



PROJECT MANAGER

INTERVIEW QUESTIONS AND ANSWERS

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I. Acing the Interview

Welcome! My name is Sandra and I will walk you through these guidelines, which will provide you all the knowledge and skills you require in order to successfully ace your interview and get the job as a Project Manager.

If you would like to read more about me, please access the following link, which will direct you to my LinkedIn profile:

<http://www.linkedin.com/in/sandraarps>

The success of your interview will depend on how well you prepare. Once, you've worked through this guide you will learn the fundamentals of preparation – to make a lasting impression on the interviewer and to get that all-important job offer.

I'm looking forward to going through this guide with you!

Best Regards,
Sandra Arps

II. The Process

Background

In today's competitive business climate, there are many Project Managers applying for a limited number of project management jobs. It is essential for you to prepare for the job interview in order to get a competitive advantage over your peers.

I cannot lay enough emphasis on how much good interview practice and the investment of time in preparation will help in securing the project management position you have applied for. If you understand the reason why some of the questions are being asked, you will have the opportunity to influence the conversation to your advantage.

Please read, absorb and work carefully through this guide and you will definitely be rewarded with success.

The Interview Process

The interview process can be lengthy and stressful. Only a few years ago, a single interview may have been all that was required in order to get the job as a Project Manager. Nowadays, it is quite common to have several interviews – up to three or four for a single job. Don't be surprised to find yourself in a situation where you have several interview sessions with your future employer to evaluate your "fit" to the company.

Please note, that at the end of an interview, you will get the opportunity to ask questions. This is a most valuable opening, not to be wasted! Most interviewees don't use this chance, or they ask questions to which you can easily find the answer on the Internet. This does not resonate well with the person interviewing you. It might be perceived as disinterest in the company, and give the impression that you would apply for any job advertised on the market. With a little preparation, you

can use this opportunity for questions to your benefit! Therefore, always have pertinent questions prepared, which you want to ask your future employer and to which you can't find out the answer easily. You will find some example questions later on.

Last, but not least, you need to follow up after the interview via email by thanking the interviewer for their time and re-iterate your interest in this position. Imagine the interviewer has interviewed 20 Project Managers for one vacant position. By sending a follow up email, you will remind him of your interest in the company and this position. This will give you a definite competitive edge!

Finally, remember the person interviewing you will often be just as stressed and nervous as you are. Your future employer will only have a couple of hours in order to make a decision whether you are the right person for the job. If he / she hires the wrong person, this might have negative consequences for his or her career! Keep this in mind during the interview process and you can keep your own nervousness at bay.

III. Interview Preparation

How to get ready for an interview

It is vital that you prepare in advance for the interview. There should be no last minute, hurried prep on the day. Start with the activities listed below at least a couple of days before the interview. This will help you to prepare for the meeting, give you confidence and calm your nerves when the real interview is taking place. Here you go:

First of all, you need to analyse the job description:

1. Review the job description from the newspaper or from an online website. If you don't have the description, ask the recruiter for the details of the role and the details of the person who is likely to interview you.
2. Analyse paragraph by paragraph, what your future employer is seeking in a candidate

Create a table

Create a table with one row for each of the paragraphs in the job description. For each paragraph, tabulate:

3. The skills being expressed or implied as a requirement
4. How your current skills match to these requirements
5. An example of a project where you have demonstrated these skills

At the end of the table list your skills, professional and personal qualities.

Example: advertised project management role – matching your skills, backed up by examples of your experience:

Role description – by paragraph	Match your skills	Your experience – detailed example
<p>My client is a Financial Services organisation with a strong standing within the industry.</p>	<p>I've been working in the financial industry for more than 4 years. I'm familiar with their processes and can speak their language. I can apply and transfer my experience to a new environment and assist my future employer in improving their business.</p>	<p>Retail Bank X: I led the following projects:</p> <p>a) Several legacy migration projects of different forms and sizes. Main benefits achieved: reduction in cost due to simplified environment: \$8m.</p> <p>b) Recent Project X: size \$8m, team of 30, distributed teams. This was a new product development, which increased company's market share by 3%</p>
<p>Excellent verbal and written communication skills and the ability to interact professionally with a diverse group of executives, managers, subject matter experts, technical and business staff.</p>	<p>I have excellent communication skills with all stakeholders and on all levels</p>	<p>On a daily basis I'm involved with the project team discussing and managing project matters. This includes business owners and developers.</p> <p>Currently, I'm preparing and presenting monthly status updates for the Steering Committee members and the Executive Team.</p>

Role description – by paragraph	Match your skills	Your experience – detailed example
Strong experience with project management methodologies like PRINCE 2.	I am PMP certified and have used PRINCE 2 methodology on several projects.	I have implemented PRINCE 2 on several government-led projects. In addition, I'm familiar with the agile method which I used on smaller projects for Company X.
Extensive experience in vendor management.	I have extensive knowledge in vendor management including: vendor selection processes, contract negotiations and relationship management. I also have experience with outsourcing work to India and China.	The largest outsourced project I led was Project X: It had a budget of \$14m, a project team of 45 people to develop a new Online Banking System. A Partner X in China provided the service.
To continue...

Exercise: Match your experience and skills to the advertised role you are applying for:

Role description – by paragraph	Match your skills	Your experience – detailed example
What is required for the role you apply for?		
1. Requirement 1	Your matching skill 1	Your experience example 1
2. Requirement 2	Your matching skill 2	Your experience example 2
...

TIP

If you notice that you have a gap in a certain requirement area, do not try to hide or ignore this fact in the hope that the interviewer will not ask you a question about this. All the requirements posted in a job description are important and the interviewer will definitely ask pointed questions about your proficiency in these areas. My best advice here is to do as much research on the Internet as you can until your interview date arrives. If you can demonstrate, during the interview that you are knowledgeable in this area and that you are familiar with the topic, then this will usually get you “over the hurdle”. Otherwise, please openly acknowledge your gap along with an assurance of your willingness and aptitude to learn the necessary skills. This will increase your chances, as honest self-assessment and communication are highly valued.

Research the company

Start your research by looking for the company on the Internet. Google the name of the company on the Internet. You can generally find information on the company's website in the "About Us" menu section. Make a particular note of information about the organisational structure of the company, the annual report and any recent news or reports regarding the company. Incorporate this information in your conversation with the interviewer. By including this information during the interview, you demonstrate that you have done your research and that you are "really interested" in working for this company.

