

Manager Level Interview Guide

Position Title: _____

Date: _____

Candidate Name: _____

Interviewer: _____

- Select 3-5 competencies from the list below that are most critical for success to the open role
- For panel interviews, select 1-2 competencies per interviewer
- Use the Definitions and Key Actions (under each competency) as a reference to assign Rating Values.
- Select the Rating Value that best reflects the level of competency on your list

RATING VALUE		DEFINITION
1	Significant Gap	No good examples provided suggesting a lack of competency for what is required to perform the role
2	Below Requirements	The example(s) provided showed insufficient competency for what is required to perform the role
3	Meets Requirements	The example(s) provided demonstrated the needed competency for what is required to perform the role
4	Exceeds Requirements	The example(s) provided demonstrated exceptional competency for what is required to perform the role
5	Far Exceeds Requirements	The example(s) demonstrated the competency at an expert level, perhaps even for a larger scope and/or complexity than what is required to perform the role

CHOOSE 3 - 5 COMPETENCIES CRITICAL FOR THE ROLE, AND THEN PROCEED WITH INTERVIEW QUESTIONS

1. CUSTOMER FOCUS

- Seeks to understand patients/family/customers ■ Educates patients/family/customers ■ Builds collaborative relationships
- Takes action to meet patient/family/customer needs & concerns ■ Sets up patient/customer feedback systems

Describe a time when you took action to provide quick and thorough service in response to a customer's request or problem.

1 Significant Gap	2 Below Requirements	3 Meets Requirements	4 Exceeds Requirements	5 Far Exceeds Rqmts
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. PERFORMANCE STANDARDS

- Sets standards for excellence ■ Ensures high quality ■ Takes responsibility
- Encourages others to take responsibility ■ Operates with integrity

Tell me about a time when you noticed that a process or task was being done incorrectly. What did you do?

1 Significant Gap	2 Below Requirements	3 Meets Requirements	4 Exceeds Requirements	5 Far Exceeds Rqmts
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. DRIVING FOR RESULTS

- Targets opportunities ■ Establishes stretch goals ■ Achieves goals ■ Stays focused

Tell me about a suggestion you made to improve procedures or processes. How did you gain acceptance for it?

1 Significant Gap <input type="checkbox"/>	2 Below Requirements <input type="checkbox"/>	3 Meets Requirements <input type="checkbox"/>	4 Exceeds Requirements <input type="checkbox"/>	5 Far Exceeds Rqmts <input type="checkbox"/>
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4. FACILITATING CHANGE

- Organizes meeting communications ■ Encourages boundary breaking ■ Rewards change
- Addresses change resistance ■ Manages complexity and contradictions

It can be difficult to get people to think “outside the box.” Tell me about a time when you were able to get others to go beyond conventional thinking. What did you do? What was the outcome?

1 Significant Gap <input type="checkbox"/>	2 Below Requirements <input type="checkbox"/>	3 Meets Requirements <input type="checkbox"/>	4 Exceeds Requirements <input type="checkbox"/>	5 Far Exceeds Rqmts <input type="checkbox"/>
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5. LEADERSHIP DISPOSITION

- Engages people ■ Drives toward success ■ Sustains positive outlook
- Shows discipline ■ Inspires confidence ■ Learning agility

Tell me about a time when you motivated others to actively support a new vision. How did you accomplish this?

1 Significant Gap <input type="checkbox"/>	2 Below Requirements <input type="checkbox"/>	3 Meets Requirements <input type="checkbox"/>	4 Exceeds Requirements <input type="checkbox"/>	5 Far Exceeds Rqmts <input type="checkbox"/>
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6. DELEGATING RESPONSIBILITY

- Shares appropriate responsibilities ■ Defines parameters ■ Provides support without removing responsibility ■ Stays informed

Tell me about a time when you delegated responsibilities to your team. How did you determine which team member(s) would assume the project/task assignment?

