



Interview Guideline

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POSITION: H42 Project Manager

INTERVIEWEE:

DEPARTMENT:

INTERVIEWED:

CREATION DATE: 2017-08-01

INTERVIEWER:

INTERVIEW GUIDE OVERVIEW (DO NOT READ OUT LOUD TO CANDIDATE)

The purpose of this interview guide is to help you evaluate candidates. The questions shown here are drawn from a behavioral analysis of this position, conducted by you or a previous manager. Guidelines are suggested for evaluating the strength of candidates' answers.

We recommend you ask the questions *exactly as they are worded*. This is particularly important if multiple interviewers are interviewing 1 or more candidates (which we also recommend).

Please take notes in the space provided. *Write down what the candidate SAYS, rather than your impressions*. That will help you share the behavioral reasons for your conclusions and decision.

Remember to be as pleasant and friendly as you can be. You can deliver a demanding interview while also being polite and kind.

INTRODUCTORY STATEMENT

(PLEASE READ THIS OUT LOUD)

This is a behavioral interviewing style. I'll be asking a series of questions about experiences you've had and how you handled them. I've got a series of 10 questions, and this might take us an hour, perhaps a little more time.

The way we'll do it is, first, I'll ask you some questions, and then I'll answer any questions you might have of me. When you're done with your questions, we'll finish up. I'm excited you're here - let's get started.



Question 1

Describe a situation when you have successfully managed multiple projects simultaneously.

What behaviors to look for: What planning or scheduling did they do to address the workload? Did they simply react to changes, or did they proactively stay on top of issues? Did they communicate reactively, or did they see this as normal professional responsibility and handle it well?

WEAK

Did not plan to address workload
Did not deliver projects on time or budget
Expresses dissatisfaction at having to manage
Did not delegate or coach others to achieve goals

STRONG

Has a clear method for managing multiple projects
Delivers projects on time and budget
Communicates regularly and methodically with others
Uses team's skills to ensure goals are met

NOTES:



Question 2

Tell me about your methods for following through on projects and details. How do you measure your success in this area?

What behaviors to look for: How complex was the project? How many details were there? Did they have a clear way of keeping track of the details? What was their approach to managing multiple, conflicting priorities and projects?

WEAK

Project is less complex than reasonable for this role
Details not proactively or methodically tracked
Does not have a method for managing conflicting priorities
Follows through only after aware of crises

STRONG

Project complexity is significant for this role
Follow through systems lead to improved performance
Systematic approach reduces errors and delays
Approach improves learning and future performance

NOTES:



Question 3

Tell me about a time when you have had to create and maintain detailed project plans and task lists. How did you go about this?

What behaviors to look for: How detailed were the plans? Were they electronic/efficient for use, or just kept on paper? Did others have access to them? Could they be used in the future? Did they have a way to improve on them over time?

WEAK

Details are less complex than reasonable for this role
Method of tracking not appropriate to project type or size
Detail could not be reused or accessed by others
Tracking does not create proactivity

STRONG

Project complexity equal/greater than required for role
Tracking method was appropriate to complexity
Tracking supports proactivity and improvement
Detail could be reused or used by others
Describes improvement mechanism

NOTES:



Question 4

Tell me about a time when you have had to adapt your plans and priorities to meet changing circumstances.

What behaviors to look for: What caused the change, and was it foreseeable? Were there any plans in place to prepare for the change? When circumstances changed, did they react quickly? Did they plan their response or simply 'wing it'? How successful was the changed plan?

WEAK

Did not take account of a foreseeable change
Did not adjust fast enough to avoid further issues
Did not develop a solid plan; made changes on the fly
Only mitigated negative implications of change

STRONG

Made adequate contingency plans for potential changes
Made changes at an appropriate pace
Made a solid plan and communicated it extensively
Took advantage of changed circumstances

NOTES:



Question 5

Tell me about a vision you created and how you shared it with your team/business.

What behaviors to look for: What drove the vision? How did they work to create it? How did they present it - as revolutionary, or necessary, or both? Did they inspire others to follow, or simply expect them to by assigning work?

WEAK

- Unable to clearly describe the vision
- Unable to demonstrate the relevance to the team
- Used role power rather than persuasion to implement
- Did not achieve required outcome

STRONG

- Is inspiring and animated when describing vision
- Planned communication and tailored to individuals
- Did not use role power to implement
- Achieved required outcome

NOTES:



Question 6

What methods have you used to communicate strategy to align people and resources? Which have been most successful?

What behaviors to look for: What was their approach to the communication? Did they plan extensively? What objections did they foresee and plan to overcome? What was the response and the outcome?

WEAK

Does not describe strategy clearly
Did not plan communication used an ad hoc style
Did not tailor communication to individuals
Did not achieve required outcome

STRONG

Developed a clear plan of communication
Used multiple methods over an extended timeline
Tailored communications to individuals
Achieved required outcome

NOTES:



Question 7

Tell me about a time when you have had to manage multiple priorities and still been able to accomplish tasks within time constraints.

What behaviors to look for: Did they simply respond to changes or did they proactively plan? How did they keep track of deadlines? Were they able to change their plans and still meet deadlines and quality constraints? Did they manage their calendar, or did events "manage" them?

WEAK

Only evidence of reactivity not proactivity
Does not describe a system for keeping track
Does not react flexibly to changes
Allows events to manage them

STRONG

Proactively plans around different timelines
Keeps track of requirements and deadlines
Has contingency plans and uses them when necessary
Manages calendar and priorities effectively

NOTES:



Question 8

Tell me about a time when you have successfully helped your directs prioritize tasks and projects to ensure they met time constraints.

What behaviors to look for: Was this in response to a crisis, or was it proactive? Who did the prioritization - them or the direct? Did they focus on the details, or did they teach an approach so the direct could do it themselves in the future? What principles did they apply/teach?

WEAK

Dictates priorities and required activities
No evidence of teaching others to prioritize effectively
Prioritizes only when a crisis occurs
Overly focused on one aspect of workload/goal at a time

STRONG

Proactively plans and prioritizes
Has a clear, explainable prioritization strategy
Teaches prioritization strategies to directs
Works toward achieving all goals in priority
Makes decisions about work based on priorities

NOTES:



Question 9

Describe a situation when you had to work to consider all relevant information, even some that others might have not valued, to make a better decision

What behaviors to look for: Did they use a framework to capture all information that might bear on the problem? Did they have an analytical framework to stay objective, or did they find information to support their gut? Did they present all of what they found?

WEAK

Is not able to clearly explain the situation
Analysis is cursory
Decision is not based on information
Bullied others into agreeing rather than persuading

STRONG

Analyzed the information clearly
Ensures all relevant information is considered
Able to decide which information is relevant
Persuades others effectively to the required outcome

NOTES:



Question 10

Tell us about a time when you need to make a decision which engendered emotional responses in others. How did you remain rational?

What behaviors to look for: Did they have a clear process that stayed objective? Did they consider the possible responses and attempt to address them? Did they attempt to persuade detractors with tailored facts that addressed their concerns, versus simply restating basic information?

WEAK

Did not make a clear, easily explained decision
Did not succeed in avoiding emotions in others
Did not care or got wrapped up in emotions of others
Did not succeed in persuading others

STRONG

Explains logic of decision clearly
Developed strategy which considered others' responses
Handled emotions of others effectively
Decision was accepted by others despite their feelings

NOTES: