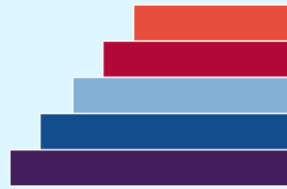


## Interview Guide: Level 1



This tool is designed for managers interviewing others.



This interview guide reflects the BE Standards and the foundational competencies for Level 1 roles at Penn Medicine.



Use this guide to assess a candidate for specific competencies (*how the work is done*) tied to a Level I role.

Name of applicant:	
Date:	
Interviewer:	

## TOOLS TO BUILD A FEEDBACK RICH ENVIRONMENT AT PENN MEDICINE

### Interview Setup

Questions, Probes, and Anchors derived from Lominger Interview Architect Express by Korn/Ferry, Healthcare Source Leadership Assessment, and National Institute of Health Leadership Behavioral Interview Guide

#### 1) Build rapport (5 minutes)

- Welcome candidate
- Engage in small talk to make candidate feel comfortable
- Introduce yourself – your title/role and length of time at Penn Medicine
- Give an overview of how the interview/day will proceed; let them know when to ask questions
- Provide candidate with an itinerary/schedule for the day

#### 2) Provide an overview: (10-15 minutes)

- Penn Medicine—mission, vision, values and history
- The hiring department – leadership, breakdown of staff, new enhancements, projects/initiatives, promotional opportunities
- The role/position the candidate is interviewing for
  - i. Responsibilities
  - ii. Location

#### 3) Ask if there any initial questions

#### 4) Ask a few general background questions: (10-20 minutes)

1. Walk me through your resume.
  - i. Select one or two things you have questions about in the resume and ask the candidate to speak to those a little more.
  - ii. Why did you leave previous positions? / Why are you interested in leaving if you are still in your current position?
2. Given your experiences at your current employer, what is driving your decision to explore opportunities with us?
3. (Take me back to when you went to school to become a...,) What drew you to this field/specialty?
4. What appeals to you about this position?
5. What kind of value could you add to this position (knowledge, skills, attitude)?
6. What would your supervisor say are your top three strengths?
7. What would he/she identify as your main developmental areas, those things that if you could improve, would help you be more successful?
8. Is there anything we should know about you that is not on your resume?
9. How do you see this role fitting into your long term goals?

#### 5) Transition to the behavioral based interview questions

#### 6) Conclude the interview by reviewing next steps/timelines



TOOLS TO BUILD A FEEDBACK RICH ENVIRONMENT AT PENN MEDICINE

Thought	Who Asks
<ul style="list-style-type: none"> <li><input type="checkbox"/> Customer/Patient Focus</li> <li><input type="checkbox"/> Critical Thinking/Problem Solving</li> </ul>	
Results	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensures Accountability</li> </ul>	
People	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Collaborates</li> <li><input type="checkbox"/> Communicates Effectively</li> <li><input type="checkbox"/> Values Differences</li> </ul>	
Self	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Demonstrates Self Awareness</li> <li><input type="checkbox"/> Instills Trust</li> </ul>	

## TOOLS TO BUILD A FEEDBACK RICH ENVIRONMENT AT PENN MEDICINE

**Customer/Patient Focus:** Building strong patient/customer relationships and delivering customer/patient centric solutions.

