Senior Management Interviews – Sample Questions
**Senior Management Interviews - Sample Interview Questions**

These sample questions should provide you with some ideas as to questions that might be asked to draw out a candidates’s capabilities against a range of common competences associated with any relatively senior management position.

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<thead>
<tr>
<th>Competence Area</th>
<th>Requirements</th>
<th>Sample Questions</th>
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| **1. Writing Skills**                | Writing reports, business plans, business emails/letters, promotional literature, etc. | • What type of writing have you done in your previous positions? What makes you believe that you are good at it?  
• In your opinion, what are the main challenges when preparing written communications of all types?  
• What positive and negative feedback have you received about your writing skills? Give an example where one of your reports was criticised.  
• How do you plan the writing of a report? |
| **2. Presentation Skills**           | Delivering talks and using PowerPoint and other Visual Aids effectively when presenting to groups | • What experience have you had in delivering presentations? What feedback have you received on your performance?  
• What do you think is your greatest strength as a presenter? Weakness?  
• How do you prepare for an important presentation? |
| **3. Project Management Skills**     | Taking ownership for, and effectively managing projects                      | • Tell me about your experience of project management to date— give me a specific example of a time when you have managed a project.  
  o If you were to plan that project again, is there anything that you would do differently?  
• Describe a situation where one of your projects suffered a setback due to an unexpected change in circumstances. How did you keep things on track?  
• What tools and resources do you use to help you manage projects?  
• How do you prepare and monitor an appropriate budget for any given project? |
| **4. Problem Solving and Decision Making Skills** | Analysing problems, using structured problem solving techniques and making effective decisions | • Tell me a little about the most challenging problem that you have had to solve in a work situation? How did you devise and implement a solution?  
• Tell me about a decision that you made, which you knew would be unpopular with a group of people. How did you handle the decision-making process and how did you manage expectations?  
• How do you enlist support of your staff to establish a common approach to solving a problem?  
• What was one of the most difficult decisions that you ever had to make? |
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| 5. Management Skills | Managing large multi-level teams with respect to setting goals and priorities and achieving results | • What strengths do you think you have that makes others look up to you?  
• How do you think your employees would describe working for you?  
• What do you think employees are looking for from work-life today? How do you get the best out of your employees?  
• Give us an example of where you had to deal with conflict within your team. How did you manage the situation? What would you do differently next time?  
• What type of responsibilities do you delegate? Give examples of projects where you made best use of delegation. |
| 6. Managing Innovation | Defining and managing processes for managing innovation | • Tell us a little about a project or situation where you felt that the conventional approach would not be suitable. What challenges did you face and how did you address them? How did you define a new or better way of doing things?  
• What do you believe are the important elements of an effective process for managing innovation within a business?  
• How in the past have you involved your employees in coming up with new ideas and approaches? |
| 7. Communication | Ability to communicate effectively with multiple stakeholders | • What experience have you had communicating with diverse stakeholder groups?  
• Describe a situation where you were able to influence others on an important issue.  
• How do you prepare for an important meeting?  
• What do you feel are the most important steps to take to get the best from your meetings?  
• What do you think your past colleagues would say about you as regards your ability to communicate? |
| 8. Information Management and ICT Skills | Capability to analyse and assimilate information and the effective use of ICT resources | • What IT Software are you competent in using?  
• Given me an example of where you think IT could be more effectively applied in your current role than it is at present? |
| 9. Managing Change | Championing and managing change throughout the business | • Tell me about the biggest change in a work situation that you had to manage. How did you cope with it?  
• What do you believe are the most critical steps to take when managing any change?  
• What are some of the pitfalls to avoid? |
### 10. Relationship Management

*Developing and maintaining partnerships with internal and external stakeholders*

- Who do you see as the main stakeholders for our business and what do you believe are their priorities, needs, and expectations?
- How would you set about establishing/improving communication with these stakeholders? How would you measure the effectiveness of those efforts?
- Describe a project where you needed to involve input from key stakeholders. How did you manage those relationships?
- How would you establish rapport with others who do not report to you but from whom you must obtain input/support to help you achieve your goals?

### 11. Business Awareness

*Understanding the internal and external business environments*

- How do you keep up-to-date with local, national, and international trends in our industry?
- What do you think will be some of the critical trends that you would need to be aware of in relation to your new role?
- What partnerships/alliances do you think will be vital in achieving your goals in the new role?

### 12. Leadership

*Developing and sharing a vision for the business and capability to lead others in the desired direction*

- What do you think are the fundamentals to successfully leading any business?
- How would you describe your leadership style? Give specific examples of how you apply this style?
- Describe a project or situation where you had to use different leadership styles to reach your goal.
- Have there ever been situations where you were less successful as a leader than you would have wanted to be? What did you learn from those events?
- What, in your opinion, are the critical factors that can help build effective organisations?
- How would you best motivate a team to deliver the desired results?

### 13. Achievement Orientation

*Striving to meet goals and objectives within agreed deadlines, facilitates and seeks to implement agreed decisions*

- Tell us about a recent accomplishment that demonstrates a success in your present position.
- Give an example of a time you worked under heavy stress and the sacrifices you made to achieve a certain goal.
- What would you intend to accomplish in the first year of your position?
- What criteria do you use to determine your own personal effectiveness?
- How do you handle a heavy workload?
| 14. Strategic Planning | Expertise in devising and implementing business strategy | • What experience have you had to date in developing and implementing strategy? Tell us a little bit about how that worked in practice?  
• What do you think are the key strategic goals associated with this role?  
• How would you intend to measure strategic effectiveness if you were successful in attaining this post? |
|-----------------------|--------------------------------------------------|---|
| 15. Negotiation Skills | Negotiating effectively with a range of internal and external stakeholders | • Give an example where you used your negotiating skills to achieve an outcome that was in everyone’s best interest?  
• How do you deal with situations where you disagree with proposals by your superiors?  
• What traits/qualities do you possess that you feel make you a good negotiator? |
| 16. Time Management | Managing time effectively to ensure delivery on personal and business targets and objectives | • What are the key goals and targets that you have in your current position? How do you ensure their achievement?  
• Tell me how you plan your week?  
• With reference to a day’s work, what steps do you take to organize and prioritize your tasks? |
| 17. Human Resource Management | Managing all legal and operational aspects of human resources relevant to the role | • What experience have you had in the recruitment and selection of senior employees/managers?  
• Tell us a little bit about what you currently do to develop your key employees?  
• What steps do you take to understand your employees or colleagues’ personalities?  
• Give an example where you found it hard to adjust to one particular employee/colleague?  
• How do you provide feedback to your employees and how do you currently recognise their achievements? |
| 18. Financial Management | Directing or supporting budget preparation, implementation, and evaluation | • Describe what role you have had to date in budget preparation, implementation, and administration?  
• Give us a brief overview of how you would prepare a budget for any project?  
• How do you ensure costs are controlled in your current role? |
| 19. Monitoring and Evaluation | Capacity in monitoring and benchmarking of performance | • How do you ensure that the direction that you give to your employees is actually followed through upon?  
• What key performance measures do you use to monitor performance in your current role? How do you currently compare them internally and externally to determine their effectiveness? |