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|  Manager Tools | <h2 data-bbox="386 207 725 247">Interview Guideline</h2> <p data-bbox="1149 218 1370 241">www.managertools.com</p> | | | | | | | | |
| <table><tr><td data-bbox="386 308 725 359">POSITION: Production technician (permanent)</td><td data-bbox="824 308 948 331">INTERVIEWEE:</td></tr><tr><td data-bbox="386 352 634 378">DEPARTMENT: Production</td><td data-bbox="824 352 948 375">INTERVIEWED:</td></tr><tr><td data-bbox="386 390 631 415">CREATION DATE: 2014-11-12</td><td></td></tr><tr><td data-bbox="386 426 513 451">INTERVIEWER:</td><td></td></tr></table> | | POSITION: Production technician (permanent) | INTERVIEWEE: | DEPARTMENT: Production | INTERVIEWED: | CREATION DATE: 2014-11-12 | | INTERVIEWER: | |
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| CREATION DATE: 2014-11-12 | | | | | | | | | |
| INTERVIEWER: | | | | | | | | | |
| <p data-bbox="386 550 1097 575">INTERVIEW GUIDE OVERVIEW (DO NOT READ OUT LOUD TO CANDIDATE)</p> <p data-bbox="386 606 1263 707">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.</p> <p data-bbox="386 739 1227 804">We recommend you ask the questions <i>exactly as they are worded</i>. This is particularly important if multiple interviewers are interviewing 1 or more candidates (which we also recommend).</p> <p data-bbox="386 835 1216 900">Please take notes in the space provided. <i>Write down what the candidate SAYS, rather than your impressions</i>. That will help you share the behavioral reasons for your conclusions and decision.</p> <p data-bbox="386 932 1260 997"><i>Remember to be as pleasant and friendly as you can be</i>. You can deliver a demanding interview while also being polite and kind.</p> <p data-bbox="386 1026 669 1052">INTRODUCTORY STATEMENT</p> <p data-bbox="386 1064 634 1089"><i>(PLEASE READ THIS OUT LOUD)</i></p> <p data-bbox="386 1121 1260 1297">Thank you for interviewing with me today. Here at Hospira 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.</p> <p data-bbox="386 1329 1260 1470">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.</p> | | | | | | | | | |



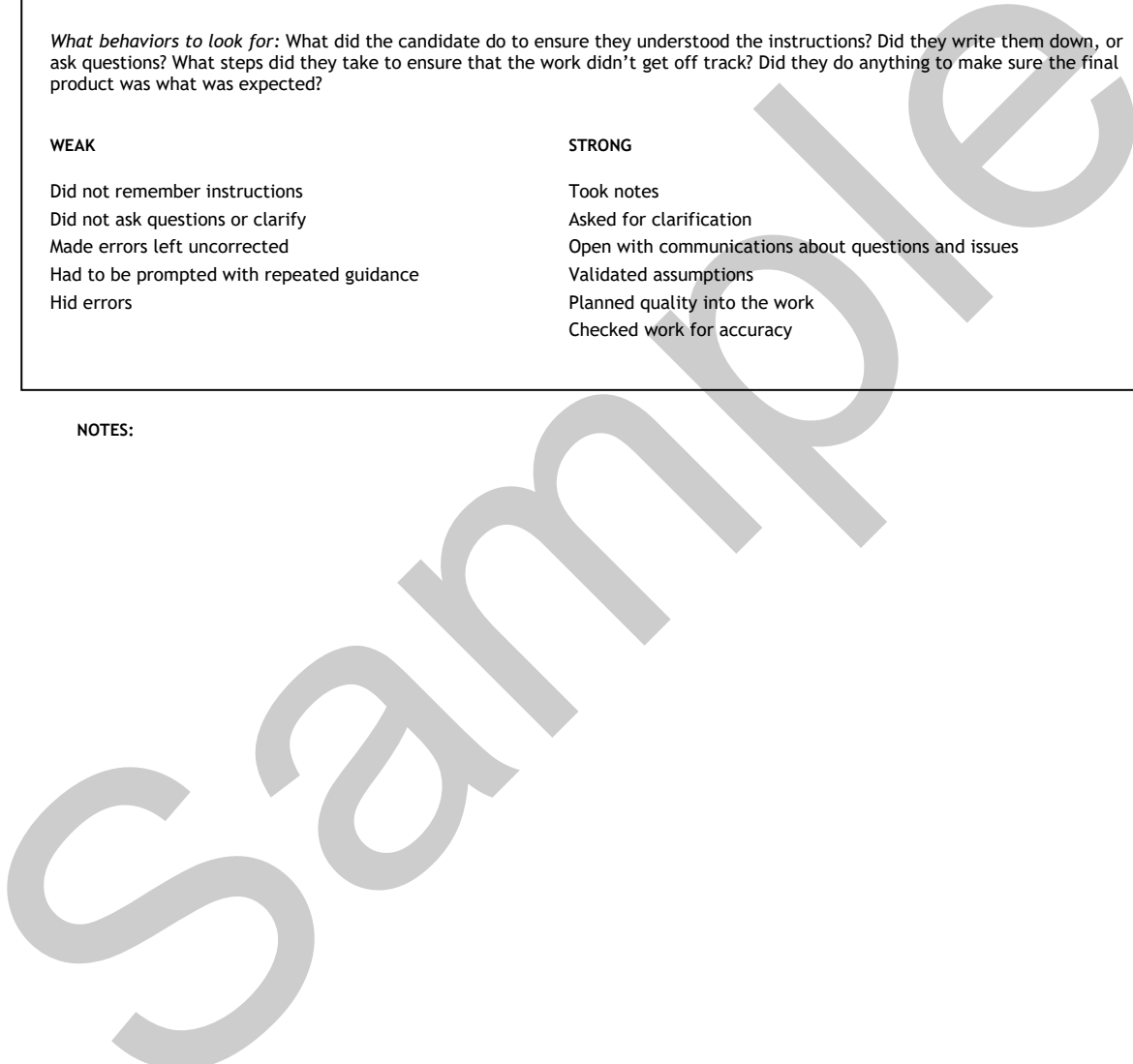
Question 1