1 Significant Gap <input type="checkbox"/>	2 Below Requirements <input type="checkbox"/>	3 Meets Requirements <input type="checkbox"/>	4 Exceeds Requirements <input type="checkbox"/>	5 Far Exceeds Rqmts <input type="checkbox"/>
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7. BUILDING A SUCCESSFUL TEAM

- Develops direction ■ Develops structure ■ Facilitates goal accomplishment
- Involves others ■ Informs others on team ■ Models commitment

Describe the most effective techniques you've used to encourage team members to contribute their talents to the team's function or goal. Give me a specific example of a time when you used one of these techniques.

1 Significant Gap <input type="checkbox"/>	2 Below Requirements <input type="checkbox"/>	3 Meets Requirements <input type="checkbox"/>	4 Exceeds Requirements <input type="checkbox"/>	5 Far Exceeds Rqmts <input type="checkbox"/>
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8. COACHING

- Clarifies the current situation ■ Explains and demonstrates ■ Provides feedback and reinforcement ■ Uses key principles
- Collaboratively establishes development goals & plans ■ Creates a learning environment ■ Monitors progress

Tell me about a direct report/team member you found difficult to coach or provide feedback to. Describe a specific situation. How did you handle it? What were the results?

1 Significant Gap <input type="checkbox"/>	2 Below Requirements <input type="checkbox"/>	3 Meets Requirements <input type="checkbox"/>	4 Exceeds Requirements <input type="checkbox"/>	5 Far Exceeds Rqmts <input type="checkbox"/>
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9. PLANNING & ORGANIZING

- Prioritizes ■ Determines tasks and resources ■ Schedules ■ Leverages resources ■ Stays focused

What have you done to make your department/team more efficient or organized? Give me an example.

1 Significant Gap <input type="checkbox"/>	2 Below Requirements <input type="checkbox"/>	3 Meets Requirements <input type="checkbox"/>	4 Exceeds Requirements <input type="checkbox"/>	5 Far Exceeds Rqmts <input type="checkbox"/>
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10. PROBLEM SOLVING

- Identifies issues, problems and opportunities ■ Gathers & Interprets information ■ Generates alternatives
- Chooses appropriate action ■ Commits to action ■ Involves others

Describe an occasion when you decided to involve others in solving a problem. Why did you do so? To what extent did you use their contributions? What was the outcome?

1 Significant Gap <input type="checkbox"/>	2 Below Requirements <input type="checkbox"/>	3 Meets Requirements <input type="checkbox"/>	4 Exceeds Requirements <input type="checkbox"/>	5 Far Exceeds Rqmts <input type="checkbox"/>
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11. BUILDING WORKING RELATIONSHIPS

- Seeks opportunities ■ Clarifies the current situation ■ Develops others' and own ideas ■ Subordinates personal goals
- Facilitates agreement ■ Uses key principles ■ Conveys respect

Give me an example of a time when you worked with a group/team to determine project responsibilities. What was your role? What was the outcome? What difficulties or issues came up?

1 Significant Gap <input type="checkbox"/>	2 Below Requirements <input type="checkbox"/>	3 Meets Requirements <input type="checkbox"/>	4 Exceeds Requirements <input type="checkbox"/>	5 Far Exceeds Rqmts <input type="checkbox"/>
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TRANSFER RATINGS FOR THE 3-5 COMPETENCIES SELECTED AS CRITICAL FOR THE ROLE	
COMPETENCIES*	RATING
1. Customer Focus	
2. Performance Standards	
3. Driving for Results	
4. Facilitating Change	
5. Leadership Disposition	
6. Delegating Responsibility	
7. Building a Successful Team	
8. Coaching	
9. Planning and Organizing	
10. Problem Solving	
11. Building Working Relationships	
TOTAL	

Additional comments/feedback on Knowledge, Skill, Ability and Organizational Fit
HIRING RECOMMENDATION
<input type="checkbox"/> Strongly Recommend <input type="checkbox"/> Recommend <input type="checkbox"/> Do Not Recommend