Behavioral Questions (Choose one)	Probes	Anchors
<ol style="list-style-type: none"> <li>1. Tell me about a time when you had to handle a complaint from a customer/patient (or patient's family member).</li> <li>2. Tell me about a time when you exceeded a patient's/customer's expectations.</li> <li>3. Tell me about a time when you established a relationship with a patient, patient's family or a customer and it helped you serve the patient or customer more effectively.</li> <li>4. Tell me about a time when you had to deal with what you thought were unreasonable patient/customer requests.</li> </ol>	<p><i>If person cannot come up with an example, ask them to think about a former work or school experience.</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> What was the situation?</li> <li><input type="checkbox"/> How did you approach the situation?</li> <li><input type="checkbox"/> Why did you select that approach?</li> <li><input type="checkbox"/> What were the results?</li> <li><input type="checkbox"/> If that situation were to occur again, how would you handle it differently?</li> <li><input type="checkbox"/> What made your approach successful?</li> <li><input type="checkbox"/> What did you take away from the situation?</li> <li><input type="checkbox"/> How have you used those lessons in a different situation?</li> </ul>	<p><b>Negative...</b></p> <ul style="list-style-type: none"> <li>✓ Thinks he/she knows what the patient/customer needs or wants</li> <li>✓ Doesn't spend enough time or effort to building relationships with patients/customers</li> <li>✓ Uncomfortable dealing with patients/customers</li> <li>✓ Doesn't know how to handle patient/customer complaints</li> <li>✓ Thinks patients/customers are unnecessarily demanding; doesn't take the time to truly understand their needs</li> </ul> <p><b>Positive...</b></p> <ul style="list-style-type: none"> <li>✓ Takes the time to understand patient/customer needs</li> <li>✓ Establishes and maintains effective patient/customer relationships</li> <li>✓ Builds and delivers solutions that meet and exceed patient/customer expectations</li> <li>✓ Handles patient's/customer's complaints effectively</li> <li>✓ Understands what is important to a patient/customer</li> <li>✓ Can handle difficult patient/customer requests</li> </ul>

Comments:

Rating:

1  
Significantly Below  
Position Requirements

2  
Below Position  
Requirements

3  
Meets Position  
Requirements

4  
Exceeds Position  
Requirements

5  
Significantly Exceeds  
Position Requirements

TOOLS TO BUILD A FEEDBACK RICH ENVIRONMENT AT PENN MEDICINE

**Critical Thinking / Problem Solving:** Using thought, knowledge, logic and methods to solve problems with effective solutions.

Behavioral Questions (Choose one)	Probes	Anchors
<ol style="list-style-type: none"> <li>Describe the process you used to solve a complex problem that required you to work with multiple people/ groups/departments.</li> <li>Describe a time you faced a problem that had to be resolved and you weren't sure how to approach it.</li> <li>Tell me about a time when you selected a solution to a problem that didn't work the way you thought it would.</li> <li>Tell me about a time when you found a work problem to be significantly more complex than you initially thought.</li> </ol>	<p><i>If person cannot come up with an example, ask them to think about a former work or school experience.</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> What was the situation?</li> <li><input type="checkbox"/> How did you approach the situation?</li> <li><input type="checkbox"/> Why did you select that approach?</li> <li><input type="checkbox"/> What were the results?</li> <li><input type="checkbox"/> If that situation were to occur again, how would you handle it differently?</li> <li><input type="checkbox"/> What made your approach successful?</li> <li><input type="checkbox"/> What did you take away from the situation?</li> <li><input type="checkbox"/> How have you used those lessons in a different situation?</li> </ul>	<p><b>Negative...</b></p> <ul style="list-style-type: none"> <li>✓ Doesn't clearly define what the issue is to be solved</li> <li>✓ Not orderly in thinking</li> <li>✓ Impulsive; jumps to conclusions; uses favorite solutions</li> <li>✓ Lets feelings influence the solution</li> <li>✓ Doesn't involve others; relies too much on self to generate solutions</li> <li>✓ Frequently returns to re-work problems</li> <li>✓ Is overwhelmed by complex problems; prefers to work with simple problems</li> <li>✓ Force fits solution</li> </ul> <p><b>Positive...</b></p> <ul style="list-style-type: none"> <li>✓ Clearly defines the problem to be solved</li> <li>✓ Objectively gathers information</li> <li>✓ Can see hidden problems</li> <li>✓ Identifies key factors/themes needed to address the problem</li> <li>✓ Looks to multiple and diverse sources for information and clues</li> <li>✓ Can see eventual consequences to solutions</li> <li>✓ Defines issues/problems clearly; sought out for advice by others</li> </ul>

