



Interview Guideline

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POSITION: Event Manager

DEPARTMENT: World Masters Games

MANAGER: MrPI0d

INTERVIEWER:

INTERVIEWEE:

INTERVIEWED:

CREATION DATE: 2015-09-22

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)

Thank you for interviewing with me today. Here at Orienteering New Zealand we use 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 between 10 and 15 questions, and this might take us an hour, perhaps a little more time. Don't be surprised if others here ask you the same questions in other interviews - that's normal. We want to be sure that the person we hire has the qualities we think will make the event successful.

There will be times when I will ask you for more information, and don't worry, that's normal. I will be taking notes - please don't let it distract you. 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 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 3

Tell me about your methods for assigning and tracking work tasks and those responsible. How did you do it?

What behaviors to look for: How did they make assignments/choose whom to assign work to? Was it based on skills, or need, or just urgency? Was there consideration of developmental needs? How did their system or approach improve the quality of the outcome?

WEAK

Cannot clearly describe a method for assigning work
Assigns work according to personal preference
Does not consider needs/skills of team
Assignments do not improve outcomes

STRONG

Assigns work according to a defined method
Uses effective discriminators: skill, need, growth
Willing to describe assignment rationale with others
Assignments show improved outcomes

NOTES:



Question 4

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 5

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 6

Tell me about a budget you created and managed. What did you do which ensured success?

What behaviors to look for: How big was the budget? How many lines? What principles did they apply in their efforts? Did they ask others for suggestions? Were they aware of "what-if" scenarios? If they had to cut, how did they approach it? Did they meet their budget?

WEAK

Budget is limited in lines or value
Does not describe any strategies for management
Does not collaborate with others
Did not meet budget

STRONG

Budget is equivalent to that required in this role
Clearly describes strategy for management
Collaborates with peers to achieve budget balance
Met or underspent budget

NOTES:



Question 7

Tell me about a time where your communication with others - type, frequency, with whom, about what - helped you build rapport or create better relationships and outcomes?

What behaviors to look for: How did they learn about the other person? Were their exchanges based on respect, or simply getting an outcome? Did they continue the effort? Did they only do so to get a result, or do they show a pattern of always working at relationships?

WEAK

Only interested in other person for potential outcome
Does not consistently build relationships
Only calls when they want something
Cannot demonstrate clear business benefit

STRONG

Creates strategy for building relationships
Articulates benefit of wide ranging relationships
Gives before getting
Maintains relationships without near term business gain

NOTES:



Question 8

Tell me about a time when open and frequent communication built trust between you and another.

What behaviors to look for: Did they initiate communication or just respond? What did they do to make sure there was frequent communication, even when there wasn't necessarily a business need? Did the communications take multiple forms, or just one? Did they address tougher subjects when necessary?

WEAK

- Relies on other person to make contact
- Uses role power before relationship influence
- Does not offer to give before getting
- Communicates in a limited way
- Communicates only about business matters

STRONG

- Has a strategy for maintaining relationship
- Gives without prospect of getting
- Communicates in multiple ways
- Builds trust by sharing personal information
- Communicates to maintain relationships for future work

NOTES:



Question 9

Describe a situation where you carefully delegated a responsibility to a direct to help them develop. What did you delegate, and what did you do or say?

What behaviors to look for: How did they choose whom to delegate to? Did they simply assign the work, or did they communicate so as to gain buy in? Did they address deadlines, reporting, and quality standards? Did they agree to immediate reverse delegation to 'help out'?

WEAK

Has no strategy for making delegations
Told staff member that delegation was happening
Did not address timing or quality standards
Allowed for reverse delegation

STRONG

Has a strategy for assigning delegations
Communicated benefits of delegation to staff member
Clearly communicated deadlines and standards
Supported team member without reverse delegation
Delegates to develop many staff members

NOTES:



Question 10

Describe how you got to know your team members. What do you do to understand what they're good at, and what they need help with?

What behaviors to look for: What initial efforts were made - were they systematic? What ongoing efforts did they make to build the relationships? What examples do they have where their efforts gave them insights into directs' differences?

WEAK

Implies ad hoc social occasions are enough to know staff
Does not have a strategy for relationship building
Does not demonstrate knowledge about staff
Unable to demonstrate benefits of knowing staff

STRONG

Uses a consistent, regular process to get to know staff
Values benefits of relationships with staff
Use knowledge to manage more effectively
Demonstrates business benefits of relationship

NOTES:



Custom Question 1:

Can you tell us what interested you in this role?

NOTES:

Sample



Custom Question 2:

Based on your understanding of the role what do you see as the key challenges in the role?

NOTES:

Sample



Custom Question 3:

What experience do you have of multi-day international sports events as an organiser and/or competitor?

NOTES:

Sample



Custom Question 4:

What other time commitments do you have between now and the AWMG in April 2017, particularly in the three months immediately prior to the games?

NOTES:

Sample