Wk 9-10: Career Prep: Balance of Power

Kenyon Bunker

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CSE 490R

# Task C: Management vs. Leadership

## Step 1: Research what management is?

Metrics over people. Too many managers value metrics over helping their people succeed. It creates a hostile work environment. Metrics over people, reduces the value of the work the employees do. Managers create circles of power and control. Managers control a group.

## Step 2: Research what leadership is?

Leaders create value. They value people over metrics. While metrics have a place, it is but a tool. Leader knows how to connect with his people and encourage them to create value. Leaders create circles of influence. They do not control their group, they influence them. They allow their team’s best qualities shine and there for create value to the organization. [1]

## Step 3: Compare and contrast management vs. Leadership?

Managers control. Leaders guide and influence.

Managers value metrics over people. Leaders understand that they lead people, not numbers.

Managers use fear of punishment, while leaders inspire.

# Task E: Interviewing

## Step 1: Research best practices for interviewing new employees.

1. Use their cover letter and resume.
   1. A cover letter gives you an insight to their personality. How they might benefit your organization and fit with your team.
   2. A resume shows you if they have the basic experience and skills
2. Prepare a short phone interview
   1. This will help you quickly determine if the candidate's experience, skills, workplace preferences and salary needs will fit your organization. [2]
3. Prepare a skills assessment
   1. This will help you determine if they really know what they claim on a resume.
   2. The skills assessment should not be too hard or too long but should provide a good measurement of what they know and more importantly, how they problem solve.
   3. Let the candidate know that the assessment is more about observing how they work and how they problem solve.
4. Durning the interview
   1. Ask about 1 or 2 strengths they think set them apart (don’t ask about weaknesses. It is a pointless question).
   2. Do a behavioral assessment. See how they could potentially fit into your team.
   3. Value ethics and personality over skills. Skills can be taught, ethics cannot.
   4. Use a standard format for interviews. This will help in making an informed and impartial decision.

## Step 2: Create a template you would use to interview someone.

### Phone Interview

1. Review their experience, including schooling
2. Ask to share their top projects. A virtual portfolio would be best.

### Skills assessment – 45 minutes

We are going to assume this is for an entry level programming position.

1. Have a 3 or 4 basic question test.
   1. What is the difference between procedural programing and object-oriented programming?
   2. What is inheritance?
   3. What is agile development?
   4. What are the main steps of agile development?
2. Have a test system setup with a test development environment
   1. Present them with bugged code and ask them to correct it. This should be accomplished in less than 30 minutes. It should be attainable by an entry level person.

### Formal Interview

This should be more about soft skills than programing skills. That is what the skills assessment is about. No more than 10 questions. The interview should only take about 45 minutes.

We are going to ask you a series of questions related to a difficult project you have worked on. We’ll give you a few minutes to think of one. When you are ready, let us know.

Behavior and problem-solving questions

1. What do you like to do outside of work? (This question makes them feel at ease, Makes the interview less nerve-racking for them. It helps you get a picture of what makes them tick.)
2. Have you ever been asked to do a school or work project you were unsure of how to complete?
3. Describe the tasks you took to get up to speed and learn.
4. What actions did you take to complete the project?
5. What issues did you run into? How did you solve those issues?
6. Did you run into any conflicts with your peers? How did you resolve those?

Other questions

1. Describe a stressful situation at work and how you handled it.
2. How do you prioritize tasks when you have conflicting priorities?
3. What do you do when your schedule is interrupted? Give an example of how you handle it.
4. How do you handle stress, both personally and professionally?

# References

[1] Vineet Nayar, Three Differences Between Managers and Leaders, August 02, 2013, <https://hbr.org/2013/08/tests-of-a-leadership-transiti#:~:text=Management%20consists%20of%20controlling%20a,to%20contribute%20toward%20organizational%20success>.

[2] How to Interview Potential Employees, SUSAN M. HEATHFIELD, November 15, 2019, <https://www.thebalancecareers.com/interview-potential-employees-1918490>