Tell me about a time when you needed to follow instructions accurately. How did you ensure that your work was correct?

What behaviors to look for: What did the candidate do to ensure they understood the instructions? Did they write them down, or ask questions? What steps did they take to ensure that the work didn't get off track? Did they do anything to make sure the final product was what was expected?


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| <p>WEAK</p> <ul style="list-style-type: none">Did not remember instructionsDid not ask questions or clarifyMade errors left uncorrectedHad to be prompted with repeated guidanceHid errors | <p>STRONG</p> <ul style="list-style-type: none">Took notesAsked for clarificationOpen with communications about questions and issuesValidated assumptionsPlanned quality into the workChecked work for accuracy |
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|  Manager Tools | <h2>Question 2</h2> | | | | |
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| <p>Describe a situation when it's been necessary for you to create and maintain data accurately. What did you do to ensure the data began and remained accurate?</p> | | | | | |
| <p><i>What behaviors to look for:</i> Did they build a process to make sure errors were reduced? Or did they just "try to be careful." What steps did they take when changes were made or possible errors were identified?</p> <table><thead><tr><th data-bbox="272 533 321 552">WEAK</th><th data-bbox="808 533 873 552">STRONG</th></tr></thead><tbody><tr><td data-bbox="272 579 651 716">No process Efforts were ad-hoc Errors were systemic Corrections were implemented case-by-case Denied responsibility for errors</td><td data-bbox="808 579 1247 747">Built a clear process Implemented process deliberately Errors self-identified, corrected and communicated openly Validated data and work with external sources Verbally owned process and outcomes.</td></tr></tbody></table> | | WEAK | STRONG | No process Efforts were ad-hoc Errors were systemic Corrections were implemented case-by-case Denied responsibility for errors | Built a clear process Implemented process deliberately Errors self-identified, corrected and communicated openly Validated data and work with external sources Verbally owned process and outcomes. |
