

TOOL 5 – INTERVIEW CHECKLIST FOR GENERAL MANAGERS



Job Role: General manager – interview checklist					
Title/competence area	BRAND PORTFOLIO MANAGEMENT				
Proficiency Level	Level 5				
Proficiency Level Descriptor	Devise a brand portfolio strategy aligned with business strategies, identify categories within a brand portfolio, conceptualise initiatives to create brand differentiators and initiate brand extension opportunities				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
<u>Interviewer's Rating</u>					
Title/competence area	BUDGETING				
Proficiency Level	Level 5				
Proficiency Level Descriptor	Develop long-term financial plans and budget requirements				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
<u>Interviewer's Rating</u>					
Title/competence area	BUSINESS CONTINUITY MANAGEMENT				
Proficiency Level	Level 5				
Proficiency Level Descriptor	Formulate business continuity processes and monitor the effectiveness of business continuity management to minimise consequences				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence

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<u>Interviewer's Rating</u>					
Title/competence area	BUSINESS ENVIRONMENT ANALYSIS				
Proficiency Level	Level 5				
Proficiency Level Descriptor	Assess internal and external influencing factors on business that may impact strategy planning and operational plans				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
<u>Interviewer's Rating</u>					
Title/competence area	BUSINESS NEGOTIATION				
Proficiency Level	Level 5				
Proficiency Level Descriptor	Cultivate trust in business partnerships, to ensure successful negotiations and long-term business relationships				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
<u>Interviewer's Rating</u>					
Title/competence area	BUSINESS NETWORKING				
Proficiency Level	Level 6				
Proficiency Level Descriptor	Strategise programmes to enhance stakeholder relationships, as well as establishing and maintaining networks and relationships				

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Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
Interviewer's Rating					
Title/competence area	Business Opportunities Development				
Proficiency Level	Level 6				
Proficiency Level Descriptor	Formulate new ways of creating value to local and international business opportunities and customer segments				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
Interviewer's Rating					
Title/competence area	BUSINESS PERFORMANCE MANAGEMENT				
Proficiency Level	Level 6				
Proficiency Level Descriptor	Establish organisational guidelines for performance systems according to organisational mission and objectives				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
Interviewer's Rating					
Title/competence area	BUSINESS RELATIONSHIP BUILDING				
Proficiency Level	Level 6				

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Proficiency Level Descriptor	Establish relations with potential business partners with strategic value to the organisation				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
<u>Interviewer's Rating</u>					
Title/competence area	COMMUNICATIONS CHANNEL MANAGEMENT				
Proficiency Level	Level 5				
Proficiency Level Descriptor	Devise framework and articulate guiding principles for selection and review of communications channels for distribution network				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
<u>Interviewer's Rating</u>					
Title/competence area	CONFLICT RESOLUTION				
Proficiency Level	Level 5				
Proficiency Level Descriptor	Formulate a conflict management framework within the department				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
<u>Interviewer's Rating</u>					
Title/competence area	CONSUMER INTELLIGENCE ANALYSIS				
Proficiency Level	Level 5				

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Proficiency Level Descriptor	Design the framework for consumer intelligence analysis to drive data collection efforts and set specific objectives of consumer intelligence analysis and generate derived measures				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
<u>Interviewer's Rating</u>					
Title/competence area	CUSTOMER ACQUISITION MANAGEMENT				
Proficiency Level	Level 5				
Proficiency Level Descriptor	Drive customer acquisition strategies to attract new customers				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
<u>Interviewer's Rating</u>					
Title/competence area	CUSTOMER BEHAVIOUR ANALYSIS				
Proficiency Level	Level 5				
Proficiency Level Descriptor	Establish a customer behaviour analysis model and framework and devise parameters to identify types of customer characteristics essential to make informed decisions pertaining to changes in marketing activities				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
<u>Interviewer's Rating</u>					

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Title/competence area	CUSTOMER LOYALTY AND RETENTION STRATEGY FORMULATION				
Proficiency Level	Level 6				
Proficiency Level Descriptor	Articulate customer loyalty and retention strategies and determine objectives in promoting long-term partnerships of mutual benefits with target customers				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
<u>Interviewer's Rating</u>					
Title/competence area	E-COMMERCE CAMPAIGN MANAGEMENT				
Proficiency Level	Level 5				
Proficiency Level Descriptor	Drive e-commerce campaign development, implementation and review the effectiveness of campaign to achieve organisational objectives				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
<u>Interviewer's Rating</u>					
Title/competence area	EMERGENCY RESPONSE MANAGEMENT				
Proficiency Level	Level 2				
Proficiency Level Descriptor	Identify emergency response plans (ERPs) and procedures to respond as an emergency response team (ERT) member in the event of an emergency incident				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence

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Interviewer's Rating					
Title/competence area	FOOD PRODUCT MARKETING				
Proficiency Level	Level 5				
Proficiency Level Descriptor	Drive marketing campaign development, implementation and review the effectiveness of campaigns to achieve organisational objectives				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
Interviewer's Rating					
Title/competence area	INTERNATIONAL MARKETING PROGRAMS MANAGEMENT				
Proficiency Level	Level 5				
Proficiency Level Descriptor	Develop international marketing programme strategies				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
Interviewer's Rating					
Title/competence area	INTERNATIONAL TRADE LEGISLATION - LEGISLATION FOR BUSINESS				
Proficiency Level	Level 5				
Proficiency Level Descriptor	Formulate and drive internal standard operating procedures (SOPs) according to international trade legislation to facilitate compliance to government regulatory requirements and legislations				
Evidence for ability & knowledge					

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Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
Interviewer's Rating					
Title/competence area	MARKET RESEARCH				
Proficiency Level	Level 5				
Proficiency Level Descriptor	Formulate market research framework and incorporate research findings into strategy development and business planning				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
Interviewer's Rating					
Title/competence area	MARKETING COMMUNICATIONS PLAN DEVELOPMENT				
Proficiency Level	Level 5				
Proficiency Level Descriptor	Develop objectives, goals, desired performance, strategies and scope of marketing communication plans				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
Interviewer's Rating					
Title/competence area	NEW EXPORT MARKET ENTRY STRATEGY FORMULATION				
Proficiency Level	Level 6				
Proficiency Level Descriptor	Direct the organisational strategy for international expansion and new export market development				

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Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
<u>Interviewer's Rating</u>					
Title/competence area	PROJECT MANAGEMENT				
Proficiency Level	Level 5				
Proficiency Level Descriptor	Lead end-to-end management of large, complex projects or multiple projects concurrently, coordinating project interdependencies				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
<u>Interviewer's Rating</u>					
Title/competence area	RISK MANAGEMENT				
Proficiency Level	Level 5				
Proficiency Level Descriptor	Drive organisation's risk management framework, policy and processes				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
<u>Interviewer's Rating</u>					
Title/competence area	SOCIAL MEDIA MARKETING				
Proficiency Level	Level 5				
Proficiency Level Descriptor	Formulate social media strategy plans, policies, standards and guidelines to meet business requirements				

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Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
<u>Interviewer's Rating</u>					
Title/competence area	STAKEHOLDER MANAGEMENT				
Proficiency Level	Level 5				
Proficiency Level Descriptor	Establish strategic stakeholder relationships that foster trust and long-term collaborations				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
<u>Interviewer's Rating</u>					
Title/competence area	STRATEGY DEVELOPMENT				
Proficiency Level	Level 5				
Proficiency Level Descriptor	Develop departmental strategies and ensure alignment to the objectives, vision, mission and values of the manufacturing facility				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
<u>Interviewer's Rating</u>					
Title/competence area	SYSTEMS THINKING				
Proficiency Level	Level 4				

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Proficiency Level Descriptor	Predict changes to processes and interdependencies over time				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
<u>Interviewer's Rating</u>					
Title/competence area	TECHNICAL PRESENTATION				
Proficiency Level	Level 6				
Proficiency Level Descriptor	Influence public opinion by presenting a synthesized view of highly technical concepts, talking points and fielding or deflecting unplanned questions, as appropriate				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
<u>Interviewer's Rating</u>					
Title/competence area	WORKPLACE SAFETY AND HEALTH PERFORMANCE MANAGEMENT				
Proficiency Level	Level 4				
Proficiency Level Descriptor	Manage the day-to-day performance of workplace safety and health (WSH) activities in a workplace environment				
Evidence for ability & knowledge					
Rating Scale	1 Adverse Evidence	2 No Evidence	3 Some Evidence	4 Sufficient Evidence	5 Strong Evidence
<u>Interviewer's Rating</u>					

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Important Notes about this Document

**Please Note: this is a generic template and some of the data we propose may not be appropriate for your organization, region or country. This template could be adapted according to your specific needs.

This document is aimed to provide general information to enable individuals, employers and training providers to be acquainted on the skills for career, training and education purposes.

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