Absolutely — here’s an expanded **Project Manager Interview Scorecard** with **5 targeted questions per category** to help you assess each capability area.

### ✅ Project Manager Interview Scorecard

**Role Context:** Reports to a Product Manager on a fintech/GenAI product team. Focus on execution, stakeholder alignment, and risk management.

| **Category** | **What to Look For** | **Score (1–5)** | **Sample Questions** | **Comments** |
| --- | --- | --- | --- | --- |
| **1. Planning & Execution** | Can translate a roadmap into a delivery plan, manage shifting timelines, and hold teams accountable |  | 1. Tell me how you build a project plan from a product roadmap.2. Describe a time a deadline slipped — how did you recover?3. How do you track progress across multiple teams?4. What do you include in a weekly status report?5. How do you ensure delivery without micromanaging? |  |
| **2. Cross-functional Leadership** | Can manage delivery across engineering, design, data, and external partners without conflict |  | 1. How do you align different departments on a single project goal?2. Describe a conflict between design and engineering — how did you handle it?3. What’s your approach to running a sprint planning session?4. How do you get buy-in from teams that don’t report to you?5. How do you balance conflicting priorities from product and engineering? |  |
| **3. Communication & Reporting** | Strong communicator who tailors updates for executives, PMs, and engineers |  | 1. How do you report status updates to different stakeholders?2. Give an example of how you managed upward communication.3. What tools do you use to maintain visibility?4. How do you handle “bad news” with leadership?5. What’s the cadence of your typical communication rhythm? |  |
| **4. Risk & Dependency Management** | Proactive in identifying, escalating, and solving issues before they impact delivery |  | 1. How do you identify and document risks?2. Tell me about a time you uncovered a hidden dependency late in a project.3. How do you escalate without creating noise?4. What’s your process for managing change requests?5. How do you handle a project when key team members are pulled off unexpectedly? |  |
| **5. Technical Fluency** | Can talk to engineers fluently, understand system constraints, and avoid tech overreach |  | 1. How comfortable are you reading a system architecture diagram?2. Have you worked with AI, ML, or data engineering teams?3. Describe a time you helped resolve a technical blocker.4. How do you approach scoping stories with technical debt?5. How do you ask good questions without dictating technical decisions? |  |
| **6. Tooling & Process Maturity** | Proficient in tooling; improves sprint health, workflows, and PM rituals |  | 1. Which project management tools do you use and why?2. What metrics do you track to assess team delivery health?3. Have you ever redesigned a delivery process? What changed?4. What does a good sprint retrospective look like to you?5. How do you balance velocity vs. quality? |  |
| **7. Stakeholder Management** | Can manage up, down, and sideways without drama — balances transparency with diplomacy |  | 1. How do you handle a senior stakeholder who constantly changes scope?2. What do you do if leadership gives you unrealistic timelines?3. Describe how you manage client communications or vendor timelines.4. How do you build trust with a skeptical stakeholder?5. What’s your escalation process when priorities conflict? |  |
| **8. Adaptability & Culture Fit** | Works well in ambiguity, early-stage teams, and fast-moving environments |  | 1. Describe a project that had unclear goals — how did you proceed?2. How do you respond when a project changes direction mid-way?3. How do you work in a startup-like environment without fixed process?4. Tell me about a time you had to “figure it out” with no precedent.5. What do you need to thrive in a fast-paced team? |  |
| **9. Product Sensitivity** | Respects product's role in strategy and avoids overstepping into feature decisions |  | 1. How do you draw the line between delivery and product ownership?2. Tell me about a time you disagreed with a PM’s prioritization.3. How do you handle scope creep coming from engineers or execs?4. What’s your role in backlog grooming?5. What do you do when stakeholders ask you to “just ship it” without product input? |  |
| **10. Scenario Handling** | Demonstrates good judgment under pressure with tradeoffs, stakeholders, and blockers |  | 1. Let’s say legal is unresponsive and design is behind — how do you unblock a 6-week GenAI launch?2. How would you handle a surprise compliance delay during user testing?3. What do you do when engineering says they need 3x the time?4. Walk me through how you’d plan for an ambitious cross-org feature.5. A product launch fails post-release — what’s your role in the postmortem? |  |

### 📝 Overall Recommendation

* ✅ Strong Hire
* 🤔 Hire with Reservations
* ❌ No Hire

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