

Interviewing

Adler (2007) suggests a two question performance based interview. The two questions are designed to get at past performance and the candidate's problem solving ability.

Question One: Accomplishments

A most significant accomplishment question (MSA) will provide insight into competency, motivation and leadership skills. There are different types of MSA questions and asking them multiple times can determine trends in individual, team and job accomplishments. The team MSA is suitable for determining interprofessional practice and education. However, you may want to ask a combination of questions related to different perspectives to get a more holistic view of the candidate's past experiences.



Most Significant Accomplishment Questions

Standard MSA:

Can you describe a major career accomplishment representing your best work?

Entry Level Position:

Can you describe a project or task you were involved in where you really exceeded expectations?

Team Skills:

Can you describe a major team accomplishment you believe represented a great example of you leading, building or working on a team?

Individual:

Please describe a significant individual accomplishment you believe best represents one of your individual strengths?

Job-Related:

One important project for us _____ (e.g. developing a team approach to health promotion outreach programs). Can you describe something you have been involved with that is most comparable?

Adapted from: Hire with Your Head: Using Performance-Based Hiring to Build Great Teams (3rd ed.), (p. 99-134), by L. Adler, 2007, Hoboken, NJ: John Wiley & Sons, Inc.

Example Questions to Help Define Team Accomplishments

These questions will help to define the accomplishment in more detail in order to get a better look at the characteristics that predict performance. There may be other questions and there are no limits to the number of questions, only a need to be focused on the purpose of the interview.

1. What skills do you have that are essential for effective team work?
 - Answers: collaborative skills: assertiveness, autonomy, communication, cooperation, mutual trust and respect, responsibility.



2. Please give an example of how you have used these in your example.
Prompt if necessary i.e. what about ...autonomy, give an example of how you worked autonomy into your interaction with the team.
3. How have you motivated others to achieve and fully utilize their expertise?
4. Can you give an example of how you balance autonomous versus interdependent decision-making as a team member? What is your understanding of “shared power” within the team?
5. Tell me about the organizational processes that support interprofessional collaboration. What do you think are the most important in your example?
6. What have you learned personally and professionally from the experiences? How has your approach to practice been influenced? (Prompt if necessary i.e. positive and negative views.)

Within the interview, you may want to consider some additional questions from a different perspective to get a broader context of the past experience of the candidate’s practice.

1. Tell us about a time when you were most successful in taking charge and leading a group toward an important goal in a work situation where you had to gain commitment from others over whom you had no formal authority.
 - Demonstrates effective decision-making skills.
 - Directs toward a vision to meet future opportunities.
 - Is committed to cooperative rather than confrontational approaches.
 - Delegates appropriately.
 - Inspires others to achieve greater performance.



2. Tell us about a time when you supported a colleague who was leading the team?
3. Strong interpersonal skills are important for this position. Tell us what you think your colleagues, staff and patients would say if they were asked about your interpersonal skills. Please include examples.
4. What is one of the worst mistakes you have made in your work, and what did you do about it?
5. Tell us about a time when you were able to successfully deal with another person (team member) even when that individual may not personally have liked you (or vice versa).
6. Tell us about a time when you were forced to make an unpopular decision.
7. Is there a situation in which you have exceeded expectations? How was this acknowledged and by whom?

Question Two: Problem Solving

The second most important question is designed to get at the candidate's problem solving abilities.

If you were to get this position, how would you go about solving_____. (Describe a typical problem related to team based care)(Adler, 2007).

Personal Suitability

Personal suitability will be assessed based on a summary analysis of all information obtained from interview questions and reference checks. Look for evidence of:



1) Teamwork

- Is aware of own self and personal influence on group dynamics, is reflective about own role in group.
- Is able to effectively manage timelines, deadlines and multiple, conflicting demands as a provider and team member.
- Is able to participate in decision-making to prevent problems.
- Is able to motivate team members.
- Is able to distinguish between and identify task and process functions in a group.
- Is able to appropriately balance autonomous versus interdependent action.
- Is able to identify strengths and weakness in group dynamics (including communication, decision-making and group member functions and roles).
- Is able to reflect on own practice as a provider and team member.
- Is able to deal appropriately with a wide variety of personality styles.
- Is able to respect differences and show sensitivity to the feelings of others.

2) Problem Solving Skills

Individual Level

- Is able to identify questions and obtains the best evidence to answer them.
- Is able to critically appraise professional and interprofessional research for awareness of the strengths and limitations of the evidence and how it applies to the clinical situation.
- Is able to keep informed of recent developments in health care practice by reading clinically relevant literature.
- Is able to identify appropriate interventions that take into consideration best evidence, expertise and patient preferences.
- Is able to work within the availability of resources.
- Is able to evaluate one's own performance.
- Is able to embrace lifelong and self-directed learning (Ciliska, 2005; Sackett, Richardson, Rosenberg, & Haynes., 1997).

Collaborative Level

- Is able to participate in joint decision-making which requires interpreting and incorporating discipline specific evidence for a comprehensive plan of care.
- Is able to agree on the level of evidence necessary for interventions with other team members.
- Is able to understand one's own role in terms of skills and knowledge and how these apply to a collaborative practice with other providers.
- Is able to discuss research evidence. (Corner, 2003; Hermsen & Henk, 2005; Opie, 1997; Rosenfield, 1992).



3) Professionalism

- Is accountable to professional standards.
- Is accountable to mistakes and learns from them.
- Is able to adapt to different roles and expectations of the team.
- Is aware of limitations and seeks guidance when appropriate.
- Is able to protect information appropriately, balancing respect for confidentiality and the need to know.

