

**Position Title:** \_\_\_\_\_

**Candidate:** \_\_\_\_\_

**Interviewers:** \_\_\_\_\_  
\_\_\_\_\_

**Adaptability**

- Tell us about a time when you had to adjust to a colleague's working style to complete a project or achieve your objectives.
- Describe to me how you adapt to a wide variety of people, situations, and environments.
- Tell us about a time when you and your team had to adjust to changes over which you had no control. What did you do? How did you support your team through these changes? What was the outcome?

**Attitude**

- Can you give an example of a time when you have received negative feedback about your job performance or academic performance? Explain your reaction.
- What frustrates you most about your current position? Can you give an example of how you have dealt with this frustration in the past?
- When was the last time you made a big mistake? What did you do?
- Have you ever taken a substantial risk that has failed? What was it? What did you learn?
- Have you ever had any experience turning a problem into a success? Tell me about it.

**Building Consensus**

- Describe a situation in which you had to help others arrive at a consensus. What was your role? What steps did you take? What was the end result?

**Change Management**

- What change situation have you been a part of in the last year? What did you do to prepare the staff? What challenges did you encounter? How did you handle them?
- Change seems to be a way of life in healthcare these days. Tell me about a time when you had to deal with a rapidly changing or unsettled environment. What part was the hardest for you to deal with?

### Coaching and Discipline

- Tell us about a time when you had to give feedback to an employee who displayed a lack of professionalism in their work relationships. What did you say? What standard did you set? What was the outcome?
- Tell us about a time when you had to provide feedback to a subordinate about his/her performance. How do you provide feedback? How often?
- In a supervisory or leadership role, tell us about a time when you had to counsel or discipline an employee. What was the nature of the discipline? What steps did you take? How did this make you feel? How did you prepare yourself?

### Communication

- Give me an example of something complicated that you have had to explain to others. What were the results?
- Sometimes we are misunderstood by other people. Has this ever happened to you? How did you respond and what were the results? What did you do to prevent this from happening again?
- Describe a time when you communicated some unpleasant feelings to your supervisor. What happened?
- Tell me about a specific experience of yours that illustrates your ability to influence another person verbally. Feel free to use an example that involves changing an attitude, selling a product/idea, or being persuasive.
- Has there ever been a time when your listening skills really paid off, maybe a time when other people missed the key idea in what was being expressed? Tell me about it.

### Compassion

- Have you ever had a situation where a co-worker came to you with a difficult personal issue? What did you do about it? What were the results?
- Tell me about a situation in the past year in which you were confronted with an emotionally distraught client or caregiver. How did you intervene?
- Tell me about a recent scenario when you had to help a client or a clients' family member cope with anxiety concerning illness or ability to pay the bill.
- Describe a time when you were able to be personally supportive and reassuring to another individual.

### Conflict Management

- Tell us about a time when you were able to successfully communicate with another person even though that person may not have personally liked you (or vice versa). How did you handle the situation? What obstacles or difficulties did you face? How did you deal with them?
- Give us an example when you worked with someone that was difficult to get along with. In what way was this person difficult? How did you handle this person? How did the relationship progress?
- Give an example of a time when you went to the source to address a conflict. How did you approach it? What did you say? How did they respond? What was the outcome?

### Creativity

- When was the last time you thought outside the box? What did you do?
- Describe a time when you came up with a creative solution/idea/project/report to a problem in your area.

### Critical Thinking

- Give me an example of a time when you developed or recognized new thinking or trends that were helpful to your organization.
- Tell me about a time when you had to plan a complex project.
- Think of a problem you have addressed by focusing on the underlying process rather than on an isolated event. Describe the approach you took.
- Tell me about one major obstacle you overcame in your last job. How did you deal with it?

### Customer Service

- Think of a time when you had to deal with an unhappy customer. Describe the situation and how you handled it.
- Have you ever run into an angry customer who wanted you to do something that you did not have the authority to approve? How did you handle it?
- Have you ever had to make a change in your approach to accommodate the needs of a customer? What happened?
- Tell me about a time when you went above and beyond normal expectations to improve a client's or family member's experience.

### Decision Making

- Have you ever had to implement an unpopular decision? What steps did you take? What was the outcome?
- Have you ever been in a seemingly impossible position with difficult budgets?
- Describe a situation that illustrates your delegation style.
- Tell me about a hard decision you had to make and how you went about making that decision.
- Tell me about a time when you took a calculated risk in a recent position. What were your considerations?

### Delegation

- Tell us about an experience where you had to delegate important work to others. How did you manage the process? What did you do to ensure quality output?

