**Behavioral Based Interview Questions**

**Service:** Focuses and aligns actions and decisions on ways to enhance service.

- What are some steps you have used to raise the level of service in your unit, work group or department?

- Describe an episode when you had to deal with an angry or upset customer/patient? How did you turn the situation around? What was the result?

- How have you demonstrated a concern for service – with a customer; your staff; someone from a different department; your supervisor?

- Describe a situation in which you were asked to reconcile service quality with a reduction in cost? What did you decide?

- Describe a situation in which you had a large number of customer interactions. How did you handle it?

- Please give an example of a situation where you felt that you provided exceptional customer service.

- Describe a time you made a decision to go beyond standard policy to assist a customer. What was the outcome?

- Give us an example of when you had to use extreme patience with a customer and what were the results?

- Please give an example of a time when you turned around a difficult situation on the phone. What did you do? What were the results?

- Describe a situation when you had to go out of your way to help a customer with a problem or someone else on a project.

- Describe a situation in which your department experienced a major problem that impacted customer service. What did you do? What was the result?

- Tell me about a time when you did more than what was required in your job.

- When have you anticipated a customer need?
**Strategic/Systems Thinking** - Understands the connections and relationships across functions and entities for both internal and external constituencies; thinks appropriately into the future.

- Tell me about a time when you developed a recent innovation or new approach (either on your own or through drawing on the input of others) which made a specific impact on business results.

- Tell me about a time when you (or you and your team) focused on a specific strategy in the last year in order to meet the challenges you confronted.

**Communication** - Sends the right messages and information to appropriate audiences; keeps people informed; adapts communication style to the needs of the audience.

- Tell me about a time when you communicated goals and/or direction to an organization or department.

- Tell me about a time when you led a team meeting or activity.

- Tell me about a time(s) where you feel you had - Effective communications - Ineffective communications.

**Influence** - Persuades others to pursue important courses of action, which they may not have been initially inclined to accept, by utilizing buy-in, persuasion and relationship building.

- Tell me about a time when you had to gain someone’s (or a group’s) support in order to move a key initiative forward.

- Tell me about a time when you had to address resistance (from an individual or group), in order to maintain momentum toward achieving a targeted outcome.

**Results Orientation** - Does what is necessary to improve performance; balances the resources necessary to produce desired outcomes; tracks and monitors performance.

- Tell me about a time when you made something better or improved something.

- Tell me about a time when you met or exceeded performance expectations/targets.

- Tell me about a time when you were required to achieve a high level of performance.

**Confidence and Initiative** - Has foresight and asserts a willingness to perform in challenging situations; learns from mistakes and from feedback from others.

- Tell me about a time when someone challenged you on an initiative you felt strongly about moving forward.
Tell me about a time when someone strongly disagreed with an initiative/plan you were proposing, and what steps you took to move forward.

Tell me about a time that you initiated a plan (i.e., complex, strategic in nature) that was of benefit to the organization.

Tell me about a recent experience where you had no control over circumstances yet you were responsible for the final outcome, and the steps you took to move forward.

**Develops Others** - Pays personal attention to the growth and development of others, provides constructive feedback, and creates development opportunities.

Tell me about a time when you coached someone and helped him/her develop new skills as a result.

Tell me about a time when you delegated a “high profile” task/assignment to someone in order to help him/her grow and develop new skills.

Tell me about a time when you helped another person get ahead, and the steps you took to assist him/her.

**Team Focus** - Works effectively in a team; is effective as a team leader as well as collaborating with others as a team member.

Tell me about a time when you led a team meeting/activity or group interaction.

Tell me about a time when you took action to involve others in designing and implementing “something new.”

Tell me about a time when one of your senior leaders was having difficulty with his/her job, i.e., performance results, team interaction, and what you did to correct.

**Change Leadership** - Initiates and/or sponsors change efforts; aligns resources overcomes resistance, and engages/motivates others to implement and sustain change efforts.

Tell me about a time when you saw an opportunity (or a problem) and had to make a dramatic change in order to address it.

Tell me about a time when you implemented change within your organization.

Tell me about a time where you had to rapidly change your priorities (“turn on a dime”), and how you moved forward.

**Customer Orientation**
Tell me about a time when you addressed a customer’s needs.

Tell me about a time when you interacted with customers, clients, community members, key stakeholders, etc.

