



## Interview Questions for a Front Line Supervisor

*Effective leaders influence, engage and motivate their staff and department to accomplish organizational goals. A front line supervisor has the ability to directly impact a team by linking the organizational goals to the team's performance. It is critical to invest the time in selecting a front line supervisor that has the necessary skills, experiences, and motivations to be successful. The competencies and questions below have been developed to assist you in hiring the most qualified, best fit candidate.*

**Contributing to Team Success** – Actively participating as a member of a team to move the team toward the completion of goals.

1. Describe how you've involved other team members in decision making. Why did you do so? How did their input add value?
2. To accomplish goals, a team often must obtain resources from other areas. Tell me about a time when you had to do this.
3. Have you ever been on a team/group with an unproductive person? Tell me about it.
4. Tell me about a time when you were able to help peers/team members solve a problem.
5. [Reference Check] Tell me about a time when you observed <candidate's name> lead a team to complete a project or task.

**Coaching** – Providing timely guidance and feedback to help others strengthen specific knowledge/skill areas needed to accomplish a task or solve a problem.

1. Describe a recent coaching discussion you conducted.
2. Tell me about a time when someone became more successful due to your feedback and guidance.
3. Describe how you have coached two different people to accomplish a comparable task. What similarities and differences were in your approach?
4. Tell me about a time when you had to mediate a discussion among other people who were in conflict.
5. [Reference Check] Tell me about an approach <candidate's name> used to coach someone to perform a task.

**Building Customer Loyalty** – Effectively meeting customer needs; building productive customer relationships; taking responsibility for customer satisfaction and loyalty.

1. What skills or qualities contribute to building productive relationships with internal/external customers? Tell me about a time when you used these skills or qualities with a specific customer.
2. How have you known if your internal/external customers were satisfied (survey results, thank you letters, etc.)? Give me an example of a customer you know was satisfied as a result of your efforts.
3. Describe a time when you had to ask a lot of questions and listen carefully to understand the exact nature of a customer's problem or need.
4. Describe a customer focus action or process that you have implemented that produced positive results.

5. [*Reference Check*] Occasionally customer's needs conflict with ours. Tell me about a time when this happened to <candidate's name> and how he/she handled the situation.

**Continuous Improvement** – Originating action to improve existing conditions and processes; identifying improvement opportunities, generating ideas and implementing solutions.

1. Tell me about a recent change you initiated at work that helped your organization, department or team better meet customer needs or improve a process.
2. Describe the most significant challenge you have encountered with a current work process.
3. Tell me about something you've done to encourage peers/direct reports to take responsibility for improving their work standards.
4. Describe a situation in which you used different approaches to gain the cooperation of many diverse people in order to succeed. How did your approach vary from one person to the next?
5. [*Reference Check*] Tell me about a time when <candidate's name> implemented a new work process or improvement. What was the overall impact?

**Decision Making** – Identifying and understanding issues, problems, and opportunities; comparing information from different sources to draw conclusions; using effective approaches for choosing a course of action or developing appropriate solutions; taking action that is consistent with available facts, constraints, and probable consequences.

1. Walk me through a situation in which you asked a lot of questions of several people to get the information you needed to make a decision. How did you know who and what to ask?
2. Sometimes we have to make decisions very quickly. Tell me about a time when you made a decision too quickly.
3. Think about a good decision you made recently and one you wish you hadn't made. Describe the process you followed in making each decision.
4. Tell me about a job you've had that had a high level of ambiguity. How did you handle this situation?
5. [*Reference Check*] Tell me about a time when <candidate's name> demonstrated strong decision making skills.

**Motivational Fit** – The extent to which activities and responsibilities available in the job, the organization's mode of operation and values, and the geographic location provide personal satisfaction.

1. [*Influencing Others*] Tell me about a time when you had the opportunity to inspire or motivate others to take action and reach goals. How satisfied or dissatisfied were you with that, and why?
2. [*Customer Focus*] Tell me about one organization where you worked that placed a high degree of emphasis on customer needs and satisfaction. Describe how you felt about that.
3. Describe a work situation that included responsibilities that you really enjoy. What aspect(s) did you enjoy the most?

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