Research your interview partner

Find out the name of the person who will interview you. Generally you can find this person on the business networks such as LinkedIn (www.Linkedin.com). Here, you can find out how long the person has worked for the company and what responsibilities this person has. You can also check out personal details at social networks such as Facebook. Note all his or her professional / personal characteristics and achievements to get an idea of preferences. Is he / she a modern manager an advocate of an open style of management - with open teamwork? Or is he / she traditional and prefers the old school structure of a fixed hierarchy of accountability? It is likely the person who will interview you will become your new manager, and knowing his views and opinions will help in answering his or her questions better.

You can also search in your personal network for people who have worked or are working at the company and who can provide you with insight on the company and its culture.

Practice interviewing

The best preparation for your interview is to work through the questions provided in Chapter—"Example Interview Questions and Answers" and to enact a practice interview with someone you know. Ask your friend, partner or family member to interview you. Believe me, it is a totally different experience and it will greatly improve your confidence during the real interview

Appearance and Tips

Wear appropriate clothing suited to the interview you have applied for. For a Project Management job, you can't go wrong by dressing in conservative business attire. Make sure you have the right clothes dry-cleaned and ready ahead of time.

Avoid smoking prior to the interview – have fresh breath! Have your shoes polished and your fingernails clean.

Interview Times are important

Always try to get an interview time midweek and in the morning hours. Research has shown that interviews conducted on Monday mornings or Friday evenings are usually unsuccessful, dramatically reducing the chances of getting a job!

What to bring to an interview

It's important to know what to bring to an interview. Keep the following with you:

- A small folder which includes
- Copies of your resume
- A list of references
- Questions you have for the interviewer
- Blank paper where you can write notes
- A working pen

Examples of things to take note of during the interview include:

- Details of the upcoming project
- Size of the project team
- Reporting structure of the Project Management team etc.

Get Directions – Where will the interview take place?

It's important to know where you need to go for your job interview - ahead of time. Use Google Maps (<http://maps.google.com/>) to get directions if you are not sure where to go. Make sure you arrive at the reception of the building 15 minutes before the interview. Never ever arrive late – it is not respectful to the person you will meet and will have a negative impact on their assessment of you.

IV. The Interview Itself

How to act during the interview

Below you will find some tips on how to behave during the interview. Further details on how best to answer the interview questions will be provided in Chapter VII.

- Smile and greet everyone you meet politely, pleasantly and enthusiastically, including the receptionist
- Watch your body language - shake hands firmly and make eye contact as you articulate your points
- It's a good idea to place your hands in your lap, or one hand on the table. Make sure your body is facing towards the interviewer
- Don't use the words "OK" or "yeah" throughout the conversation - don't use any slang
- Relax and lean forward a little towards the interviewer, so that you appear interested and engaged. Pay attention and look interested
- Listen and ask questions (see Chapter VII). Make sure you have a good conversation with the interviewer. Don't let this be a pure question and answer session
- Apply the 50/50 rule on how much you should speak
- Never speak ill of your former or current employer
- Never ever come across that you are begging for this job.

Think of this interview as a research activity – where you want to find out more about the company and their future projects.

Avoid salary discussions

Try to avoid the question of salary until the end of the interview process– when they have decided that they really want you. This will increase your bargaining power. During the negotiations for salary, try not to be first to mention a fixed figure. Instead, ask the interviewer what the company is willing to pay for such a role. If you can't avoid it – give a range rather than a set figure. Keep in mind that the Salary is not the total compensation package. While negotiating the remuneration package always take the following (if offered) into account:

- Bonuses
- Flexible working conditions
- Car parking
- Health insurance
- Memberships etc.

Closing the Interview

If the interview goes well, you can ask for the job at the end of the interview. For example, “Given my skills and experience is there an opportunity for me to start at your company?” or “Can I ask when is the latest that I can expect to hear from you?”

V. After the Interview

Debrief

Please take notes after the meeting– what went well and what didn't. Gather your thoughts and impressions and assess on how you performed in the interview. Write down the questions that were asked and the answers you provided. Also note how long the interview took and with whom you had the interview. Make notes about the company, culture and your level of interest in the position. You can use these notes to improve your interview skills.

Update the recruitment agency

After the interview, let the recruiter know whether or not you believe the job is an excellent fit and whether you are interested in the position.

“Thank you” note

Follow up with a “Thank You” note via email reiterating your interest in the job and working for this company. Include some marketing on your side – stating the experience and skills you have and the contribution you would make to this company. This will help you to stand out amongst the crowd. Your name will stay longer in the interviewer's memory due to the repetition of your name and skills. If other candidates have provided a similar performance, then this “Thank You” note will get you the job! Below you will find an example of a “Thank You” note:

Dear Mr Smith, / Hi John,

I would like to thank you for your time, talking to me about the Project Management position in your organisation yesterday.

Based on the conversation we had, I do believe that I can help you with your Project X. I've managed and delivered a similar project in the past and would be able to apply my experience and knowledge to implement your project successfully.

Please let me know if you need further information about my background and qualifications.

Again, thank you for your time. I'm looking forward to hearing from you soon regarding your hiring decision.

Kind Regards,
Your Typed Name

VI. Interview Q&A Framework

Different types of questions

There are different types of interview questions that you will be asked during the interview process. You will be asked about your employment history, your leadership skills, your ability to work in a team, your motivation, as well as other questions related to your skills and ability. Typically you can categorise these questions in two groups:

1. Behaviour Questions

Behaviour questions are being asked in order to understand how you handled a situation in the past and then relate this answer to your likely behaviour in the future. For example: How do you handle a stressful situation? Do you delegate activities; do you re-prioritise items, or do you wait until the situation resolves itself?

Based on your answer, your interviewer will draw a conclusion on how you will handle a situation in the future.

2. Knowledge Questions

Knowledge questions are related to your experience. For example: Can you please explain PRINCE 2 methodology to us? What is your experience with it?

This will give your interviewer an insight on how well you know the subject.

Framework applied

When you answer interview questions – try to implement a structure around it. This will make the conversation so much livelier and interesting for your interviewer. In addition, provide examples and proof of what you've done and what you can bring to the new company. Your interviewer will feel confident that you are the right choice for the job as you demonstrate your abilities to deliver projects successfully. Use the following framework when answering a question:

Interview Answer Structure:

1. Statement – Provide a statement to answer the question
2. Example – Provide an example to support the statement above
3. Result / Benefit – What kind of benefits resulted out of this

Applied Example:

Interview Question: Why do you think you are a good Project Manager?