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|  <p>Manager Tools</p> | <h2 style="text-align: center;">Question 3</h2> | | |
| <p>Tell me about a time when you've needed to focus in an environment where that was difficult. Why was it necessary and how did you achieve focus?</p> | | | |
| <p><i>What behaviors to look for:</i> Was there a personal approach to maintaining attention? Did they overcome distractions, and if so, how? When they were distracted, what was the cause? How did they regain focus?</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>WEAK</p> <ul style="list-style-type: none"> Easily distracted Mentions varied distractions Blames results on external factors Denies responsibility </td> <td style="width: 50%; vertical-align: top;"> <p>STRONG</p> <ul style="list-style-type: none"> Addressed all distractions quickly Not afraid to be creative to stay focused Takes responsibility for outcomes despite distractions Enjoys the challenge of difficult-to-focus environments </td> </tr> </table> | | <p>WEAK</p> <ul style="list-style-type: none"> Easily distracted Mentions varied distractions Blames results on external factors Denies responsibility | <p>STRONG</p> <ul style="list-style-type: none"> Addressed all distractions quickly Not afraid to be creative to stay focused Takes responsibility for outcomes despite distractions Enjoys the challenge of difficult-to-focus environments |
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|  <p>Manager Tools</p> | <h2 style="text-align: center;">Question 4</h2> | | |
| <p>Tell us about a time when you need to make a decision which engendered emotional responses in others. How did you remain rational?</p> | | | |
| <p><i>What behaviors to look for:</i> 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?</p> <table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;"> <p>WEAK</p> <ul style="list-style-type: none"> 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 </td> <td style="vertical-align: top; width: 50%;"> <p>STRONG</p> <ul style="list-style-type: none"> Explains logic of decision clearly Developed strategy which considered others' responses Handled