

Situational Based Interview Questions

Choose at least one question from each of the following categories and enter on Interview Worksheet under the corresponding category. Use the Interpretive guide in evaluating the candidates answer.

Situational Based Question	Interpretive Guide
<p>Customer Service</p> <ul style="list-style-type: none">• Think of a time you had to deal with an unhappy customer. Describe the situation and how you handled it.• Tell me about a time you made a change in your approach to accommodate the needs of others.• Describe a situation where it was easier to override standard procedure when working with a difficult client.• Tell me about a customer who was angry or upset and wanted you to do something that you did not have the authority to approve. How did you handle it?	<ul style="list-style-type: none">• Did the example show how the candidate could build a helping relationship successfully?• Did the response provide evidence of restraint under a difficult situation?• Did the candidate become part of the problem or the solution?• Was there evidence of a mature problem-solving attitude?• Look for both the versatility and the service attitude with a difficult individual.

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<p>Employee Commitment</p> <ul style="list-style-type: none"> • Give me an example of a time when you went beyond your employers' normal job expectations to get a job done. • What do you think was your greatest contribution to your last organization? Why? • In your last (current) job, what would you say is/are the main drawbacks to pursuing that kind of a job career? • Have you participated in any promotional program sponsored by your previous (current) employer? What was your part? How did that make you feel? • What was the most exciting aspect of your last job? Please give a specific example. 	<ul style="list-style-type: none"> • Is the candidate proud of their commitment to get the job done? • Did it appear that extra hours were required because of poor delegation or because of a dedication to excellence? • Does the candidate's work history show a well-established work ethic and willingness to perform regardless of the conditions? • Does the candidate's values align with Novant Health's Mission, Vision, and Values?
<p>Financial Vitality</p> <ul style="list-style-type: none"> • What do you believe was the biggest waste of resources in your last job? How did you resolve this? • Tell me of a situation in which you were able to reduce costs associated with a project or process. <p>Tell me how your 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.</p>	<ul style="list-style-type: none"> • Did the candidate relate the people requirements and resource limitations in an analytical decision-making approach? • Does the candidate demonstrate their involvement in cost containment? • Did the individual use words such as standard, norm and commitment in formulating the response? Was their evidence that the candidate did contribute to the work group standard as either a manager or group member?

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<p>Process Improvement</p> <ul style="list-style-type: none"> • Have you ever made suggestions for improving your work or work process? Describe what you did and how you achieved results? • Would you tell me about a time your supervisor presented you with a new process for doing something and gave you the task of implementation and evaluation of that process? What did you do? • Tell me about a time in which you were faced with a situation and there was no clear policy or procedure to follow. What did you do? What were the results? • Tell me about some recent changes made by your organization and how they've changed your job. How do you feel about these? • Tell me about a problem that you identified and resolved by using a systematic approach 	<ul style="list-style-type: none"> • Notice if a systematic, logical, and reasonable approach was used in analyzing the situation. • Observe if the candidate felt confident in using authority. • Was the candidate able to define a change objective and was there deliberate selection of a method. • Did the individual overreact or withdraw from demanding work? • Is there evidence of an ability to deal with imperfect situations? Can the individual operate without a plan or structured agenda with some degree of comfort? • Observe if the individual can relate a systematic approach to problem solving. Was the individual able to describe how policies and procedures could be effective in work environments where risk levels are involved?

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<p>Teamwork</p> <ul style="list-style-type: none"> • Share with me a situation where 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/ improve their performance? • What is the strength or “natural style” that you bring to a team? Describe a specific situation and how your 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 where you have done some things for others in the organization on your own, without being asked or told to do so. 	<ul style="list-style-type: none"> • Was the candidate able to distinguish between one’s own efforts to organize the work process and contributions made by others. • Was participation and open communications used in building the teamwork environment? • Observe if the individual used the participative approach effectively. • Notice if the individual was able to provide a good example of “goal congruence”. • Was there true evidence of group commitment? • Was the candidate systematic and positive in handling the negative attitude? • Did the self-provided motivation indicate a willingness to accept accountability and responsibility for the whole vs. the individual?

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<p>Diversity</p> <ul style="list-style-type: none"> • Tell me about a time when you had to make necessary adaptations for another person (s) from a different cultural background. What did you do and what were the results? • Give me an example where 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 opposites 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 their unique perspectives. • Tell me about a time when you felt it necessary to compromise your own immediate interests to be socially flexible • and tolerant of another person’s needs. 	<ul style="list-style-type: none"> • Was the candidate sensitive to the feelings of other persons? • Was rapport built without appearing phony? • To what extent did the candidate make a special effort to demonstrate respect in terms of actions as well as words? • Does the candidate seem to assume that all people are relatively similar in terms of their needs, values, and opinions? • Was the example a good indication of perceptiveness generally or was this an isolated incident?
<p>Inclusion, Equity & Belonging</p> <ul style="list-style-type: none"> • How do you make your team feel a sense of inclusion, belonging and equity? • What have you done to eliminate bias in your interviewing and selection process? 	<ul style="list-style-type: none"> • Have you ever observed a colleague who was culturally insensitive? How did you address this? <ul style="list-style-type: none"> ○ Describe how your leadership style fosters inclusion and belonging at work ○ Describe a situation where you demonstrated sound decision making and behaviors to a patient or team member related to diversity, inclusion and equity.

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<p>Compassion</p> <ul style="list-style-type: none">• Tell me about a situation where a coworker 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 customer. How did you intervene?• Tell me a recent scenario when you had to help a customer or their family member cope with anxiety concerning their (illness, hospitalization, ability to pay their bill, etc.)?• Describe a time when you were able to be personally supportive and reassuring to a person.	<ul style="list-style-type: none">• Did the example show how the candidate could build a helping relationship successfully?• Did the candidate's response show a genuine concern for the relationship with the other person, or was it simply a means to an end?• Observe whether the person can be genuinely sympathetic.• Did the person's feelings of compassion interfere with the ability to maintain an effective working relationship?