1. Statement – I'm an experienced Project Manager as I have worked in the industry for more than 6 years.

2. Example – I've been involved in very complex:

- IT Technologies (mention tools and technology you were involved)
- Civil Constructions (describe the environment)
- Business transformation processes (describe the change to the business)

I've managed large projects, which have ranged in scale (go into project specifics here) than talk about specific projects (name of the project here) and add all the details in. For example: I had a project team of 8 members, the project had a budget of \$2m, and the goal was to deliver X.

3. Result/Benefit – I've implemented this project on time on a very tight budget using (name project methodology here) Method X/PRINCE 2. The benefit to the business was: X (growing revenue, being compliant on time and not losing license, headcount savings, faster to market and therefore competitive advantage, develop a new product or service).

Tips & Tricks!

Here are some tips and tricks, which will help you to master the interview questions. Make sure you apply them:

- When answering questions, make sure your answer will take at least 2-3 minutes. Otherwise you will miss out on marketing time.
- When preparing for the interview, make sure you use a stopwatch in order to time your answers. This is a good way to test on how long you speak and how fast you answer.
- Try to follow the above answering structure where possible. It will give you credibility as you back up your statements with examples. It will help strengthen your case of being the best person for this job.
- Always use examples rather than general statements. Your conversation will become much more interesting for the interviewer.

In the next section you will find some common interview questions with some example answers. Please note that the example answers are there to provide guidance for you on how to answer the question. Further work from you is still required – you need to substitute the projects mentioned below with the projects you've worked on and the experience you have gained. Please make sure your answers to the questions are at least 2 minutes long.

VII. Example Interview Question & Answers

Below you will find a selection of the most asked interview questions. I've put an example answer to it – which will help you to understand on how to answer the interview questions best.

1. Question: Tell me about yourself:

Background:

Always be prepared to answer this question. This is one of the most common questions to start an interview process. Make sure you have prepared an answer by outlining your skills, knowledge and experience. This will help you to market and to “sell” your skills as Project Manager. Your future employer is after information on how you can add value to the company. Try to conclude your answer with a question in order to get the initial discussion going.

Statement:

I'm an experienced Project Manager with a record of successful project delivery. I'm efficient and highly organised. This enables me to be as productive as possible on the job.

Example:

At my last Company X, I was involved in the merger of two insurance companies. As a Project Manager I was responsible and accountable for a budget of \$30m, my project team was 80 members strong. The project needed to be delivered on a tight timeline due to legislative changes.

Benefit:

I've delivered this project within the 10-month deadline and under budget. The company achieved business benefits due to FTE savings of \$1.5m in the first year.

Conclusion:

I'd like to discuss how I might be able to do something similar for your company

2. Question: Why do you want to leave your company? / Why have you left your company?

Background:

There are 3 rules with this question: keep it simple, honest and positive. Good reasons for leaving your job can be:

- Career growth
- Your company is restructuring
- Moving or finding a job closer to home
- Looking for new challenge

If you are in a situation where you are or were unemployed for a time— mention the reason. Always frame the answer positively and make sure your “time off” has some learning activities involved.

Example for career growth:

Statement:

I had a fabulous time at Company X

Example:

I started out in the Project Manager area. I have been promoted several times, developed new skills and formalised my Project Manager skills. After 6 years, I feel that it is time to look for a new challenge and I’m using this as an opportunity to grow and learn. I’m very selective where I go with my next move because it is important move where I can grow as a professional and enhance my skills.

Benefit:

I’m looking for an opportunity to take all the skills and experiences that I have learned at (Company X) and apply this in a new environment where I can make a real difference to the particular organisation.

Company restructure example:

Statement:

I was made redundant due to a restructuring in May. After some consideration I decided to turn this situation into an opportunity for my personal and professional growth.

Example:

I fulfilled my childhood dream travelling through Europe and to experience and learn about foreign cultures. Since I'm back, I've completed several Project Manager educational courses online in the area of financial management in order to brush up my skills....

Benefit:

I'm looking forward to use my experience with different people and cultures in a new environment where I can make a real difference.

3. Question: Why do you want to work for our company?

Background:

This is an important question, as the future employer wants to know if you really want to work here or if you are just applying for any job. Interviewers want to hire people who are like-minded and want to work for the same company. Therefore be passionate! Demonstrate your research! Can you add value to the company? Use your matching skill table, which you have prepared earlier.

Statement:

I'm really interested in working for your company.

Example:

I'm familiar with some of the people who work for you; or I have conducted web research and found / believe that the products / services are impressive and very interesting. Your company is leading the market and was ranked highly at the "Choice of Employee of the year". From my understanding this company has a very dynamic, very competitive, and fast business culture. And your company has the reputation for hiring top talents.

Benefit:

I do believe my Project Manager skill set would fit very well with your job requirements and I'm sure I can help you to be more productive and efficient in your project delivery.

4. Question: Tell me about your strength?

Background:

Describe your skills and experience here. Provide three or four statements and back them up with examples. Employers normally like to see examples in the area of:

- Great communicator
- Team player / team leader
- Hardworking
- Motivated and determined
- Using consultative approach
- Mentored and coached teams

Statement:

My key strengths are: great communicator, good team leader, hardworking and motivated to achieve my goals. In addition I have a strong knowledge of IT systems and have managed projects for over 6 years.

Example:

All those strength have been developed over the last years. I started at Company X with small projects in the area of XX. Not all projects were easy to manage and I did make mistakes in the beginning – especially when it came to managing staff. But I learned quickly and improved my project management skills over the last couple of years. Now, I'm at the point where I manage large, complex, multimillion-dollar projects, with diverse development sites.

Benefit:

This enabled my last company to simplify their environment and save \$4m in the first 8 months.

5. Question: Tell me about your weakness

Background:

This question is about dealing with weaknesses and how you handle and correct them. A good example to bring is a weakness in skills – which you have already addressed by training and turn the answer into a positive outcome.

Statement:

I'm now at a level within Company X where I'm dealing with very influential and senior business executives.

Example:

I've decided to do my MBA for personal reasons, and also to develop stronger business acumen and knowledge to hold my own while dealing my peers and seniors.

Benefit:

I'm paying for this myself. I've made this commitment to myself to develop and improve my skill set.

6. Question: Tell me what motivates you?

Background:

This is a psychological question. The interviewer wants to know if you think more about short term or long-term goals.

Statement 1:

I like to be involved in constant changes. [Change is the only constant and I have the urge to be involved].

Example 1:

As a Project Manager I'm heavily involved in implementing new ideas and projects and see them deployed and realized. I want to use my Project Manager skills and talent in order to work on exciting and challenging projects.

