plan and implement such a cut in your areas of responsibility?

Describe any new plans or programs you've developed.

Describe the extent of your responsibility in policy formulation.

In what way have you improved your planning over the last few years?

Have you ever had to reorganize work assignments for several part-time and full-time staff members? What assignments would you reserve for yourself?

INTERPERSONAL/COMMUNICATION SKILLS/CONFLICT

Describe the most significant written document, report or presentation that you have had to complete.

Describe how you would notify the people you supervise about a new procedure that you were responsible for implementing. What if it meant your staff would be assuming new and more complex duties?

Describe how you would notify a large number of people about a new policy or regulation that you were responsible for implementing.

Describe your background in making group presentations.

DECISION-MAKING/ PROBLEM SOLVING ABILITIES

Give an example of a time when you had to carefully analyze a situation in order to effectively guide your actions or decisions.

What types of analytical studies have you conducted?

Describe an experience when you found it necessary to bring others into your decision making process.

Describe your approach to decision-making and problem-solving. Why do you do it this way?

When you recommend something to management, what approach do you usually use? Give an example.

How much leeway do you give your employees to make decisions? How do you still maintain control?

How do you assemble relevant data to make your decisions? How do you know when you have enough data?

What have you done to find creative solutions to problems? Provide a specific example.

MANAGEMENT STYLE

How would you describe your management philosophy and style?

What in your opinion is the most important function of a manager?

Have you ever had to initiate corrective action for an employee? If so, what steps did you take to implement this action?

In what scenarios might you want to modify your approach to dealing with subordinates?

How would you describe your standards of performance? What would your staff say? What would your supervisor say?

How did you deal with an employee who was not doing his or her job properly?

What philosophy and techniques do you use in motivating your staff and energizing them?

How did you deal with an employee who did not appear to measure up to increasing demands of a job?

How do you think your staff would describe your delegation style?

How have you motivated your employees (or others) to follow you?

Give an example of how you delegated responsibility for a recent assignment; for instance, how you delegated an assignment, and what you did to monitor it.

Give an example of a specific occasion when you conformed to a policy with which you did not agree.

GENERAL KNOWLEDGE

Can you provide an overview of how an academic department functions in a higher education institution?

What is your commitment to and understanding of Affirmative Action as it relates to students, staff, faculty and recruitment? What about retention, staff development or promotion?

Describe the type of relationship you think should exist between staff, faculty and students on this campus.

ADMINISTRATION

How do you make sure that your employees are accountable?

What do you typically do when you hear of a problem in your area?

How useful have you found written procedures and guidelines in helping you manage your area?

Do you believe that the chain of command is important? Why? When do you think it might inhibit organizational effectiveness?

FINANCIAL

What responsibility do you have for budgeting? What budgeting method do you use?

How do you go about estimating expenses and budgets?

What recent decisions have you made that have had an impact on finances? How did you assess its impact?

What experience have you had with long and short-term budget projections? Please explain.

EVALUATION/ PERFORMANCE

What have you done to ensure objectivity when you evaluated the work of others?

What sort of performance standards have you used for evaluating employee performance? Were they written?

How long does it take you to write a performance evaluation? What steps do you follow?

How do you get your employees involved in their own evaluations?

How do you plan for performance improvements?

When you evaluate someone's performance orally, what approach do you take? What if their performance has been exceptionally good? Marginal?

How do you conduct an evaluation process?

EMPLOYEE RELATIONS

How have you helped your employees become committed to a job or to the organization?

What types of employees do you find hardest to manage? Why?

How have you dealt with an "attitude" problem? Please give a specific example.

How often do you think it's necessary to meet with your employees?

How have you handled "complainers"?

Describe a time when you had to discipline an employee. What was your strategy?

How do you develop trust and loyalty in your employees?

Do you think the "open door" policy works? How much time do you spend with your employees?

Describe a time when you had problems getting people to work together in solving a problem or completing an assignment.

Describe a time when you had to intervene to solve a conflict. Why did you handle it that way?

PLANNING/ GOAL SETTING

How far in advance do you typically plan activities for yourself and your employees? By what method?

Give an example of a change you saw coming, or a situation or practice that you thought was necessary to change. How did you go about planning for the change?

How do you assess priorities? How do you then assign them?

What would you say are some of your more important accomplishments? I'd be interested in your operational results and any other accomplishments you consider important. Considering these accomplishments, what are the reasons for your success?

Describe your personal professional training/staff development goals.

ORGANIZATIONAL RELATIONSHIPS

What would you describe as an effective staff meeting? An ineffective one?

How do you typically get cooperation from someone in another department?

Have you had to make oral presentations to other managers? Describe what you did and how effective it was.

Give an example of a time when you believed it was necessary to be assertive to get what you needed from your manager.

Describe a time when you had to "sell" a decision or policy to your employees when you did not agree with it.

WORK LIFE

How have you handled requests for alternate work schedules/ alternate work arrangements in your former organizations? Follow up question if they have: How did that work out? Follow up question if they have/haven't: What would you need to consider to grant such a request?

Describe how you would respond to an employee who has come to you because his/her mother has just had a stroke and is wondering what, if any, are my work schedule options.

Describe your experiences with the benefits of having work life programs like alternate work schedules, telecommuting, etc, for an organization.

WRAP UP

If you were a member of this search committee, what is one question you would ask potential candidates?

Do you have any concerns that would make you have reservations about accepting this position if it offered to you?

On the basis of the information you have received so far, what do you see as the major challenges of this position and how would you meet them?

Do you have any additional information that you would like to share?

Do you have any questions for us?