

Interview Guideline

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POSITION: Relationship Manager

INTERVIEWEE:

DEPARTMENT: Market Research

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.

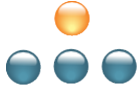
Remember to be as pleasant and friendly as you can be. You can deliver a demanding interview while also being polite and kind.

INTRODUCTORY STATEMENT

(PLEASE READ THIS OUT LOUD)

Thank you for interviewing with me today. Here at 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.



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

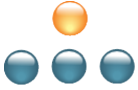
No coherent story.
Experience not articulated or not relevant.
Unable to describe why they made decisions.

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: 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

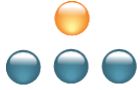
Only interested in other person for potential outcome
Does not consistently build relationships
Only calls when they want something
Cannot demonstrate clear business benefit

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 2: 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

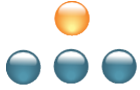
Long is less than 1-2 years
Relies on other person to make contact
Does not offer to give before getting
Communicates in a limited way
Has only internal relationships

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 3: Communication is the behavior we use to create and maintain relationships. Tell me about a time when open and frequent communication built trust between you and another.

What behaviors to look for: Did they initiate communication or just respond? What did they do to make sure there was frequent communication, even when there wasn't necessarily a business need? Did the communications take multiple forms, or just one? Did they address tougher subjects when necessary?

WEAK

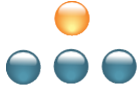
Relies on other person to make contact
Uses role power before relationship influence
Does not offer to give before getting
Communicates in a limited way
Communicates only about business matters

STRONG

Has a strategy for maintaining relationship
Gives without prospect of getting
Communicates in multiple ways
Builds trust by sharing personal information
Communicates to maintain relationships for future work

NOTES:

Sample



Question 4: You're going to be communicating with customers virtually every day here. Tell me about a time when you continued a customer relationship after a difficult situation. How did you ensure the relationship remained strong?

What behaviors to look for: Did they start with a strong relationship? How did the relationship help in the resolution? What did they do or say to take responsibility? Were threats or brinksmanship used tactically? What methods of apologies were offered? Was the relationship stronger afterwards, or just "saved?"

WEAK

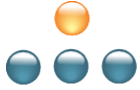
Not able to describe relationship well
Did not apologize
Blamed others
Does not describe efforts to build relationship

STRONG

Describes strength of relationship well
Took responsibility for situation
Apologized
Continued to communicate & build relationship during & after

NOTES:

Sample



Question 5: This role requires satisfying many different stakeholders with competing interests. Tell me about a time when there have been multiple sides in a conflict and you have been able to see different points of view and communicate effectively between the parties.

What behaviors to look for: Did they work hard to make sure they understood the factors in the points of view? Did they communicate throughout the exercise? Did they present both sides effectively to the other side? What did they do differently with each side to be more effective?

WEAK

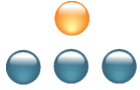
Didn't recognize sides of conflict
Couldn't understand/articulate both sides well
Didn't communicate clearly
Worsened conflict through poor communication

STRONG

Willing to ask questions repeatedly
Showed respect at all times for both sides
Saw and stated opposing sides to the others satisfaction
Communicated effectively with all individuals

NOTES:

Sample



Question 6: Being a great team player sometimes requires us to compromise. Describe a situation when you resolved a conflict allowing everyone involved to win.

What behaviors to look for: Did they simply take one side and try to convince the other to agree? Did they build or rely on relationships to be more effective? How did they communicate during the conflict? How do they know the resolution was satisfactory to all?

WEAK

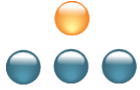
Did not clearly understand conflict
Did not ask questions
Outcome was positive by coincidence
Did not tailor communication

STRONG

Took time to understand conflict
Proposed innovative solution
Sold benefit to parties
Positive outcome

NOTES:

Sample



Question 7: We gather and use data extensively here. 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?

What behaviors to look for: 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?

WEAK

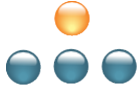
No process
Efforts were ad-hoc
Errors were systemic
Corrections were implemented case-by-case
Denied responsibility for errors

STRONG

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.

NOTES:

Sample



Question 8: Sometimes small things can make a big difference here. Describe a situation when you noticed a particularly important detail and had to alert others to its importance.

What behaviors to look for: Did they react professionally? Did they over-react? What form did the communication take? Whom did they notify, and why those recipients? How did they discover the detail? Did they follow through?

WEAK

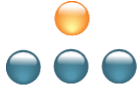
Focused on wrong details
Failed to communicate in a timely way
Notified wrong people
Message not received well or correctly

STRONG

Saw the right details clearly
Communicated in a way that highlighted the issue
Communicated with recipient in mind
Escalated communication appropriately if necessary

NOTES:

Sample



Question 9: Growth involves ideas, strategy and a plan. Tell me about a strategy you created which involved input from others. Who were they, and how did you manage their input?

What behaviors to look for: How did they collaborate? Were they open to others' ideas? Did they present their ideas effectively? Did they include others' ideas in the final solution? Was the strategy communicated collaboratively?

WEAK

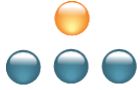
Collaborated with no one/very few others
Did not change idea, or only in a limited way after input
Is not convincing when describing value of collaboration
Unable to describe strategy effectively

STRONG

Clearly describes original and changed strategy
Describes effect of input on strategy
Describes benefit of collaboration
Acknowledged others' contributions in communications

NOTES:

Sample



Question 10: Our best work comes from clear ideas about our future and our customers. Tell me about a vision you created and how you shared it with your team/business.

What behaviors to look for: What drove the vision? How did they work to create it? How did they present it - as revolutionary, or necessary, or both? Did they inspire others to follow, or simply expect them to by assigning work?

WEAK

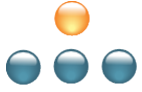
Unable to clearly describe the vision
Unable to demonstrate the relevance to the team
Used role power rather than persuasion to implement
Did not achieve required outcome

STRONG

Is inspiring and animated when describing vision
Planned communication and tailored to individuals
Did not use role power to implement
Achieved required outcome

NOTES:

Sample



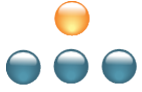
Custom Question 1: Tell me about a time when you needed to persuade a group of people to share information on an uninteresting topic. What was your approach or tactics? How did they respond?

WEAK

STRONG

NOTES:

Sample



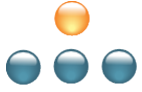
Custom Question 2: Tell me about a time when you needed to build a network of people or a target audience for a specific purpose. How did you identify and connect with potential members? What was your strategy to interest them and build rapport/relationship.

WEAK

STRONG

NOTES:

Sample



Custom Question 3: Tell me about your experience in managed care/
market research.

WEAK

STRONG

NOTES:

Sample