Benefit 1:

I was motivated both by the challenge of implementing the projects ahead of schedule and by managing the teams that achieved our goals

Statement 2:

My career is important to me. I'm really into developing myself. I want to get into senior management level and take on more responsibility.

Example 2:

I'm taking on an "Executive Leadership course for Project Managers" to work at a more strategic and senior level; that's what motivates me.

Benefit 2:

This will help me grow and achieve my goals.

7. Question: Can you please tell me why should we hire you?

Background:

This is a value proposition. How can you add value to the company? Use the table where you have matched the job description to your skills earlier on. This is exactly the information they are looking for in this question. In general - people will hire you for the following reasons:

- You do the job well
- You fit into the company culture
- You are passionate about your job

Statement:

Based on my past projects and experiences I do believe that I can add and bring value to your company.

Example:

In the job description you highlighted that you are looking for someone with the following skills. Refer now to your table which you prepared for the interview in Chapter III.

Benefit:

I do believe that my skills and experience will meet your expectations and will compliment your team to deliver the required results.

8. Question: Can you please tell me how you will contribute to this company?

Background:

The best way to answer this is to give example of what you have achieved in the past, and to relate this to the future. Relate your abilities to the employer's goals. You will want to let the interviewer know that you have the skills necessary to do the job they are hiring you for.

Statement:

I'm an experienced Project Manager who worked for X number of years in the industry. I'm familiar with different project management methodologies and processes.

Example:

I've delivered many successful projects in the past like Project X, Project Y– which were very complex in nature and provided the expected benefits to companies I've worked for. I've also trained and mentored others in the Project Manager discipline up-grading their capability.

Benefit:

I do believe that my knowledge and skills will greatly improve the quality and the delivery of your projects.

9. Question: Where do you see yourself in 5 years?

Background:

Your interviewer wants to know if you have clear goals in life. In reality, most people have no idea what they will do in 5 years' time. You can answer this question in two ways:

- You want to become an expert in your field and would like to stay in the area. - Advance from being a Project Manager to become a Senior Project Manager or Program Manager; or from being an IT Project Manager to become a Business Project Manager.
- Or you want to leave your area – moving from a Senior Project Manager position to a senior management position.

Statement 1:

I want to become an expert in the Project Management area.

Example 1:

In 5 years' time, I see myself progressing in the Project Management area. Taking on larger and more complex projects and learning new skills to the benefit of (the company). I find this advertised Project Management job extremely interesting and motivating.

Benefit 1:

I am willing to invest my next 5 years gaining further experience on the job and towards professional advancement. To sum it up – I want to be an expert in project management

Statement 2:

In five years' time I see myself in a senior management position.

Example 2:

Having more responsibilities, coaching other employees and managing teams. I am interested in pursuing my career based on (this company's) goals.

Benefit 2:

I'm planning to acquire an MBA qualification, which will assist me in this endeavour.

10. Question: What kind of projects have you managed and what was your success in them?

Background:

This question focuses on your experience and of what you've done in the past. Describe the projects you are involved with. For example: What was the project duration? Which technology has been used? Was it a green field or a maintenance project? Was there anything special about the project? What was the budget and how many people were reporting to you?

Statement:

In the last 5 years I managed a number of different projects in terms of size and scope. Here are some of the more complex projects I managed:

Example:

The project delivered a new product offering in the insurance market, which provided the customer with a simple and easy way to secure current lifestyles. The product offering was developed based on Blue Ocean Strategy – to tap into a new unknown market. Key challenges were the outsourced development of IT components to India. Total project cost \$8m, project size of 30 people in Australia and 2 teams in India.

Benefit:

The company was selling this new product and secured a total profit of \$4m premium in the second year.

11. Question: Can you please provide an example of a project, which was going off track, and how did you get it back on plan

Background:

Projects are not always on track due to underestimated tasks, resourcing issues or environmental issues, which are outside a Project Managers' control. This question will give the interviewer an inside view on how you deal with this situation. What kind of leadership style are you using? An authoritarian leadership style; whether you are telling your team what to do, or a more participative/democratic leadership style that includes your team in the decision making process. There is no right or wrong answer in this question; it rather depends on what kind of personality the interviewer is looking for.

Statement:

I've been faced with the situation where my project went off track and where I had to take some extraordinary measures in order to deliver it.

Example:

It was a data warehouse project for Company X where I had a major resourcing issue in my team. Three key resources departed during the delivery stage within a week, which had a high impact on our timeline and scope. I took stock and to figure out what exact impact this situation had on the project. I started brainstorming on possible options for solving this issue. My options were either de-scoping some functionality, or hiring additional resources. Based on the proposed options, the Business Sponsor decided to hire additional developers who helped us in delivering the project. The project did go over budget by 5% but was on schedule and delivered the stated business benefits.

Benefit:

To sum up, the key activities I perform when a project runs over board is to:

- Take stock
- Carry out an impact analysis
- Brainstorm ideas
- Provide possible solutions to stakeholders
- Execute their decisions

12. Question: Can you please describe with which project management methodologies are you familiar?

Background:

A project methodology is a process on how projects will be delivered. Common methodologies are PRINCE 2, PMBOK, Agile Project Management (like Scrum) or a combination of Process-based management (like CMMI) methodologies. Apart from the obvious – which methodology have you worked with – your answer will offer insight whether you are flexible in your methodology and can adapt easily to a new process or you are keen in implementing your preferred methodology (which might not be desired).

Statement:

Over the last couple of years I've worked with different methodologies.

Example:

The Company X I'm currently working for has a customised version of agile. The project lifecycle is split in phases and approval - including funding – that will be released once the required activities and mandatory artefacts have been completed in the current phase. Earlier I was working on a Government project which used PRINCE 2 for project delivery.

Benefit:

Regardless which project methodology the company has, I'm quite flexible in terms of methodology and approach. I'm good at organising and believe I have good communication skills, which can be applied to any methodology.

13. Question: What project management software have you used?

Background:

There are literally 100's of different software products on the market. Please check the following link for further information:

http://en.wikipedia.org/wiki/Comparison_of_project_management_software.

When asked this question, name the tools you are familiar with and you've worked in the past. Generally MS Project and Excel are the ones which are commonly used. But in the agile world Jira and Greenhopper are frequently in demand.

Statement:

The software tools I'm familiar with are MS Project, Excel and Jira.

Example:

I used MS Projects mainly on projects following a waterfall or PRINCE 2 methodology as these tools are well aligned for these processes. I've planned and executed my projects, which included activities, dependencies, resources and budget information. The tool was very strong in areas of monitoring and executing tasks from a project management perspective. In projects, which are more aligned to the agile methodology, I've used Greenhopper and Jira. Both of these tools support collaboration and can be used to monitor team performance and project progress.