emotions of others effectively Decision was accepted by others despite their feelings </td> </tr> </table> | | <p>WEAK</p> <ul style="list-style-type: none"> 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 | <p>STRONG</p> <ul style="list-style-type: none"> Explains logic of decision clearly Developed strategy which considered others' responses Handled emotions of others effectively Decision was accepted by others despite their feelings |
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|  <p>Manager Tools</p> | <h2 style="text-align: center;">Question 5</h2> | | |
| <p style="text-align: center;">Tell us about a time when you've been able to make something complex more simple in order to aid decision making.</p> | | | |
| <p><i>What behaviors to look for:</i> Did they use reasonable judgment in determining how to simplify? Did they weigh the risks associated with reducing precision? Were they able to communicate their process in a way that made others support it? Did the simplified communication or approach create a better decision?</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>WEAK</p> <ul style="list-style-type: none"> Situation was not appropriate for simplification Simplified situation too far Did not succeed in persuading others Did not make an appropriate decision </td> <td style="width: 50%; vertical-align: top;"> <p>STRONG</p> <ul style="list-style-type: none"> Describes clearly why simplification was necessary Made an appropriate simplification which aided decision Persuaded others to support decision Decision was born out by subsequent results </td> </tr> </table> | | <p>WEAK</p> <ul style="list-style-type: none"> Situation was not appropriate for simplification Simplified situation too far Did not succeed in persuading others Did not make an appropriate decision | <p>STRONG</p> <ul style="list-style-type: none"> Describes clearly why simplification was necessary Made an appropriate simplification which aided decision Persuaded others to support decision Decision was born out by subsequent results |
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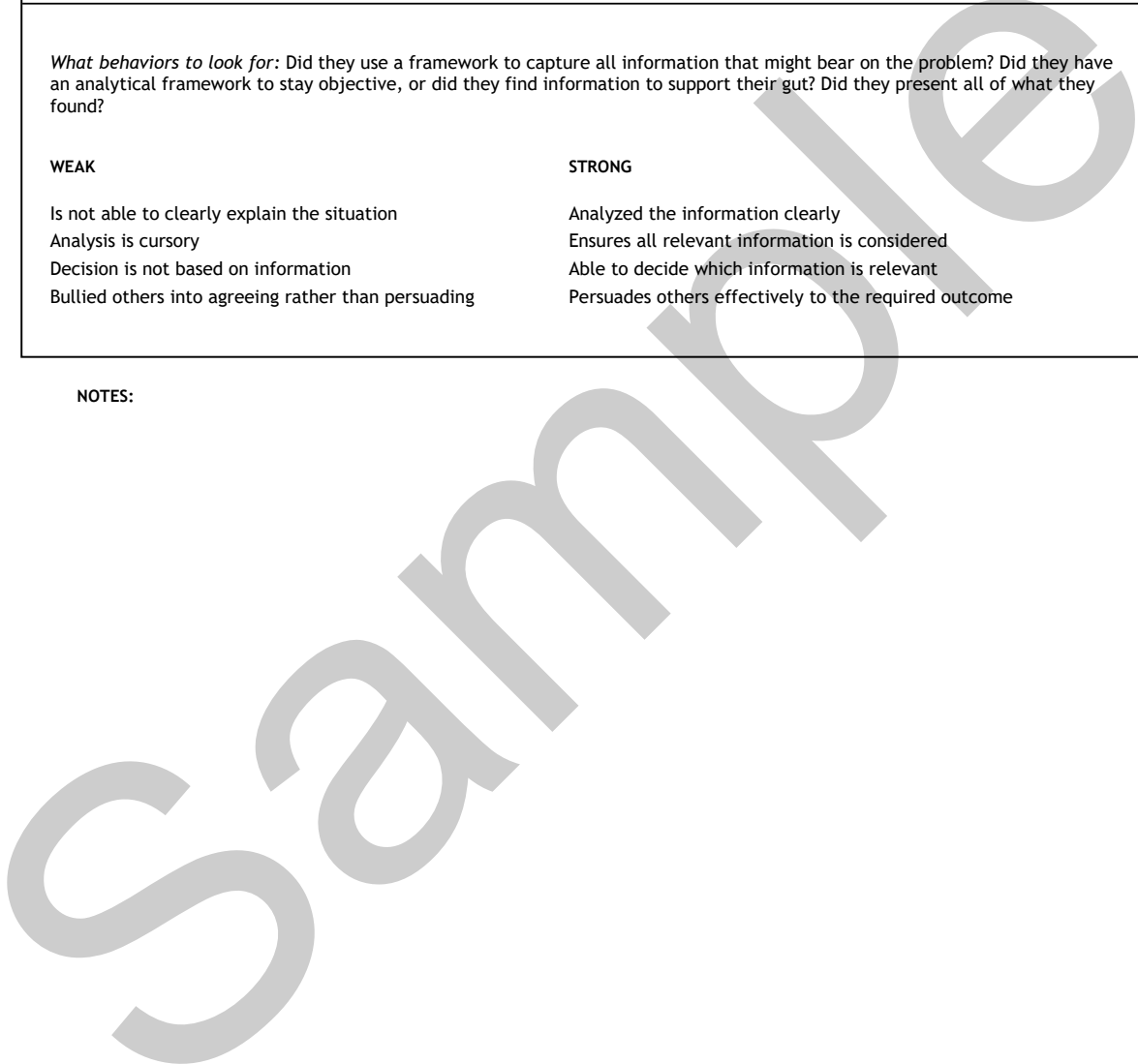
Question 6


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?


