

## LEARNING ABOUT THE PEOPLE AND LEADERSHIP

**Scripted Dialogue:** *The number one reason that people leave a company isn't because of money, or location, or anything else – the number one reason is because of a disconnect with the boss. People work for people – and it's key for me to be able to paint a picture about the leadership of this group.*

- Who will this candidate report to?
  - How many others report to that same person?
  - Who does that person report to (who is the boss of the boss)?
- What is that person's professional background? (years in the industry, years with company, positions held within the company, project experience, etc.)
  - What prior companies did he/she work with? What brought them/attracted them to this company?
  - What school did they attend? (degree/graduation year)
  - What is their family background? (hometown, married, children, etc.)
  - What are their interests/hobbies?
- How is that manager measured? What parameters determine success in his/her role?
  - How long has this manager been in his/her current role?
  - What other positions did the manager hold within the company? What caused them to move up?
  - What is the next step in his/her career? When do you foresee that move happening, and what has to happen in order for that next step to occur?
  - Is there someone else being groomed to take over when that manager is promoted? Why or why not?
- Can you share with me a success story of someone who has moved up quickly after working with this boss?
- What are three or four things about this manager or group that will make someone excited to come to work each day?
- What has been his/her major contributions to the company?
- What is the turnover rate in this department? How does that compare to other departments within the organization?
- What is your personal philosophy of management?
  - **OR** How would you describe his/her management style?
  - What is the greatest personal satisfaction they (you) get out of management?
- What associations, networks, or boards is this manager affiliated with?
- It would be incredibly valuable to have some direct quotes from one or two people on this manager's current (or immediately past) team. These can simply operate as further proof statements from a possible hire's peers that this is a manager who can make a tremendous impact on your career. Is that something you might be able to get for me?