Benefit:

I believe that I'm tool savvy and that I can learn any tool quickly. Do you mind me asking which tool you are currently using? Do you have any preferences?

14. Question: Which techniques do you use for project management?

Background:

Before answering this questions – make sure to verify with your interviewer if this question is related to Software tools or techniques to assist with managing your project. If this question is looking for techniques you might want to mention the following when planning and managing projects:

Tool	When
Brainstorming (is a group or individual creativity technique by which efforts are made to find a conclusion for a specific problem by gathering a list of ideas spontaneously contributed by its member(s))	Initial concepts, ideas, structures
Fishbone Diagram (also called Ishikawa diagrams or cause-and-effect diagrams) are diagrams that show the causes of a certain event	Gathering and identifying all elements, especially causal and hidden factors, troubleshooting, problem identification, diagnosis and solutions
Critical Path Analysis flow diagram (helps to plan all tasks that must be completed as part of a project, it helps to identify the minimum length of time needed to complete a project)	Identifying and sequencing parallel and interdependent activities and stages
Gantt Charts (is a type of bar chart that illustrates a project schedule)	Scheduling and timescales, financials, monitoring, forecasting, reporting, format of communication, progress reports, updates

Statement:

When working on projects I’m using different tools and techniques, which will help me in planning and managing my projects.

Example:

In the beginning of the project I perform brainstorming activities with my team in order to come up with new ideas and concepts, which might address stakeholder problems in a

totally different or unconventional way. For scheduling and budgeting I'm using Gantt Charts which also help me when reporting and presenting project status and progress to team and management. It also assists me when calculating my critical path, showing the interdependencies between activities and possible projects. When issues or risk emerge, I generally use a fishbone diagram, which helps me with root cause analysis.

Benefit:

These are my common tools and techniques, which I use in order to manage my projects, which help me to deliver my projects successfully.

15. Question: Describe a challenging situation in your recent project and how you have overcome it?

Background:

This is a behavioural question where the interviewer will examine on how you dealt with a situation in the past and works as a predictor on how you are likely to handle a situation in the future.

Make sure you answer the question on a positive note.

Statement:

When you are working in a Project Manager role you nearly always face challenges in your projects. Some are more difficult than others.

Example:

In my last project, I had the challenge not only to deliver the project but also to introduce a new agile project methodology and process within the organisation. We had several staff members in the team who were not comfortable with this new process and were holding onto the older process – which caused confusion amongst the project team. In order to solve this issue, I had a separate meeting with these team members. We discussed their concerns, benefits of the new process to them and provision of supportive options during the time of change.

Benefit:

After the discussion the situation improved and the staff members were integrated into the team – delivering the Project X successfully.

16. Question: Describe a time when your workload was heavy and how you dealt with it.

Background:

Here your interviewer wants to see how you acted under a certain situation in the past in order to predict on how you are likely to handle a similar situation in the future.

Statement:

For Project Manager's it is quite common to work under heavy workload – especially when it comes to the delivery of the project.

Example:

When I was working on the Project X, one of my key staff members fell ill for some time. We had to distribute his workload within the team. We worked hard for long hours, in order to cover for this person. We caught up every morning for short meetings– to discuss and to re-prioritise the upcoming work for the day.

Benefit:

Despite having one resource less on the project, we implemented the project successfully. This was mainly due to the teams' contribution in taking over extra work, re-prioritisation and team updates each morning.

17. Question: Describe a recent project where you were responsible for managing multiple people, streams or teams. What were some of the key challenges and how did you handle those challenges?

Background:

This question focuses on results and demonstrates your experience.

Statement:

Challenges can arise when teams are co-located.

Example:

In my last project we had a team that was split over two locations. Communication was definitely challenging. We overcame those by having daily e-meetings and providing updates. We used webcams and video conferencing systems in order to bring the team “closer” together and to establish a form of job co-ownership. Both teams felt they were part of one project.

Benefit:

I’ve implemented the project successfully. The communication techniques we used have now been adapted and implemented to other projects within the organisation.

18. Question: Can you describe a situation where the stakeholder consistently changed requirements and increased scope? How did you ensure stakeholder satisfaction while maintaining the goals of the project?

Background:

This question will focus on dealing with change, managing stakeholder's expectation and delivering the project successfully.

Statement:

Changing requirements are part of most projects. It is important to manage those changes and to have a close relationship with your stakeholders.

Example:

On Project X we had a workshop with our customer where we worked out a set of requirements. We locked down those requirements. During the duration of the project the customer frequently changed his mind. With every change suggestion – I provided the customer with an impact analysis including additional cost and benefits. Some of the new requirements got included and earlier scope was changed. The project itself did take longer than originally estimated but it included the new expanded scope.

Benefit:

The project was delivered in accordance to the stakeholders' new requirements and was seen as a success.

19. Question: Can you describe a time when you had to balance quality management with a challenged project schedule?

Background:

This question will test your sense for quality and the sense for urgency. The interviewer will examine you on how you balance both. The key here is that the Project Manager only provides a situation analysis to the Business Sponsor. In the end the Business Sponsor will make a decision on what needs to be done based on the analysis provided.

Statement:

It is important to have an agreed quality management plan in place, which describes under which conditions the project can be implemented and deployed.

Example:

For example – the project should not been delivered with high priority issues or defects. If there is a need to deploy the project due to pressing timelines, then an impact analysis needs to be performed and agreement from all stakeholders needs to be sought. We had some major software issues in my last project at Bank X. The project was about to deliver a new online home loan product, which was already advertised and press conferences were scheduled. I had some unpleasant meetings with the executive team – explaining the situation and providing my view on why we should delay the product launch for thousands of customers.

Benefit:

In the end we delayed the launch by 2 weeks – delivering a better quality product to our customers. The analysts / market reacted positively on our action which strengthened our position in the market.

20. Question: Can you describe a time when you had a difficult situation working with a vendor? What was your approach to resolve the issues while maintaining a positive relationship?

Background:

A number of projects depend on suppliers and vendors. Both sides should benefit from the relationship. The issue here is that clients will always try to maximise services at a minimal cost while vendors are interested in increase costs for additional services. It can be a very challenging situation for the Project Manager who depends on third party relationships in order to deliver the project successfully.

Statement:

Most of the projects I'm involved with are dependent on suppliers and vendors.