Comments:

Rating:	<p>1 Significantly Below Position Requirements</p>	<p>2 Below Position Requirements</p>	<p>3 Meets Position Requirements</p>	<p>4 Exceeds Position Requirements</p>	<p>5 Significantly Exceeds Position Requirements</p>
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TOOLS TO BUILD A FEEDBACK RICH ENVIRONMENT AT PENN MEDICINE

**Ensures Accountability:** Holding self and others accountable to meet commitments.

Behavioral Questions (Choose one)	Probes	Anchors
<ol style="list-style-type: none"> <li>1. Tell me about a time you made a mistake while working with others and had to make it right.</li> <li>2. Tell me about a time when you were unable to follow through on a commitment.</li> <li>3. Tell me about a time when you had to take personal responsibility for something that wasn't your fault.</li> <li>4. Tell me about a time when it was important that you monitor and measure your progress on a task.</li> </ol>	<p><i>If person cannot come up with an example, ask them to think about a former work or school experience.</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> What was the situation?</li> <li><input type="checkbox"/> How did you approach the situation?</li> <li><input type="checkbox"/> Why did you select that approach?</li> <li><input type="checkbox"/> What were the results?</li> <li><input type="checkbox"/> If that situation were to occur again, how would you handle it differently?</li> <li><input type="checkbox"/> What made your approach successful?</li> <li><input type="checkbox"/> What did you take away from the situation?</li> <li><input type="checkbox"/> How have you used those lessons in a different situation?</li> </ul>	<p><b>Negative...</b></p> <ul style="list-style-type: none"> <li>✓ Doesn't accept personal accountability</li> <li>✓ Prefers to share accountability with others</li> <li>✓ Doesn't see commitments through to completion</li> <li>✓ Doesn't take personal responsibility for decisions, actions, and failures</li> <li>✓ Does not monitor progress towards goals or results</li> </ul> <hr/> <p><b>Positive...</b></p> <ul style="list-style-type: none"> <li>✓ Follows through on commitments</li> <li>✓ Takes personal responsibility for decisions, actions and failures</li> <li>✓ Establishes process for monitoring and measuring results</li> <li>✓ Admits to mistakes and works to rectify them</li> <li>✓ Communicates to others when he/she is unable to follow through on a commitment and takes ownership for the outcome.</li> </ul>

Comments:

<p>Rating:</p>	<p>1 Significantly Below Position Requirements</p>	<p>2 Below Position Requirements</p>	<p>3 Meets Position Requirements</p>	<p>4 Exceeds Position Requirements</p>	<p>5 Significantly Exceeds Position Requirements</p>
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TOOLS TO BUILD A FEEDBACK RICH ENVIRONMENT AT PENN MEDICINE

**Collaborates:** Building partnerships and working collaboratively with others to meet shared objectives.

Behavioral Questions (Choose one)	Probes	Anchors
<ol style="list-style-type: none"> <li>Describe a time when you had to build partnerships to achieve shared objectives.</li> <li>Describe a time when you were praised individually but others also contributed.</li> <li>Tell me about a time you succeeded in an initiative by collaborating with others.</li> <li>Tell me about a time you should have collaborated with others to get something done but didn't.</li> </ol>	<p><i>If person cannot come up with an example, ask them to think about a former work or school experience.</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> What was the situation?</li> <li><input type="checkbox"/> How did you approach the situation?</li> <li><input type="checkbox"/> Why did you select that approach?</li> <li><input type="checkbox"/> What were the results?</li> <li><input type="checkbox"/> If that situation were to occur again, how would you handle it differently?</li> <li><input type="checkbox"/> What made your approach successful?</li> <li><input type="checkbox"/> What did you take away from the situation?</li> <li><input type="checkbox"/> How have you used those lessons in a different situation?</li> </ul>	<p><b>Negative...</b></p> <ul style="list-style-type: none"> <li>✓ Misses opportunities to collaborate</li> <li>✓ Puts own interests before others</li> <li>✓ Doesn't give credit where it's due</li> <li>✓ Prefers to work along rather than with others</li> <li>✓ Doesn't build partnerships with others to accomplish goals</li> </ul> <hr/> <p><b>Positive...</b></p> <ul style="list-style-type: none"> <li>✓ Cooperates with others to achieve shared objectives</li> <li>✓ Considers own interests as well as others</li> <li>✓ Partners with others to get work done</li> <li>✓ Gives credit to others</li> </ul>

