

**Skill Name: Management**

**Skill Description: Directs people and tasks toward desired outcomes; influences others; maintains two-way communication.**

**Skill Notes: Ability to define goals and communicate them; maintains productive relationships with subordinates; leads by example.**

1. Tell me about the most recent disagreement you helped resolve among employees or co-workers.
2. Describe the most recent time you displayed leadership on the job.
3. Describe a project in the past six months that you feel best showed your management skills.
4. Describe the most difficult one-on-one meeting you have had with a subordinate. Why was it difficult? What did you do?
5. Give me the best example of how you delegate to others.
6. Have you ever had to manage former peers? If so, describe the situation. How did you approach your role as manager?
7. Describe a situation where you have had two employees who did not work well together. What did you do to resolve the situation?
8. Describe the most important contributions your department has made to the organization. What was your role?
9. Tell me about the last time you were called on to get a team or individual motivated. What did you do?
10. Describe the last time you felt it was necessary to talk to an employee about improving his/her performance.
11. Tell me about a conflict/disagreement you had with an employee. How did you go about resolving the situation?
12. Looking back at your most recent management position, give three words you believe your staff/employees would use to describe you as a manager. Take one of those three words and explain how that characteristic made you successful in your last managerial position. Use examples to demonstrate.

13. Let's talk about managing people. Thinking back on your recent work history, pick your finest hour; that is, describe the situation that you feel best demonstrates your people management skills.
14. Tell me about a recent time when you had to give someone negative feedback. What did you do to get your message across?
15. How do you judge the performance of your subordinates, what factors are most important to you? What distinguishes a good employee from an average employee? Give examples.
16. What way have you found to make your subordinates' jobs easier or more rewarding?
17. How do you manage your strongest and weakest employee? Do you manage them differently? Give examples.
18. What specific problems have your subordinates brought to you recently? How did you handle them?