Example:

My personal goal is to establish a "win- win" situation – where both parties will benefit from this relationship. It is important to establish clear roles and responsibilities including defining an escalation path before entering into this relationship. Clarifying this is the beginning, will help addressing issues, which may arise in the future; and will help both parties to establish a common ground of understanding. In my last project, I had to deal with an outsourcing company who provided people power in order to assist with the project delivery. Apart from the contract negotiations, we established clear roles and responsibilities, which would help us to escalate issues in the future. This arrangement helped me later when dealing with poorly performed job provided by the vendor company.

Benefit:

Within a couple of days we solved this issue and we were able to get a resource replacement without compromising the project delivery or relationship with the vendor.

21. Question: How do you manage difficult people or a problem with an employee reporting to you?

Background:

This question will test your people management and leadership skills. When managing difficult people, it is important that you make sure their goals and objectives are measurable, specific, quantifiable and in writing for accountability. Failing to do so, will not improve the situation.

Statement:

When dealing with difficult people it is important to document everything to establish facts. In a few cases the only option is to terminate their employment, but it may not be necessary; instead in most cases I try to provide a plan for improvement.

Example:

On one of the larger program portfolios I was dealing with a Project Financial Analyst who didn't communicate well with Project Managers. Her communication style was very direct – forcefully instructing them on how to provide the requested financial data. This didn't go down well and complaints arose. In order to have a fact based conversation with the Analyst, I started documenting each issue related to the situation. Rather than criticising her forceful attitude, I provided examples on how to communicate her requests in a milder manner, while still getting the required results. We worked out a plan, which included mentoring and training in order to overcome these issues. The plan was monitored on a regular basis.

Benefit:

The Financial Analyst started to change her communication style to a more consultative approach. She started listening to the Project Managers first and assisted them with their financial problems – instead of telling them what to do. The entire change and performance management process took several months, and required a lot of energy from my side, but in the end we accomplished a good working relationship.

22. Question: Can you describe a situation where you had a conflict in your team? How did you handle it?

Background:

This question will test your leadership and conflict resolution skills. The researcher Thomas Kilmann (<http://www.kilmann.com>) has proposed five different ways of addressing conflict:

- **Competing:** power oriented mode in which you try to win
- **Accommodating:** unassertive and cooperative. Opposite of competing, the individual neglects his / her own concern
- **Avoiding:** unassertive and uncooperative – not dealing with the conflict (postponing an issues to a later time or withdrawing from a situation)
- **Collaborating:** is both assertive and cooperative – opposite from avoiding. It involves an attempt to work with others to find a solution. A win-win solution for both parties.
- **Compromising:** find a mutually acceptable solution that partially satisfies both parties

When answering this question, make sure you do not “blame” or “bad mouth” somebody. In general – the best possible outcome for both parties is the “Collaborating” resolution, but it depends on the situation you are in.

Statement:

When addressing conflict situations I have found that open collaboration is the most effective form of addressing it.

Example:

Please refer to example given in question 21

23. Question: You've been appointed as a Project Manager to a project where the team morale is low. What do you do to uplift it?

Background:

This question probes your team building and engagement skills. Activities that generally uplift the team spirit are:

- Praise wherever you can (it costs nothing)
- Never criticise or correct – this is the biggest de-motivator – always talk about possible solutions to problems
- Give small recognitions such as movie tickets, dinner vouchers etc.
- Celebrate occasions such as birthdays and make social contact - Friday late afternoon meetings, common lunch every 4 weeks
- Be open and communicate both success and failure

Statement:

Sometimes project teams can be affected from poor team morale due to causes which are outside a Project Managers control.

Example:

Once, I was working on a project where team morale was very low due to the restructuring of the organisation, which included several redundancies of staff members. Though I was not able to do anything about the restructure, I encouraged the team to be open with their communication and listened to their concerns. I praised people wherever I could and made sure that people didn't work long hours over extended periods. I organised lunch and learn sessions on Fridays where we exchanged experiences and promoted things that worked well.

Benefit:

We established team camaraderie, which uplifted the mood and helped us to focus on our project and on our people rather than on the environment, which we were not able to influence or control.

24. Question: Can you tell me what do you do when project priorities constantly change?

Background:

In project management you have the “iron triangle” of scope, cost and time. If you change one side of the triangle such as re-prioritising scope then this will affect time and cost. The interviewer would like to know on how you would handle such a situation.

Statement:

Re-prioritising scope of a project always has an impact on time and cost. Therefore, it is essential to analyse the change and its impact before making any decisions.

Example:

At Project X we had one stakeholder who consistently changed his mind on how we should develop the new online-shopping application. First, he wanted to include videos and forums where customers could exchange ideas. Later on, he changed his mind to include a delivery service. Each of the changes was analysed and an impact analysis was provided on cost and time and its benefits to the Steering Committee. Some changes were adapted while others were rejected.

Benefit:

The project got delivered to the new scope at a higher cost. However, the additional business benefits of providing the delivery service capability have outweighed the additional costs.

25. Question: How do you handle pressure and stress?

Background:

Everybody gets stressed. The interviewer would like to know on how you deal with it. Stress is generally good for you; as long as you know how to manage it. Recovery phases between periods of stress are key and vital for achieving a good and sustainable performance at work and in your life. When answering this question, make sure you highlight your recovery phases. For example—taking regular timeouts, leaving the office during lunch and performing regular exercise like having a run in the park.

Statement:

As a Project Manager you experience many stressful situations, some of them you can influence where as others are beyond your control.

Example:

When I notice that a stressful situation starts impacting my performance, I close my eyes, take a couple of deep breaths to detach myself from the situation. I then review the activities that need to be done and possibly re-prioritise or re-scope them. When I work long hours, I make sure that I have regular breaks, get up from my desk and walk around to get a new perspective.

Benefit:

In general I try to go to the gym on a regular basis in order to be fit in life and at work.

26. Question: Describe the most complex project you have managed from start to finish.

Background:

This question is focusing on your experience. The more complex and larger a project is the more formality is normally around it. Start explaining the project first in terms of: purpose and objective, scope, complexity [e.g. working with new technology, number of resources, budget and timeline] and the key challenge you needed to overcome.

Statement:

One of the more complex assignments I was involved with was a new software implementation project where I had the role as Project Manager.

Example:

The insurance Company X bought automated testing tool software in order to improve the quality of their software releases. My role was to implement this tool in the IT department. At that time, testing of software was done manually with little or no documentation. The developed software suffered from quality issues with several defects, resulting in many customer complaints. The project scope was:

- to install and configure the tool for 20 testers and developers
- provide training on the tool
- facilitate workshop on new usage models
- develop new procedures and process around test management
- provide ongoing consulting and support to manage the change

I had some challenges to overcome, for example the automated software couldn't recognise some of the objects we used in our programming language and some change management challenges with the teams. Some of the "older" people in the team did not want to learn or touch an automated testing tool. We agreed that those testers would focus on the management and planning of the tests – rather than on the test script development and execution. The project itself took 6 months to implement and had a budget of \$300K.