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| <p>WEAK</p> <ul style="list-style-type: none"> Is not able to clearly explain the situation Analysis is cursory Decision is not based on information Bullied others into agreeing rather than persuading | <p>STRONG</p> <ul style="list-style-type: none"> Analyzed the information clearly Ensures all relevant information is considered Able to decide which information is relevant Persuades others effectively to the required outcome |
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|  <p>Manager Tools</p> | <h2 style="text-align: center;">Question 7</h2> | | |
| <p>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?</p> | | | |
| <p><i>What behaviors to look for:</i> 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?</p> <table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;"> <p>WEAK</p> <ul style="list-style-type: none"> Only interested in other person for potential outcome Does not consistently build relationships Only calls when they want something Cannot demonstrate clear business benefit </td> <td style="vertical-align: top; width: 50%;"> <p>STRONG</p> <ul style="list-style-type: none"> Creates strategy for building relationships Articulates benefit of wide ranging relationships Gives before getting Maintains relationships without near term business gain </td> </tr> </table> | | <p>WEAK</p> <ul style="list-style-type: none"> Only interested in other person for potential outcome Does not consistently build relationships Only calls when they want something Cannot demonstrate clear business benefit | <p>STRONG</p> <ul style="list-style-type: none"> Creates strategy for building relationships Articulates benefit of wide ranging relationships Gives before getting Maintains relationships without near term business gain |
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|  <p>Manager Tools</p> | <h2 style="text-align: center;">Question 8</h2> | | |
| <p style="text-align: center;">Tell me about an effective relationship you have created and kept over a long period. How did you achieve that?</p> | | | |
| <p><i>What behaviors to look for:</i> 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?</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>WEAK</p> <ul style="list-style-type: none"> 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 </td> <td style="width: 50%; vertical-align: top;"> <p>STRONG</p> <ul style="list-style-type: none"> 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 </td> </tr> </table> | | <p>WEAK</p> <ul style="list-style-type: none"> 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 | <p>STRONG</p> <ul style="list-style-type: none"> 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 |
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|  Manager Tools | <h2>Question 9</h2> | | | | |
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| <p>Tell me about your methods for following through on projects and details. How do you measure your success in this area?</p> | | | | | |
| <p><i>What behaviors to look for:</i> How complex was the project? How many details were there? Did they have a clear way of keeping track of the details? What was their approach to managing multiple, conflicting priorities and projects?</p> <table><thead><tr><th data-bbox="272 506 326 527">WEAK</th><th data-bbox="808 506 878 527">STRONG</th></tr></thead><tbody><tr><td data-bbox="272 552 716 688">Project is less complex than reasonable for this role Details not proactively or methodically tracked Does not have a method for managing conflicting priorities Follows through only after aware of crises</td><td data-bbox="808 552 1268 663">Project complexity is significant for this role Follow through systems lead to improved performance Systematic approach reduces errors and delays Approach improves learning and future performance</td></tr></tbody></table> | | WEAK | STRONG | Project is less complex than reasonable for this role Details not proactively or methodically tracked Does not have a method for managing conflicting priorities Follows through only after aware of crises | Project complexity is significant for this role Follow through systems lead to improved performance Systematic approach reduces errors and delays Approach improves learning and future performance |
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|  <p>Manager Tools</p> | <h2 style="text-align: center;">Question 10</h2> | | |
| <p style="text-align: center;">Tell me about your methods for assigning and tracking work tasks and those responsible. How did you do it?</p> | | | |
| <p><i>What behaviors to look for:</i> How did they make assignments/choose whom to assign work to? Was it based on skills, or need, or just urgency? Was there consideration of developmental needs? How did their system or approach improve the quality of the outcome?</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>WEAK</p> <ul style="list-style-type: none"> Cannot clearly describe a method for assigning work Assigns work according to personal preference Does not consider needs/skills of team Assignments do not improve outcomes </td> <td style="width: 50%; vertical-align: top;"> <p>STRONG</p> <ul style="list-style-type: none"> Assigns work according to a defined method Uses effective discriminators: skill, need, growth Willing to describe assignment rationale with others Assignments show improved outcomes </td> </tr> </table> | | <p>WEAK</p> <ul style="list-style-type: none"> Cannot clearly describe a method for assigning work Assigns work according to personal preference Does not consider needs/skills of team Assignments do not improve outcomes | <p>STRONG</p> <ul style="list-style-type: none"> Assigns work according to a defined method Uses effective discriminators: skill, need, growth Willing to describe assignment rationale with others Assignments show improved outcomes |
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