Comments:

Rating:	<p>1 Significantly Below Position Requirements</p>	<p>2 Below Position Requirements</p>	<p>3 Meets Position Requirements</p>	<p>4 Exceeds Position Requirements</p>	<p>5 Significantly Exceeds Position Requirements</p>
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TOOLS TO BUILD A FEEDBACK RICH ENVIRONMENT AT PENN MEDICINE

**Communicates Effectively:** Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.

Behavioral Questions (Choose one)	Probes	Anchors
<ol style="list-style-type: none"> <li>1. Tell me about a time when you forgot to communicate something important to someone or to a group.</li> <li>2. Tell me about a time you had trouble organizing your thoughts but it was important you communicate them (either verbally or in writing).</li> <li>3. Tell me about time when you provided the appropriate information to someone and it produced a positive outcome.</li> <li>4. Tell me about a time when you had to vary your communication style in order to convey the same information to different audiences.</li> </ol>	<p><i>If person cannot come up with an example, ask them to think about a former work or school experience.</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> What was the situation?</li> <li><input type="checkbox"/> How did you approach the situation?</li> <li><input type="checkbox"/> Why did you select that approach?</li> <li><input type="checkbox"/> What were the results?</li> <li><input type="checkbox"/> If that situation were to occur again, how would you handle it differently?</li> <li><input type="checkbox"/> What made your approach successful?</li> <li><input type="checkbox"/> What did you take away from the situation?</li> <li><input type="checkbox"/> How have you used those lessons in a different situation?</li> </ul>	<p><b>Negative...</b></p> <ul style="list-style-type: none"> <li>✓ Provides too much, too little or the wrong information</li> <li>✓ Doesn't consider who needs to know what and by when</li> <li>✓ May withhold information from others or uses information as a form of power</li> <li>✓ Communicates via one method only</li> <li>✓ Fails to adjust communication style</li> <li>✓ Not a clear communicator</li> <li>✓ Is a disorganized communicator</li> <li>✓ Communicates too late for anyone to do anything with the information</li> </ul> <p><b>Positive...</b></p> <ul style="list-style-type: none"> <li>✓ Provides the information people need to know to do their job</li> <li>✓ Attempts to adjust communication style to the audience and message</li> <li>✓ Communicates in a timely, well-organized and coherent way</li> <li>✓ Understands who needs to know what and by when and plans accordingly</li> <li>✓ Sifts out the important from the less important in terms of what needs to be communicated</li> </ul>

Comments:

Rating:	<p>1 Significantly Below Position Requirements</p>	<p>2 Below Position Requirements</p>	<p>3 Meets Position Requirements</p>	<p>4 Exceeds Position Requirements</p>	<p>5 Significantly Exceeds Position Requirements</p>
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TOOLS TO BUILD A FEEDBACK RICH ENVIRONMENT AT PENN MEDICINE