Benefit:

Once we had implemented our project we were able to see the dramatic benefits. With

the new testing software we were able to run tests overnight, saving time and improving the quality of the software. The team could test more and better in the available time, with a positive impact on customer satisfaction.

27. Question: You are starting a new project, which includes offshore development. How do you manage communications?

Background:

Communication is the key to the successful delivery of an offshore project. Make sure you have a communication plan in place which outlines:

Communication medium: written communication generally works better when dealing with non-native English speakers. Use wikis, blogs, intranet, and email. If using verbal communication try to use Skype / webcams in order to assist with face-to-face communication.

Frequency: outline how often you will communicate

Time: make sure you schedule meetings in common time zones

Syntax & language: use easy words and short sentences when dealing with none native English speakers

“Go –To” contact: identify a leader in the offshore team and establishing him/her as the “Go-To” person – rather than the entire team.

Statement:

At Company X I managed a project that included offshore developers in India due to lower hourly cost rates. Good practices to establish, when working with an offshore team are– identifying a good leader among the offshore team as the “Go-To” contact, establishing a communication plan, managing scope, having lots of deliverables which can be tested, and monitoring the schedule to avoid slippage.

Example:

To ensure the success of the project I engaged the offshore developers as part of my team. I established a detailed communication plan, which outlined different stakeholder groups and their communication requirements, frequency and medium. For example: A team meeting, with core members were scheduled every day in a video conferencing room at a time where both teams would find comfortable to attend. A project wiki was set up including a team forum where people could post progress and updates. We used Skype and webcams instead of telephones in order to support face-to-face communication.

We developed standards for emails and meetings (always have an agenda, always

state the objective of the meeting, and always provide meeting minutes in order to assist non-native English speaking team members). The key for making this project successful was that I identified and nominated an offshore leader who was my primary contact and spokesperson there. I communicated with her on a daily basis and she provided me with regular status updates.

Benefit:

The outsourcing development work output substantially increased the profitability of the project which would not have been possible otherwise.

28. Question: What is velocity? How do you estimate your team's velocity?

Background:

In project management terms, velocity is the amount of work a team can complete in a specific period of time. The amount of work can be specified in requirements, user stories or backlog items.

It is calculated by the sum of the estimated of the “to be delivered features” per iteration. It can be measured in story points, days, or hours; everything is acceptable.

Statement:

On my last project I was working with a project team that was using an agile method in order to deliver their “Year End Processing” project.

Example:

In order to establish the velocity of my team I use the following guideline:

I plan the initial velocity at 1/3 of available time in order to account for meetings, research, design, rework, and documentation. If I have 5 developers for 4 working weeks (5 people * 20 days) than I have 100 days available. I would plan 1/3 of the days e.g. 30 days' worth of work performed in this iteration. Once completed the iteration, we would assess and evaluate it and use the findings as a guideline for the second iteration. Within a short time velocity typically stabilises and provides the basis for future planning and estimating.

Benefit:

I believe that velocity is an extremely simple method to measure the rate at which teams consistently deliver value to the business.

29. Question: What have you learned from your mistakes?

Background:

This is a behavioural interview question.

Everybody makes mistakes – the key is to see, acknowledge and learn quickly from them. This will form the augmentation of your experience. Senior Project Managers get hired because of their experience and knowledge which they have gained over the years. If you can openly admit to have made mistakes in the past then this will be viewed positively marking you as someone with integrity and character.

Statement:

I've made mistakes in the past and I believe the key to correcting them is to admit them and to learn from them quickly.

Example:

A few years ago I was leading a project where I had to make a decision terminating the contract of one of the project team members. I was not aware that this person had a very close relationship to our CEO. This person was taken off the project, but was offered a very senior position in the company instead. It did cause a lot of distraction and trust issues in the project team and with some of the stakeholders. I shouldn't have reacted so quickly, trying to get this person away from my project – instead I should have given this person some tasks where she would have little stakeholder contact and little impact on the project.

Benefit:

My lesson learned from this – Don't make quick decisions on the spot without evaluating the impact. It will come back to you.

30. Question: How do you set and manage expectations (with customers, your managers and your team)?

Background:

Expectations are generally unstated but are critical to the success of your project. For example your customer wants to be involved in your project - “in all the details”, “not at all”, “wants the project done – regardless on the quality” or “wants to set an example”. The success often is not related on how well you executed the contract (Statement of Work) – but on how well you fulfilled your customers’ expectations! Fulfilling the expectation of customers, team members and managers is therefore critical to the role of a Project Manager. It will establish trust and credibility. The best way to do this is to communicate frequently and to establish realistic expectations. Monitor these expectations through probing questions. If the expectations differ from yours, you need to find the basis for it and correct your course of action.

Statement:

I believe that good expectation management is the key to a project's success.

Example:

When starting out with my projects I make sure to have informal meetings with my customer, manager and team members to understand their expectations. This helps me to better understand on how to deliver the project. On one project, I had a customer who didn't get involved into the project – he just wanted me “to do it” as quickly as possible – on a different occasion I had a customer who wanted to have daily updates and wanted to be included in every decision. While both projects were very similar yet different treatments were required in order to complete each of them successfully and to make the end customer happy.

Benefit:

Successful completion is not realising the end goal or final delivery; it is more about the journey on how you delivered it and how you engaged your stakeholders and managed expectations.

31. Question: Describe the four phases of team building and how do you use it as an advantage on your project?

Background:

The different phases of team development (according to Bruce Tuckman) are:

- **Forming:** Project team get to know each other and establish objectives clearly.
- **Storming:** Characterised by conflicts and competition between team members. In order to move to the next stage team member needs to be focusing on solution.
- **Norming:** Team members actively acknowledge ideas and contribution. A team starts to form.
- **Performing:** A team has been established and performs well.
- **Adjourning:** This is the fifth stage when teams break up after a finite length of time. This includes recognising team members and saying goodbye.

Use those phases to your advantage when you are executing a project.

Statement:

The four stages of team development are: Forming, Storming, Norming, Performing – with a fifth stage called adjourning where the teams will be released.

