

Interview Guideline

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POSITION: Director/Manager

INTERVIEWEE:

DEPARTMENT: Market Access &
Reimbursement

INTERVIEWED:

CREATION

DATE:

INTERVIEWER:

INTERVIEW GUIDE OVERVIEW (DO NOT READ OUT LOUD TO CANDIDATE)

The purpose of this interview guide is to help you evaluate candidates. The questions shown here are drawn from a behavioral analysis of this position, conducted by you or a previous manager. Guidelines are suggested for evaluating the strength of candidates' answers.

We recommend you ask the questions *exactly as they are worded*. This is particularly important if multiple interviewers are interviewing 1 or more candidates (which we also recommend).

Please take notes in the space provided. *Write down what the candidate SAYS, rather than your impressions*. That will help you share the behavioral reasons for your conclusions and decision.

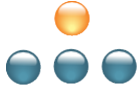
Remember to be as pleasant and friendly as you can be. You can deliver a demanding interview while also being polite and kind.

INTRODUCTORY STATEMENT

(PLEASE READ THIS OUT LOUD)

Thank you for interviewing with me today. Here at ICON plc we use a behavioral interviewing style. I'll be asking a series of questions about experiences you've had and how you handled them. I've got a series of between 10 and 15 questions, and this might take us an hour, perhaps a little more time. Don't be surprised if others here ask you the same questions in other interviews - that's normal. We want to be sure that every person we hire has the same qualities that have made us so successful.

There will be times when I will ask you for more information, and don't worry, that's normal. I will be taking notes - please don't let it distract you. The way we'll do it is, first, I'll ask you some questions, and then I'll answer any questions you might have of me. When you're done with your questions, we'll finish up. I'm excited you're here - let's get started.



Tell me about yourself.

What behaviors to look for: Can they tell a coherent story of their experience? Does it make sense with their resume? Can they articulate why they made certain decisions? How did those decisions turn out?

WEAK

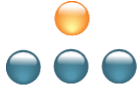
No coherent story.
Experience not articulated or not relevant.
Unable to describe why they made decisions.

STRONG

A clear story, showing a path to this job.
Experience described, and attention drawn to the links to this job.
Reasoning is clear, even if the decision turned out poorly.

NOTES:

Sample



Question 1: Being able to see the big picture AND details is important here. Describe a situation when you had to work to consider all relevant information, even some that others might have not valued, to make a better decision.

What behaviors to look for: Did they use a framework to capture all information that might bear on the problem? Did they have an analytical framework to stay objective, or did they find information to support their gut? Did they present all of what they found?

WEAK

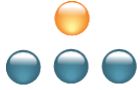
Is not able to clearly explain the situation
Analysis is cursory
Decision is not based on information
Bullied others into agreeing rather than persuading

STRONG

Analyzed the information clearly
Ensures all relevant information is considered
Able to decide which information is relevant
Persuades others effectively to the required outcome

NOTES:

Sample



Question 2: Being trusted means making lots of decisions on your own. Tell me about a decision you had to make. What were your options and how did you decide between them?

What behaviors to look for: Did they have a clear decision process? Are their analytical steps clearly presented? Did they weight various options? Did they compare pros and cons of various options, or just support their own biases?

WEAK

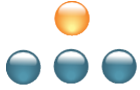
Is not able to clearly describe the situation
Is not able to clearly describe the options
Analysis is cursory
Analysis only carried out to support prior assumptions

STRONG

Clearly describes situation
Develops multiple options
Analyzed situation clearly
Weighs competing options against clear standards
Kept an open mind as to the solution

NOTES:

Sample



Question 3: To be a great team player, we have to be able to work with people and consider their emotions. Tell us about a time when you needed to make a decision which engendered emotional responses in others. How did you remain rational?

What behaviors to look for: Did they have a clear process that stayed objective? Did they consider the possible responses and attempt to address them? Did they attempt to persuade detractors with tailored facts that addressed their concerns, versus simply restating basic information?

WEAK

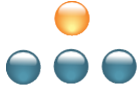
Did not make a clear, easily explained decision
Did not succeed in avoiding emotions in others
Did not care or got wrapped up in emotions of others
Did not succeed in persuading others

STRONG

Explains logic of decision clearly
Developed strategy which considered others' responses
Handled emotions of others effectively
Decision was accepted by others despite their feelings

NOTES:

Sample



Question 4: Communication is at the heart of what makes for great teamwork. Tell me about a time when you have had new information and you have had to help others to understand it.

What behaviors to look for: Did they consider the source in creating their communication with others? How did they, if at all, consider the audience in their comms? What did they add and why in terms of "what this information means for you"?

WEAK

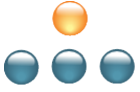
Communicates the same to everyone
Does not tailor communication to recipients
Communicates narrowly, reducing impact
Does not communicate the why message

STRONG

Tailors communication to recipient
Communicates with urgency without sacrificing quality
Prepares for questions
Adds value with what this means for you/us metadata

NOTES:

Sample



Question 5: We often have to give briefings to report, or persuade, or update. Describe a situation when you presented to a group and how you went about ensuring your presentation was effective.