**Values Differences:** Recognizing the value that different perspectives and cultures bring to an organization.

Behavioral Questions (Choose one)	Probes	Anchors
<ol style="list-style-type: none"> <li>1. Tell me about a time when your sensitivity to different cultures/perspectives helped you.</li> <li>2. Describe a time when you took the time to learn about a new or different culture.</li> <li>3. Tell me about a time when you learned something from someone who was of a different background than you.</li> <li>4. Tell me about a time when you challenged a stereotype that either you or someone else held.</li> </ol>	<p><i>If person cannot come up with an example, ask them to think about a former work or school experience.</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> What was the situation?</li> <li><input type="checkbox"/> How did you approach the situation?</li> <li><input type="checkbox"/> Why did you select that approach?</li> <li><input type="checkbox"/> What were the results?</li> <li><input type="checkbox"/> If that situation were to occur again, how would you handle it differently?</li> <li><input type="checkbox"/> What made your approach successful?</li> <li><input type="checkbox"/> What did you take away from the situation?</li> <li><input type="checkbox"/> How have you used those lessons in a different situation?</li> </ul>	<p><b>Negative...</b></p> <ul style="list-style-type: none"> <li>✓ Shows no interest in different perspectives or cultures</li> <li>✓ Treats everyone the same without respect for differences</li> <li>✓ Not willing to learn from those how have different backgrounds</li> <li>✓ Stereotypes people</li> <li>✓ Shows no interest in understanding different culture and perspectives</li> </ul> <hr/> <p><b>Positive...</b></p> <ul style="list-style-type: none"> <li>✓ Seeks to understand different cultures and perspectives</li> <li>✓ Sensitive to cultural norms, expectations and communication</li> <li>✓ Learns from others who have different perspectives</li> <li>✓ Avoids and challenges stereotypes</li> </ul>

Comments:

<p>Rating:</p>	<p>1 Significantly Below Position Requirements</p>	<p>2 Below Position Requirements</p>	<p>3 Meets Position Requirements</p>	<p>4 Exceeds Position Requirements</p>	<p>5 Significantly Exceeds Position Requirements</p>
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TOOLS TO BUILD A FEEDBACK RICH ENVIRONMENT AT PENN MEDICINE

**Demonstrates Self-Awareness:** Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.

Behavioral Questions (Choose one)	Probes	Anchors
<ol style="list-style-type: none"> <li>1. Tell me about a time when you received negative or constructive feedback and you used that information to make a change.</li> <li>2. Tell me about a time when you asked someone for feedback.</li> <li>3. Tell me about a time when you were surprised by the way someone reacted to you.</li> <li>4. Tell me about a time when you should have handled a situation differently.</li> </ol>	<p><i>If person cannot come up with an example, ask them to think about a former work or school experience.</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> What was the situation?</li> <li><input type="checkbox"/> How did you approach the situation?</li> <li><input type="checkbox"/> Why did you select that approach?</li> <li><input type="checkbox"/> What were the results?</li> <li><input type="checkbox"/> If that situation were to occur again, how would you handle it differently?</li> <li><input type="checkbox"/> What made your approach successful?</li> <li><input type="checkbox"/> What did you take away from the situation?</li> <li><input type="checkbox"/> How have you used those lessons in a different situation?</li> </ul>	<p><b>Negative...</b></p> <ul style="list-style-type: none"> <li>✓ Unable to describe his/her strengths and weaknesses</li> <li>✓ Doesn't reflect on own behavior/actions</li> <li>✓ Doesn't seek feedback</li> <li>✓ Deflects feedback</li> <li>✓ Surprised by impact he/she has on others</li> <li>✓ Makes excuses and blames others</li> </ul> <hr/> <p><b>Positive...</b></p> <ul style="list-style-type: none"> <li>✓ Able to describe his/her strengths and weaknesses</li> <li>✓ Seeks feedback from a wide variety of sources</li> <li>✓ Views criticism as helpful</li> <li>✓ Doesn't get defensives when receiving feedback</li> <li>✓ Willingly admits mistakes</li> </ul>

Comments:

Rating:	<p style="text-align: center;">1 Significantly Below Position Requirements</p>	<p style="text-align: center;">2 Below Position Requirements</p>	<p style="text-align: center;">3 Meets Position Requirements</p>	<p style="text-align: center;">4 Exceeds Position Requirements</p>	<p style="text-align: center;">5 Significantly Exceeds Position Requirements</p>
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## TOOLS TO BUILD A FEEDBACK RICH ENVIRONMENT AT PENN MEDICINE

