

Example Interview Questions

Example 3 - First or Middle Management Roles

Experience

- Describe your most significant achievement?
- Describe the culture of the organisation – how important is this to you?

Emotional Awareness

- Tell us about an occasion when you felt you've really had to get into someone else's world to understand a person's reaction to something. Why was it important to do this? What did you find out?

Passion and Purpose

- Tell us about a time when your drive and whole determination has inspired/influenced others across the business to take action. How did they respond? What contribution did they make?
- Describe an occasion when you personally initiated action in relation to a problem or opportunity. What excited you about this? What was the result? How did you maintain your commitment in the face of difficulties?

Collaboration

- Tell us about an occasion when internal networking was important in achieving difficult objectives. Why was it important?

Communication

- Tell me about an occasion when you had to present information recently to a group of people? Who were the audience and what did you talk to them about?
- How did you prepare? What reaction did you get from the audience? How would you describe yourself as a communicator?
- What channels of communication do you find yourself using most often?

Problem Solving

- Describe a recent problem you have resolved successfully? How did you approach the task?
- Think of a time when you had to find out what had caused a significant problem? How did you set about finding the reasons? What difficulties did you face? How did you overcome them?

Influencing

- In your present role what opportunities do you have for using your negotiating/influencing skills (plus example)?

Team Leadership

- Describe your style of management? On what occasions might your approach differ?

- In what ways have you motivated the team you've been responsible for? How do you identify what motivates individuals?

Impact

- Could you talk about an instance when you made a strong challenge about something? How would you describe your style when you're convincing others of the way forward? How do you know that they understood what you needed to convey?

Planning/Organisations

- In your current role how do you schedule your own time and that of your team and set priorities

Personal

- Succinctly describe your career to date?
- What are your career highlights?
- Describe your strengths and areas of development?
- Tell me about yourself?
- What motivates you?
- What does success mean to you?
- How do you handle pressure?

Job Specific

- Why have you applied for the role?
- Why do you consider yourself to be a strong candidate?
- What do you see as the main elements of the role?
- What are the main challenges for the role?
- If you were recruiting for this role what would you be looking for?

Organisational focus

- What do you know about us? Why do you want to work for us?
- What could you bring that others would not?
- What do you see are our key challenges for the year ahead? Who are our competitors (if applicable)?

Personal Development

- What are your long term career objectives?
- What have you learnt about yourself in your current role?

- How do you keep yourself and your knowledge up to date?
- How do you address your continuous personal development

Negative questions

- How do you handle criticism/failure?
- Who was the worst boss you have worked for and why?
- What's the toughest decision you have ever had to make?
- What's the biggest problem you have ever had to overcome

General Questions

- If I were to ask your manager to describe you in three words or phrases, what would they say If I were to ask your peers to describe you in three words or phrases, what would they say?
- What are your personal drivers – both in work and in your life outside of work?
- What are your career ambitions?
- How does this role fit with these ambitions?
- Why is this the right time for you to make the next step in your career?
- Having researched this role do you have any concerns about any aspect of the role? What would your priorities be if successful?