Example:

When I'm leading a project I'm using the above framework in order to develop a high performing team. In the forming stage, I try to have a project kick-off meeting which is not only work related. It will be a small celebration, where people will socialise and get to know each other. In the storming phase, people might have some anxiety about the project goals and its possible realisation. Some team members start questioning roles and responsibility. In this phase I support team members and share my vision and goals of the project. If conflicts arise, I make sure that they are fact based and solution oriented. In the norming stage, the team slowly comes together and my leadership will change to a more to a more participatory style. The fourth stage is the performing stage where the team performs well together. In this stage I normally have some breathing space, can delegate more activities and focus for example on future work or on some analysis work. The last stage –is called adjourning where the project will be closed and released into a "Business As Usual" state. Generally we have a closing event like a

dinner where we acknowledge team performance and say good-bye to the team members.

Benefit:

I found that this framework provides guidance in developing a high performing project team, which will work well and achieve the project goals.

32. Question: Please can you describe your current salary/wage and benefits package? Including: base salary, superannuation, bonus or commission, vehicle / phone allowances, other benefits? What are your minimum expectations in the role you are now seeking?

Background:

Salary questions will normally asked at the end of the second or third interview. If your interview partner asks what kind of salary you expect – try to ask the following:

What kind of remuneration where you planning to spend on this job role? -> This will allow you to know what the budget for this role is. Based on this, you could negotiate your salary:

Interviewer: The budget for this role is around: \$80.000 - \$90.000.

Your answer to this could be:

Based on my experience and skills, I see myself on the higher end e.g. \$90.000

When discussing salary – remember not only your salary counts. You can get remunerated in company shares or have benefits in using a company car / laptop / mobile phone. Discounts for gym membership or using childcare centres are also possible. Spend some time evaluating what the lowest possible \$\$ you would settle for.

If they don't tell you the range of the role – you could answer the following:

Statement:

I'm aware what the market is currently offering for such a job position.

Example:

I'm currently on \$X, plus superannuation, plus 20% bonus.

Benefit:

And I would hope for an increase.

33. Question: What notice are you required to give and what is your availability?

Review and decide the following:

- When can you start your new role?
- Have you planned any holidays or breaks in the near future?
- What stage are you at with other opportunities that you are being interviewed for?
- What is your notice period?

Make sure you know the answer to the above questions before you go into the interview meeting.

VIII. Questions you want to ask

This is an opportunity to ask more about the company and the project management job, but be careful:

- Do not ask questions you could have found the answer to, on the Internet.
- Do not ask questions about salary and vacations during a regular interview – it's considered to be rude.

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Your Question can be:

1. Background information about your superior e.g. Can you please tell me about your background?
2. What opportunity is there for career advancement?
3. What are the promotion opportunities?
4. Information about the project (s) for which the position is advertised e.g. size of team & location, environment / technology / size in dollar terms / timeline, scope
5. What kind of challenges does the company experience with project delivery / execution?
6. What kind of governance process does the company use?
7. What kind of project management method does the company prefer?
8. Reporting structure of Project Managers
9. Ratio of contractors vs. permanent staff

IX. Summary

You have now successfully worked through the interview guide and have spent time familiarising yourself with the interview process, the questions that are likely to be asked and the expectation your interviewer is likely to have about you.

I promise that you will stand out among your fellow candidates during the interview. In case you should not get the job, ask your interviewer for the reason. It might not be your performance but other influences where you have no control such as the budget was cut or the project was put on hold. Be positive – the next opportunity will come along.

I hope you find this e-book useful. I have collected the possible questions over a couple of years and find them useful when hiring Project Managers. They help assess the experience level of the job applicant and their culture fit within the company.

Good Luck and all the Best!
Sandra Arps

X. Interview Prep Checklist

Please use this table in order to prepare for your interview meeting. It will help you getting the job you've applied for.

Time	Description	Done
A couple of days before		
1.	Get the job description	
2.	Find out the name and the role of the person who will interview you	
3.	Research hiring company (size, number of employees, news, annual report on the website available?)	
4.	Research interviewer profile, how long has he / she been with the company, what are his / her job responsibilities; is it likely you will report to him / her? (www.Linkedin.com)	
5.	Match your skills, ability and experience with the job description	
6.	Create a map or folder and include the following: two print outs of your CV, including a print out of your references, a notepad and a pen	
7.	Answer all sample questions which are provided in the guide including the questions you are planning to ask your interview partner	
8.	Trial interview: ask your friend or family member to perform an interview with you to get a feeling for the situation	
9.	Find out location, date, time and place of the interview	

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Time	Description	Done
10.	Find out how you will get to the interview place and how long it might take (Google maps)	
11.	Decide what to wear and if possible have it dry-cleaned	
On D-day		
12.	Arrive 15 min prior to the meeting to make sure you will be on time	
13.	You are well prepared, be confident and smile. Treat this as an opportunity for you to find out as much as possible about the company and the project	
Post Interview		
14.	Analyse what went well and which questions you were having problems with. Write the question (s) down and prepare a better answer to it	
15.	Inform your recruitment agency about the interview and provide an update on the interview	
Next Day		
16.	Send a "Thank You" note to your interviewer	

XI. Important Project Management skills

Skill	Explanation
Leadership	Inspiring others and to create a vision to reach goals
Good Communication	Most important skill: a Project Manager needs to communicate successfully to all stakeholders - preferably with all levels within the organisation e.g. Project Team members, Business Sponsors and Executives.
Analysis	Impact analysis the project might have on the environment or project portfolio. Analysis of risk / issues within the project
Team Work	Without the a team the project will not be successful therefore it is important that the Project Manager is a good team leader who will bring the team together – working towards a common goal
Conflict resolution skill	Able to assist in managing and resolving conflicts
Negotiation skills	Maintaining relationship with people involved in the project
Relationship management	Capable of working at all levels within the organisation and building a relationship with them
Budgeting	Knowledge of basic financials is very important. The Project Manager needs to prepare the budget and monitor it on a regular basis
Timeliness	Every day a project gets delayed will cost the company \$\$\$. Therefore executing activities on time and delivering the project on time will save the company money
Problem solving	A project rarely goes off smoothly. Can you come up with ideas on how to solve problems quickly?

Skill	Explanation
Commitment	As a Project Manager you are the leader and you need to be committed to complete the project. If extra effort is involved then you need to show this. For example the project needs to get deployed on the weekend then you must be present on the weekend
Methodologies / Process	<p>There are a number of different project management methodologies and processes out there like PRINCE 2, agile or the traditional waterfall approach. Different industries will prefer diverse methodologies. If you change your industry e.g. switching from finance industry to construction– make sure you brush up your skills. Further information can be found at:</p> <p>http://en.wikipedia.org/wiki/Project_management</p>