



# Interview Guideline

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POSITION: Director/Manager

INTERVIEWEE:

DEPARTMENT: Market Research & Analytics

INTERVIEWED:

CREATION DATE: 2017-07-11

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 Medimedia Managed Markets 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.



## Question 1

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:



## Question 2

Tell me what your problem solving approach is. How have you communicated that to your team?

*What behaviors to look for:* Do they have a standard approach? Are they able to communicate to allow others to contribute? Do they define each situation as a one-off or special case? What rules do they always apply, if any? Does their system allow them to improve their speed or quality over time?

### WEAK

Does not have a consistent problem solving strategy  
 Does not collaborate with others to develop solution  
 Does not describe post action review  
 Does not indicate how learning improves strategy

### STRONG

Has a clear strategy for problem solving  
 Collaborates early with others  
 Develops rules and systems for future similar situations  
 Conducts a post action review  
 Demonstrates learning from application and review

NOTES:



## Question 3

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:



## Question 4

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:



## Question 5

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:



## Question 6

Tell us about a time when you need 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:



## Question 7

Describe a situation when you have generated a new idea to solve an old problem. Was it successful?

*What behaviors to look for:* What did they do to generate the idea? Were they collaborative, or did they do so independently? How did they implement the idea? How did they determine success? Were there quantifiable measures, or just a sense of accomplishment?

### WEAK

Is not able to describe the origin of the idea  
 Is not able to describe how idea creates required outcome  
 Implements without consultation with stakeholders  
 Is not able to clearly describe success

### STRONG

Clearly describes genesis of idea  
 Describes how idea achieves desired result  
 Secures agreement using tailored communication  
 Achieved required outcome

NOTES:





## Question 8

Tell me about a time when you have presented an unconventional idea for consideration by others.

*What behaviors to look for:* Was their idea truly unconventional, or just different than the status quo? How did they go about making it palatable and understandable to others? How did they overcome the NIH "Not Invented Here" bias? Were they prepared in advance for likely questions and objections?

### WEAK

Idea was iterative rather than truly innovative  
 Presentation was not clearly thought out  
 Implemented without consideration for others  
 Used role power rather than persuasion to implement

### STRONG

Idea is significantly different to those used elsewhere  
 Planned to secure agreement with tailored communication  
 Achieved required outcome

NOTES:



## Question 9

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:



## Question 10

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:



## Custom Question 1:

A. Describe a research project that you had to design and execute.

NOTES:

Sample



## Custom Question 2:

B. Describe a a time in which you had to use data from different sources to answer a question or solve a problem. What was your approach? What issues did you encounter? What kind of results or outcomes was achieved?

NOTES:

Sample



### Custom Question 3:

Describe your experience and understanding of managed care.

NOTES:

Sample