### Developing Others

- What opportunities have you had to support staff in their professional development?
- Tell me about your subordinates? How much are you able to empower them comfortably? Why or why not?

### Developing Teams

- Tell us about a time when you needed to have co-workers working on a project who normally have different work styles/ideas. How did you pull them all together to achieve the objectives of the project?
- Tell us about a situation when communications were poor; there was a lack of trust and cooperation. How did you handle it?

### Diversity Awareness

- Tell me about a time when you had to make necessary adaptations for another person from a different cultural background. What did you do and what were the results?
- Give me an example of when communication with a customer or co-worker was difficult. How did you handle it?
- Describe a situation when you worked with a person whose personal beliefs were the opposite of yours. How did you deal with it?
- Tell me about a time when you were able to step into another person's shoes in order to discover his or her unique perspective.
- Have you ever had a time when you felt it necessary to compromise your own immediate interests in order to fulfill another person's needs? Tell me about it.

### Driving Results

- Give an example of how you have been successful at empowering either an individual or a group to accomplish a project/goal/objective.
- Can you tell us about a time when you were less than pleased with your performance? What did you do?

### Emotional Intelligence

- Tell us about some demanding or high-pressure situations in which you remained calm and composed. Tell us of a situation in which you were not able to control your anger or frustration.
- Describe the way you handled a specific problem involving others with differing values, ideas, and beliefs. What did you do? How did you handle the situation?
- People react differently when it comes to demands and pressures. How do you handle frustration and pressure on the job? Tell us how your staff would describe your typical reaction.
- What was the most useful criticism you ever received?

### Financial Acumen

- What was the biggest waste of resources in your last job? How did you resolve this?
- Tell me about a situation in which you were able to reduce costs associated with a project or process.
- Tell me how productivity is measured in your current/last job. Describe for me a time when you had to adjust staffing or change processes in order to meet productivity standards.
- Have you ever had to defend to administration why your budget was higher than normal? What kind of data did you gather to support this position?

### Flexibility

- Share with me an example of when you changed an opinion or action plan after receiving new information.
- Give me an example of a time when you needed to balance your needs and concerns with the needs and concerns of another person.
- Sometimes it is necessary to work in unsettled or rapidly changing circumstances. When have you found yourself in this position? Tell me exactly what you did.
- Tell me about a time when you had way too much to do and you had deadlines to meet. How did you handle it?

### Giving Feedback

- Tell us about a time when you had to give explicit feedback to an employee that works for you, who was not meeting performance or behavior expectations. What did you say? What expectations did you set? What was the outcome?
- Tell us about the last time you provided positive feedback to someone. What did you say? What was their response? What effect did it have on performance?

### Initiative

- Give us an example of a situation in which you showed initiative and took the lead. What did you do? How did it turn out?
- If you were to take the role of (*enter position title*) what would you do first? How would you approach your new role?

### Integrity

- Give me an example of when you chose to speak up for others when they were not present.
- When was the last time you broke the rules and how did you do it? Tell me about a time when you asked forgiveness for doing something wrong.
- Share an example of a problem created for you by someone else. How did you handle it? What were the results?
- Have you ever had no control over circumstances, yet were responsible for the final outcome? What did you do? What were the results?

### Leadership

- Describe the most striking example of staff conflict or dissent you have experienced. How did you handle it?
- Describe how you have involved staff in performance improvement initiatives and other decisions pertaining to their work.
- Give me an example of how you establish goals, responsibilities, and accountabilities for others.
- Tell me about a past experience developing and building a leadership team.
- Have you ever had to implement an unpopular decision? What steps did you take? What was the outcome?
- Tell us about your leadership philosophy values and practice. Give us an example of when you really had to put this through the test.
- Describe how you foster a highly engaged and productive work team, especially during times of change.

- Leadership often means disrupting comfort zones to lead people past the status quo and achieve new levels of excellence. Describe a time when you were able to do this?
- Tell us about a time that you provided recognition to an associate for the work they performed. What did you do?
- What consistent methods do you use to ensure that associates feel valued for their contributions?

### **Listening Like You Mean It**

- Describe a situation in which you were able to effectively “read” another person and guide your actions by your understanding of their individual needs or values.
- Describe a situation that required you to really listen and display compassion to a co-worker or employee who was telling you about a personal/sensitive situation.

### **Mentoring**

- Give me an example of a time when you came up with a clever way to motivate your colleagues.
- Tell me about a time when you acknowledged or celebrated the success of yourself or others.
- Have you ever mentored a peer? Describe a situation when you worked with an employee or colleague to successfully improve his/her performance.
- Tell us about a specific development plan that you created and carried out with one or more of your associates. What were the components of the development plan? What was the timeline? What were the results?
- Give us specific examples of how you have coached and mentored your employees.