**Instills Trust:** Gaining the confidence and trust of others through honesty, integrity and authenticity.

Behavioral Questions (Choose one)	Probes	Anchors
1. Tell me about a time when you chose to be true to your own values rather than do what was told or expected. 2. Tell me about a time when you publicly admitted a mistake or failure. 3. Describe a time when you were asked to do something that you thought was unethical. 4. Describe a time when someone told you something in confidence and you felt you needed to tell someone.	<p><i>If person cannot come up with an example, ask them to think about a former work or school experience.</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> What was the situation?</li> <li><input type="checkbox"/> How did you approach the situation?</li> <li><input type="checkbox"/> Why did you select that approach?</li> <li><input type="checkbox"/> What were the results?</li> <li><input type="checkbox"/> If that situation were to occur again, how would you handle it differently?</li> <li><input type="checkbox"/> What made your approach successful?</li> <li><input type="checkbox"/> What did you take away from the situation?</li> <li><input type="checkbox"/> How have you used those lessons in a different situation?</li> </ul>	<p><b>Negative...</b></p> <ul style="list-style-type: none"> <li>✓ Actions do not match words</li> <li>✓ Discloses for personal gain and advantage</li> <li>✓ Doesn't keep confidences</li> <li>✓ Doesn't always keep promises</li> <li>✓ Is not open and transparent</li> </ul> <p><b>Positive...</b></p> <ul style="list-style-type: none"> <li>✓ Shows consistency, actions match words</li> <li>✓ Treats others with respect; is direct and truthful</li> <li>✓ Keeps confidences</li> <li>✓ Follows through on commitments</li> <li>✓ Operates with honesty and integrity</li> </ul>

Comments:

<b>Rating:</b>	<b>1</b> Significantly Below Position Requirements	<b>2</b> Below Position Requirements	<b>3</b> Meets Position Requirements	<b>4</b> Exceeds Position Requirements	<b>5</b> Significantly Exceeds Position Requirements
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## TOOLS TO BUILD A FEEDBACK RICH ENVIRONMENT AT PENN MEDICINE

### OVERALL FIT WITH THE POSITION

Enter in your rating for each competency question. Consider how important each competency is for the role you are interviewing this candidate for.

Competency	Evaluation	Overall Impression
Customer/Patient Focus	→ <input style="width: 30px; height: 30px;" type="checkbox"/>	<ol style="list-style-type: none"> <li>1. What stood out as the candidate's strengths? Weaknesses?</li> <li>2. Would they be a good fit with your department? Penn Medicine?</li> <li>3. Does the candidate seem open to feedback and "coachable"?</li> <li>4. Beyond what was just asked, do you have any concerns about this candidate?</li> <li>5. Are there any additional questions you would want to ask the candidate?</li> </ol>
Critical Thinking /Problem Solving	→ <input style="width: 30px; height: 30px;" type="checkbox"/>	
Ensures Accountability	→ <input style="width: 30px; height: 30px;" type="checkbox"/>	
Collaborates	→ <input style="width: 30px; height: 30px;" type="checkbox"/>	
Communicates Effectively	→ <input style="width: 30px; height: 30px;" type="checkbox"/>	
Values Differences	→ <input style="width: 30px; height: 30px;" type="checkbox"/>	
Demonstrates Self-Awareness	→ <input style="width: 30px; height: 30px;" type="checkbox"/>	
Instills Trust	→ <input style="width: 30px; height: 30px;" type="checkbox"/>	
		<b>Overall Comments</b>

### OVERALL ASSESSMENT

*In evaluating the candidate's overall fit with the job, please consider the following:*

- A. The overall fit of the candidate's competencies with the position. A score that's too high may indicate that someone is "overqualified" for the position; someone with competency scores that are low may be a better fit.
- B. The candidate's ability to learn from situations and apply those learnings in new and different situations. This will be a better indicator of future success than someone who has a strong competency profile but limited learning agility.

Recommendation:

Would Not Recommend

Might Recommend  
(Needs Further Discussion)

Would Recommend