

Questions to ask the Hiring Managers:

Are you ready to answer the following questions?

- What are the most important skills and attributes you are looking for in filling this position?
- What is the organization structure of your department?
- How would you describe your company culture?
- What are your organizational values? How do these values influence your decision-making?
- What is your vision for your department over the next two to three years?
- What major challenges are you currently facing as a manager?
- What is your competitive advantage in the marketplace?
- What makes your company better than your competitors?
- What are the areas where your competitors are better than your company?
- Who do you consider your customers to be?
- What is your value proposition to your customers?
- **What business problems keep you awake at night?**
- What would you consider to be exceptional performance from someone performing in this position in the first six months?
- What is the internal perception of pursuing further education, such as a Master's degree?
- What is your management style?
- How do you typically make decisions?
- What is your preferred method of communicating with your team?
- How are you measured as a manager?
- What can I do to make you successful?
- How long have you been with the organization?
- What has been your career path within the organization?
- **What will be the measurements of my success in this position?**
- Who are the primary constituencies that you are responsible to support? Shareholders? Customers? Employees? How do you make decisions which conflict with the needs of these different constituencies?
- How does the pressure of Wall Street expectations affect the short-term decision making among managers?
- What are the organizational goals?
- **What are the metrics used to measure whether or not you are achieving your goals?**
- How far out into the future is the organization planning?
- Do you have strategic planning within your organization? How often is it done? Who participates? What is the typical planning time horizon?
- How are new strategic initiatives communicated to the organization?
- Is your department considered to be a profit center or cost center? What are the financial expectations of the department?
- Do you have control over your own budget? How is the initial budget amount determined?
- Are budgets made at a centralized location, then rolled down, or decentralized, then rolled up?
- What is your approach with regard to the use of technology?
- Is there anyone within your organization who is considered to be a thought leader within the industry? What is it about that person that makes him/her a thought leader?
- What is the next step in the interviewing process?