### **Personal Conviction**

- Give examples of when your values and beliefs impacted your relationships with your peers.
- Tell us about a time when you re-evaluated your own beliefs or opinions around an issue or situation.

### **Personal Development**

- Can you describe a situation where you received feedback from a colleague or boss that made you re-think your practice or behavior?
- What areas do you feel still need some developing to improve your effectiveness on the job?

- Tell me about a specific goal you set for yourself in the past. Why was it important to you? How did you achieve it and what were the results?
- We all get negative feedback from time to time. Tell me about a time you received feedback that indicated an opportunity for you to improve your job performance. What did you do?
- Give me an example of a time when you went beyond your employer's normal job expectations to get a job done.

### **Persuasion/Influence**

- Gaining the cooperation of others can be difficult. Give a specific example of when you had to do that?
- Describe a time when there was a division in the group, and you had to manage the "us vs. them" mentality.
- Leadership it has been said is getting people to do things because they want to. When have you been successful in stimulating others to take personal responsibility? How did you do it?
- Describe a situation in which you were able to positively influence the actions of others in the desired direction.

### **Presentation/Teaching Skills**

- Describe the most significant or creative presentation that you have made. Why was it so significant?
- People learn very differently. Tell us what teaching methods or techniques you use to relate to a variety of different types of learners?

### **Problem Solving**

- Tell me about a time when you thought it was necessary to alter procedure. What was the situation and how did you handle it?
- We have all had projects or situations that have not worked out as they should have. Tell me about a time when this happened to you. How did you handle it?
- Walk me through the last big decision you had to make. What happened?
- Have you ever been in a situation that seemed to go wrong from the beginning? What did you do and what were the results?
- (Clinical) Tell me about a time when there was a significant change in a patient's status. How did you know? What did you do? What were the results?
- Tell us about a problem you solved in a unique or unusual way. What did you do? What was the outcome? Were you satisfied with it?



- Tell us about a time when you had to solve a particular problem. What was the problem? What did you do? What was your thought process at the time? What was the outcome?

### **Process Improvement Orientation**

- Have you ever made suggestions for improving your work process? Describe what you did and how you achieved results.
- Would you tell me about a time when your supervisor presented you with a new process for doing something and gave you the task of implementing and evaluating that process? What did you do?
- Tell me about a time when you were faced with a situation and there was no clear policy or procedure to follow. What did you do? What were the results?
- Have there been any large changes within your current organization? Tell me about one change that affected your job. How did you react?
- Tell me about a problem that you identified and resolved by using a systematic approach.
- (Clinical) When was the last time your employees did not meet patient care standards? How was the deficiency identified and how was it improved?

### **Project Management / Time Management**

- Tell us what tools and techniques you use to manage multiple projects at one time with multiple deadlines.
- Tell us how you go about prioritizing your workload.
- Describe the system/systems you use to keep on track of multiple projects. How do you track your progress so that you can meet deadlines? How do you stay focused?

### **Stress Management**

- Sometimes situations and people can really upset us. Describe a time when you were able to maintain composure when under significant pressure.
- Share a time when you had to speak and act respectfully while angry or frustrated. Be very specific.
- When was the last time you felt pressure on the job? How did the situation come about? How did you react? What made you decide to handle it that way?
- What effect, if any, did this have on your other responsibilities?

### **Teamwork**

- Share with me a situation in which you accomplished something as a member of a team. What was the team's purpose? What was your role?

- Describe a time when you were able to help a co-worker solve a problem or improve his or her performance.
- Describe a specific situation and how your work style affected the team's decision.
- Give me an example of a time when you confronted a negative attitude successfully, with the result of building teamwork and morale.
- Give me an example of when you have done some things for others in the organization on your own, without being asked or told to do so.
- Tell us about a team project that you led? What did you do? How did you handle it? What was the outcome of the project? What would you have done differently if anything?
- What contributions have you made to improve teamwork?
- Tell me about a time when you had to lead a group through a discussion to consensus on an issue. How did you address the concerns of the dissenters?

### Work Ethic

- If I were to call your current/previous supervisor and ask them to tell me about your work ethic, attendance, and attitude, what would they tell me?

### Other

- Give us an example of a time when you had to enforce a policy with which you did not agree?
- What do you consider to be your greatest achievement so far and why?
- How would you describe your ideal job?
- Describe a great day at work.
- What do you do in your job that you would like not to have to do? What do you do in your job that you would like to do all the time?
- Describe your best boss. Describe your worst boss.
- Describe the characteristics of a successful (*enter position title*).