

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.



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- 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?