POSITION:	Production Technician	INTERVIEWEE:	
DEPARTMENT:	Production	INTERVIEWED:	
CREATION DATE:			
INTERVIEWER:	Mark		

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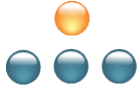
Remember to be as pleasant and friendly as you can be. You *can* deliver a demanding interview while also being polite and kind.

INTRODUCTORY STATEMENT
(PLEASE READ THIS OUT LOUD)

Thank you for interviewing with me today. Here at 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.

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 makes sense with their resume? Can they articulate why they made certain decisions? How did those decisions turn out?
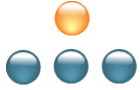
WEAK

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:

Question 1: Frequently you'll be able to choose the way you accomplish tasks. Other times, though you'll be given precise guidance. 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?
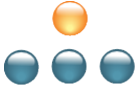
WEAK	STRONG
Did not remember instructions	Took notes
Did not ask questions or clarify	Asked for clarification
Made errors left uncorrected	Open with communications about questions and issues
Had to be prompted with repeated guidance	Validated assumptions
Hid errors	Planned quality into the work
	Checked work for accuracy

NOTES:

Question 2: 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?
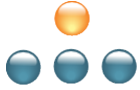
WEAK	STRONG
No process	Built a clear process
Efforts were ad-hoc	Implemented process deliberately
Errors were systemic	Errors self-identified, corrected and communicated openly
Corrections were implemented case-by-case	Validated data and work with external sources
Denied responsibility for errors	Verbally owned process and outcomes.

NOTES:

Question 3: We deal with high volume communications and changing priorities. 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?

What behaviors to look for: 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?
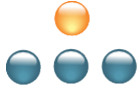
WEAK	STRONG
Easily distracted	Addressed all distractions quickly
Mentions varied distractions	Not afraid to be creative to stay focused
Blames results on external factors	Takes responsibility for outcomes despite distractions
Denies responsibility	Enjoys the challenge of difficult-to-focus environments

NOTES:

Question 4: Creativity is at the heart of getting better here. 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 the 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	STRONG
Is not able to describe the origin of the idea	Clearly describes genesis of idea
Is not able to describe how idea creates required outcome	Describes how idea achieves desired result
Implements without consultation with stakeholders	Secures agreement using tailored communication
Is not able to clearly describe success	Achieved required outcome

NOTES:
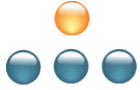
Question 5: We think things that aren't changing are falling behind. Tell me about how you have gone about improving standing systems on a continuous basis.

What behaviors to look for: Did they attempt to fix a weak system, or proactively address a working system with creative thinking? Did they work to understand the process design and effective outcomes before applying a "new, great idea"? Did they communicate with stakeholders to avoid unintended consequences? Did they schedule reviews to address other systemic opportunities?

WEAK

Does not have a plan for reviewing existing systems

Introduces ideas without consultation

Does not demonstrate understanding of effect on others

Does not follow through with ideas

STRONG

Approaches improvement activities systematically

Secures agreement using tailored communication

Considers others resistance to change when persuading

Ensures effectiveness before moving to next problem

NOTES:
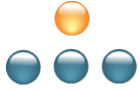
Question 6: Change means jumping outside of the box even if it might be politically risky. Tell me about a time when you have presented an unconventional idea for consideration by others.

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?
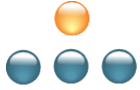
WEAK

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 7: 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"?
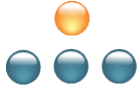
WEAK	STRONG
Communicates the same to everyone	Tailors communication to recipient
Does not tailor communication to recipients	Communicates with urgency without sacrificing quality
Communicates narrowly, reducing impact	Prepares for questions
Does not communicate the why message	Adds value with what this means for you/us metadata

NOTES:

Question 8: 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?
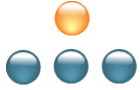
WEAK	STRONG
Only one or limited ways of communicating	Planned delivery carefully
No tailoring for audience	Considered audience thoroughly
Lack of message planning	Rehearsed based on planning, message, and audience
Singular delivery not flexible	Planning led to excellent outcome
Did not achieve planned objective	Answers to questions tailored to audience member asking

NOTES:

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 other's contributions in communications

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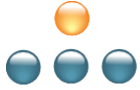
Question 10: Our best work comes from clear ideas about our future and our customers. Tell me about a vision you created and how you shared it with your team/business.

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	STRONG
Unable to clearly describe the vision	Is inspiring and animated when describing vision
Unable to demonstrate the relevance to the team	Planned communication and tailored to individuals
Used role power rather than persuasion to implement	Did not use role power to implement
Did not achieve required outcome	Achieved required outcome

NOTES: