

Management Interview Question Support

If you are going for a job which is a Management type position, then some of the questions that could also be asked in addition to the standard question will be tailored towards your management experience and capabilities. You will again have to think about what these could be and what your responses could be to these. Here are some questions that may be asked in an interview for a Supervisory or Management position along with some guidance as to how best to answer and relate your answer to your own experience.

What management style have you found to be most effective?

The interviewer is evaluating your ability to adapt your management style to different people and circumstances. Describe how you are able to employ different management styles and interpersonal skills to get the best out of the situation. Give reasons why you use a particular management style in a certain situation and why it works. For example:

"I find that it is not effective to use only one type of management style, I have to adapt according to the individual I am dealing with and the situation. For example, with inexperienced employees I use a management style that involves a high level of task instruction and close supervision. I find this effective because the employee needs to be secure that they know exactly what to do and how to do it. They also require constant support to build their confidence. For a more experienced employee who is comfortable with the work, I delegate the task and expect them to come to me for help if they need it. This demonstrates my trust in their ability to do the job on their own."

Work-force diversity has important implications. Managers need to be able to recognize employee differences and respond to those differences in ways that ensure effective working relationships.

What type of people do you work with most effectively?

This is basically asking what type of employees do you get on with and what type of employees do you find it difficult to work with. This is an important question because it again evaluates the flexibility of your management style. Are you able to communicate and interact effectively with a variety of individuals? Are you able to establish good working relationships with a diverse group of employees?

"I work well with people who are hardworking, competent and confident of their abilities. Obviously I have had to manage people who do not fall into this category. When this happens I set myself the challenge of developing the employee and helping them to use their skills to their fullest potential. My goal is to support them towards competence and confidence through guidance, direction and mentoring."

What aspect of your management style would you like to change?

No-one is the perfect manager so denying that you have any areas for improvement shows a lack of self-awareness and insight. Focus on an aspect of your management style that you're working to improve. Describe the steps you're taking and give evidence on your progress.

"I have been trying not to give my employees the answers when they ask for help with a problem. They need to learn how to come up with the solutions themselves and I need to guide and facilitate this process. I have read up on how to do this and have put these facilitation skills into practice.

For example, I allocate however much time is needed to sit down with the employee and work through the problem. We discuss it, I give my view of the situation and then ask the employee to go away and think about the best solution."

The manager's relationship with his or her employees is determined by the management style employed. Expect tough management interview questions that explore your ability to handle diverse employees and changing work situations. Prepare insightful interview answers that highlight your ability to effectively do this

Examples include:

"What methods have you used to evaluate employee's job performance?"

"What experience do you have in setting budgets?"

"What systems have you developed and implemented to improve operating efficiency in your department?"

The interview will focus on questions that look for evidence of management-related competencies. You will be asked to provide specific examples of when you have demonstrated the required competency. You should reflect on your past experiences, select appropriate examples and plan your response using the following structure:

Describe the specific situation or task you were involved in

Detail the action and steps you took in the situation

Outline the results and outcome of your actions. What happened, what was accomplished, what did you learn?

Manager interview questions will also explore the competencies of;

Judgment and Decision-making

"Tell me about a tough decision you had to make recently at work, how did you go about making the decision?"

"Describe a problem you recently experienced with an employee who reported to you, how did you solve it?"

Answer Guidelines: Show how you are able to review the relevant facts, consider alternatives and decide on the most appropriate action. Discuss how you take into consideration the available resources and any possible constraints.

Delegation of Tasks and Responsibility

"Tell me about an important assignment or task that you delegated. How did you ensure that it would be completed successfully?"

"When delegating a recent assignment, describe how you showed your confidence in the person's ability to do the job?"

Answer Guidelines: Show how you assign tasks and responsibility to the appropriate people, how you clarify exactly what is expected, communicate confidence and ensure adequate resources are available for successful completion of the task. Include follow-up procedures and setting deadlines.

Staff Motivation

"Give me an example of when you successfully motivated your staff using incentives or rewards."

"Describe a time you had to motivate a staff member who was reluctant to undertake an assignment."

Answer Guidelines: Show how you determine the appropriate motivation strategies for your staff members by understanding their different needs and perspectives. Include the communication of goals and visions to your staff, gaining commitment to these, establishing appropriate reward and incentive structures and supporting and leading staff to success.

Staff Development

"Describe a time you had to provide training or coaching to different staff members on the same tasks."

"Give me an example of when you had to provide feedback to a staff member who was performing poorly, how did you go about this and what was the outcome?"

Answer Guidelines: Show how you have facilitated the development of knowledge and skills, how you adjust your approach according to the individual and provide support where needed. Discuss how you are able to assess the needs of your staff, establish a plan for improvement considering available resources and the individual requirements and gain agreement to this plan.

Staff Communication

"Give me a specific example of when you had to clearly communicate your expectations to a subordinate."

"Tell me about the steps you took to establish rapport with a new staff member."

Answer Guidelines: Show how you communicate information effectively to an individual or group, adjusting your approach according to the situation. Include your ability to see the other person's perspective and establish a constructive relationship.

Work Management

"Talk me through a short term plan you developed and implemented for your department."

"What methods have you used to prioritize work assignments?"

Answer Guidelines: Describe your ability to establish objectives, set priorities, plan proper assignment of tasks, allocate resources effectively, use appropriate organizational tools and follow up on work status.

Expect manager interview questions that explore your motivation and commitment to a managerial position, such as:

"What do you consider to be the most challenging thing about being a manager?"

"What are the recent trends in management that you have come across?"

"How would you describe your management style?"

These manager interview questions are a good guide of what to expect in your manager or supervisor job interview. Prepare thoroughly and feel confident that you will stand out as the right candidate for the job!

Productivity & Achievements

"Tell me about a time when you have improved productivity, contract performance & subsequently created growth or improved profit and how did you do this."

"Tell me where you have saved money or increased turnover?"

Answer Guidelines: Describe how you identified areas where this could have been achieved, how you went about it and then the actual result at the end. Provide actual figures where possible as in % increase in profit, £ revenue increase or improvements on SLA's productivity, Access rates etc.

Summary

"Why you..., Why should we offer you the position over other candidates"

Answer Guidelines: This is a time to summarise everything that you may have covered throughout the interview and also an opportunity to put across other key skills, traits, experience and unique points about yourself to them. You need to sell yourself and also advise them of what the actual benefits would be of you being in this role, what you would ultimately deliver to them and where you see the role itself, the division or the company being further in the future with you in this position.