Tell me about a program or system you put in place in your present (or past) position to better serve your customers and steps you took to move forward and monitor its success.

Tell me about a complex problem brought to your attention by a key customer who was not satisfied. Tell me how you solved and the steps you took to move forward.

**Cultural Competence** - Considers and uses cultural dimensions in workforce planning and development, care delivery, and the formulation and enacting of business strategies.

Tell me about a time when you dealt with people from different backgrounds.

Walk me through a situation (program, innovation or plan) which had an impact on supporting the efforts of diversity.

**Personal Development** - Is open to and seeks new learning opportunities; embraces and responds to feedback from others.

Tell me about a time when you received developmental feedback.

Tell me about a time when you took on a task that represented a new challenge.

**Decisiveness** - Makes timely and effective decisions.

Tell me about a time when you had to act decisively to address an identified opportunity.

Tell me about a time when you had to make an important decision impacting business performance.

Tell me about a time when you have made a decision that was clearly not in agreement with others in your organization.

Tell me about a decision (time) when you changed or shifted priorities.

Give me some examples of important and challenging decisions you've made.

Describe a recent approach you used for making a key decision.
Partnership - Engages others (including Health Plan/Medical Group and Labor/management partners) to identify mutual goals, develop solutions, make decisions and achieve outcomes.

- Tell me about a time when you partnered with others to achieve mutual goals, performance goals or outcomes one to two years out? How did you establish mutual accountability?

- Describe a situation in which you had to sustain organizational, industry or labor partnerships during periods of change and adversity? What do you believe contributed to your outcomes?

Attendance

- What is a good reason to miss work?

Steady Work History

- Please explain any gaps in your employment history.
- Why did you leave your last job?

Ability to Handle Stress

- How does your personality change under stress?
- Describe a time in your last position where you were stressed. What caused the stress? What did you do about it? What was the result?
- What causes you to lose your temper?

Think Outside the “Box”

- Have you learned more from your mistakes or your successes? Why?
- Is the customer always right?

Self-Motivated

- What motivates you to put forth your best effort?
- What do you do when things are slow at work?
- How important are external deadlines in motivating you?
- What do you think determines a person’s success in a company?
Strong Work Ethic

- Tell me about yourself using only one-word adjectives.

- If you had the opportunity to do the last 10 years of your career over again, what would you do differently?

- Describe the most difficult decision you ever had to make. Reflecting back, was your decision the best possible choice you could have made? Why or why not?

- How do you know if you are doing a good job?

- What did you accomplish at work the day before yesterday – in detail.

Work Style

- What strategies do you use when you have a great deal of work to accomplish and not much time to do it?

- Would you rather formulate a plan or carry it out?

- What was the last business or management book you read and what did you learn from it?

- Do you anticipate problems or react to them? Give me an example.

Ethics

- Has there been a time when you felt pressure to compromise your integrity? Tell me about it. What did you do?

- Concerning personal integrity – Where have you had to draw an ethical boundary?

- Tell me about a time when people you were working with weren’t as ethical as you like. What did you do about it?

Teamwork

- Define cooperation.

- How do you know when a team has met its objectives?

- Tell me about a time when you said no to someone who asked you to drop everything to help them out.
How do you deal with different background and value systems different from your own?

Tell me about an occasion when the team objected to your ideas. What did you do to persuade the team to your point of view?

**Supervisory Strengths**

- What’s the difference between a manager and a leader?
- How has your tolerance for accepting mistakes from your subordinates changed over the years?
- Where do you think power comes from in your organization? Why?
- What is your philosophy of mentoring?
- Describe the most difficult political situation you have faced.

**Business Belief or Values**

- What cherished management belief have you had to give up in order to get where you are?
- What’s more important to you, truth or comfort?
- Is honesty always the best policy?
- What would you do if everyone in your department called in sick?
- Your supervisor asks you to do something in a manner you are convinced is dead wrong. What would you do?

**Employer Relationship**

- What are some of the things your former boss could have done differently?
- Describe your relationship with your last boss?
- If you could describe your ideal work setting, what would it look like?
Closing the Interview

- Based on our discussion, how do you feel about this opportunity?
- If there is one reason why we should select you over other applicants, what would it be?
- In closing, I have one last question… Is there anything else I should know about you?