

# Management Interviews:

## Mrs. Type A's Do's and Don'ts of Answering 5 Key Questions

Interview Question	Mrs. Type A's Advice	My Notes
<b>Why are you interested in a management position?</b>	<p>Do</p> <ul style="list-style-type: none"> <li>• Share your passion to shape the performance and development of your direct reports</li> <li>• Explain how you have demonstrated readiness to manage by leading cross-functional teams of peers to achieve a shared objective</li> <li>• Give examples of how you have coached peers / functional partners to address performance gaps</li> <li>• Show you understand the challenges and tradeoffs of managing people (i.e., the team gets the “win”)</li> </ul> <p>Don't</p> <ul style="list-style-type: none"> <li>• Discuss how you are a top performer in your individual contributor role which makes you ready for management (management is a different skillset)</li> <li>• Say “this is the next step;” demonstrate your sincere interest to manage</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
<b>Can you tell me a time when you experienced a professional failure?</b>	<p>Do</p> <ul style="list-style-type: none"> <li>• Choose an example in which you did not achieve what you had set out to (i.e., didn't achieve a sales target, didn't complete a project milestone on time)</li> <li>• Discuss what you learned from the experience (i.e., more proactive communication with IT, or bring Legal along for the whole project, etc)</li> <li>• Share what you would do differently next time (and, as a bonus, how you would coach your direct report if he / she were in the same situation)</li> </ul> <p>Don't</p> <ul style="list-style-type: none"> <li>• Choose something inappropriate or unprofessional</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>

	<ul style="list-style-type: none"> <li>• Select an experience that is a “fake” failure or not meaningful (i.e., I don’t have work/life balance); hiring managers will want to see you are self-aware and have demonstrated the willingness to learn</li> </ul>	
<p><b>Where may you struggle when you take on this role?</b></p>	<p>Do</p> <ul style="list-style-type: none"> <li>• Share a true area of potential challenge (i.e., giving feedback to team members who are currently your peers)</li> <li>• Discuss your thoughts on how you would prepare for that struggle (i.e., take a class on providing feedback, identify a mentor for your first 6 months of managing)</li> </ul> <p>Don’t</p> <ul style="list-style-type: none"> <li>• Say you don’t think you will struggle at all; management positions are different than an individual contributor’s...it is fair to expect you may need to learn. If you don’t show self-awareness, you risk signaling that you are not going to take feedback and grow into your new role</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
<p><b>Tell me about a time when you capitalized on an opportunity to coach someone to higher performance</b></p>	<p>Do</p> <ul style="list-style-type: none"> <li>• Choose an example in which you provided direct feedback to a peer, or even a manager</li> <li>• Show how you were focused on the behavior of the individual and the impact to the business (i.e., “you have not met the deadlines for this project and, as a result, we need to delay the project”)</li> </ul> <p>Don’t</p> <ul style="list-style-type: none"> <li>• Say that you told the individual’s manager before addressing it with the individual; you want to demonstrate you are ready to give direct feedback to drive better performance</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>