What behaviors to look for: How did they prepare? Did they rehearse? Did they consider the audience? Did they distinguish between informing and deciding? Did they apply an effective structure or logic to the content's presentation?

WEAK

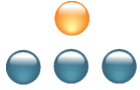
Did not prepare
Did not consider audience
Did not pre-plan response to questions
Lacked answers to key challenges

STRONG

Prepared assiduously
Rehearsed
Planned for specific audience
Clear and crisp supporting visuals
Achieved presentation objective

NOTES:

Sample



Question 6: Things move fast here and follow up is essential. What tools do you use to ensure your communication is effective? Can you tell me about a time when one of them worked particularly well?

What behaviors to look for: What was their thought process for communicating? Do they communicate differently depending upon the content and the recipient? What did they do to customize their message for different people or situations?

WEAK

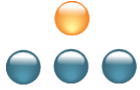
Only one or limited ways of communicating
No tailoring for audience
Lack of message planning
Singular delivery not flexible
Did not achieve planned objective

STRONG

Planned delivery carefully
Considered audience thoroughly
Rehearsed based on planning, message, and audience
Planning led to excellent outcome
Answers to questions tailored to audience member asking

NOTES:

Sample



Question 7: Relationships are right behind results in a successful career. Tell me about an effective relationship you have created and kept over a long period. How did you achieve that?

What behaviors to look for: What do they describe as "long"? What actions did they take to keep the relationship active? Was there reciprocity – a willingness to share as well as benefit? What different forms of communication do they use? How do they communicate in ways that are helpful to the other person?

WEAK

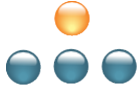
Long is less than 1-2 years
Relies on other person to make contact
Does not offer to give before getting
Communicates in a limited way
Has only internal relationships

STRONG

Has a strategy for maintaining relationship
Gives without prospect of getting
Communicates in multiple ways
Has relationships in different companies/industries
Demonstrates different communication styles

NOTES:

Sample



Question 8: Our single most frequent activity at work is communication. Tell me about a time where your communication with others - type, frequency, with whom, about what - helped you build rapport or create better relationships and outcomes?

What behaviors to look for: How did they learn about the other person? Were their exchanges based on respect, or simply getting an outcome? Did they continue the effort? Did they only do so to get a result, or do they show a pattern of always working at relationships?

WEAK

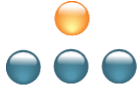
Only interested in other person for potential outcome
Does not consistently build relationships
Only calls when they want something
Cannot demonstrate clear business benefit

STRONG

Creates strategy for building relationships
Articulates benefit of wide ranging relationships
Gives before getting
Maintains relationships without near term business gain

NOTES:

Sample



Question 9: It doesn't make any sense to have metrics and not use them. Tell me about how you have used analytics to develop and choose solutions.

What behaviors to look for: What do they consider 'analytics'? Did they use existing analytics, or create new ones? How did the analytics change their process for decisions?

WEAK

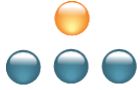
Analytics are not comparable to those required
Uses limited analytics provided or limited subset thereof
Cannot demonstrate clear or logical effect of analytics on decisions made

STRONG

Analytics are comparable to those required
Uses all available information to make decisions
Willing to use proxies if required
Demonstrates logical decisions from conclusions drawn

NOTES:

Sample



Question 10: It's easy to see symptoms, but they're not as important as causes. Describe a situation where you were able to effectively determine the scope and parameters of a problem.

What behaviors to look for: How did they make sure that their scope was broad enough? Did they test both in-scope and out-of-scope situations to validate their analysis? Did the solution honor the boundaries? Did they communicate scope quickly (if others were involved) to ensure appropriate levels of effort?

WEAK

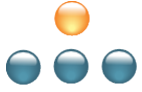
Scope was limited and incomplete
Did not validate analysis
Not clear that solution was within parameters
Did not communicate with others

STRONG

Scope not limited by this role's standard
Validated analysis with multiple colleagues
Solution was within scope determined
Communicated with others before, during & after

NOTES:

Sample



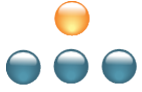
Custom Question 1: Please describe a recent project that demonstrates your core strengths. What was your role in the project? How were your strengths leveraged? What were the gaps (skills, expertise) that had to be filled with other sources? How did you accomplish that?

WEAK

STRONG

NOTES:

Sample



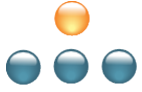
Custom Question 2: Tell me about a time when conducted quantitative or qualitative research. What was the purpose/objectives? How did you decide on the approach? What was the outcome of the research?

WEAK

STRONG

NOTES:

Sample



Custom Question 3: Tell me about one of your data analytics projects. What was the purpose? How did you decide on the approach? What data issues did you encounter and how did you solve them? What was the outcome?

WEAK

STRONG

NOTES:

Sample