

# HOW TO GUIDE

## 02: INTERVIEWING

### STEPS TO COMPILING RELEVANT NOTES

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Core questions – identical for every candidate – should relate directly to the job description, with a focus on assessing the skills, experience and general background of the applicant. The samples here are questions geared towards a fictional role in change management and commissioning. Their purpose is to establish qualitative evidence of competence. The layout of the question schedule will make sure you have reliable notes and a clear idea of the evidence you need to gather

QUESTION	OUTLINE OF EVIDENCE REQUIRED	EVIDENCE PROVIDED / NOTE OF ANSWER
<p>As a courtesy, start with a welcome, introduce any co-interviewers and summarise the interview structure. Then:</p>		
<p><b>Assess Motivation</b> What is it about this role that interests you in particular?</p>	<p>Does the candidate clearly understand the role. Can they make a link to their own competence?</p>	
<p><b>Assess Influence</b> A big part of this job is the need to influence without authority. Have you ever had to 'sell in' a new policy or initiative to a diverse group of people? Follow up question if required: What steps did you take to involve different audiences?</p>	<p>Their understanding of the importance of preparing a convincing argument with compelling supportive facts. Have they the skills to overcome resistance? Have they changed mindsets?</p>	
<p><b>Evidence Conclusions</b> <b>Change Management</b> What experience do you have of leading and managing change? Did you achieve the progress you expected and how was that measured?</p>	<p>Their understanding of change management – elements including the barriers, the enablers, the drivers, communication, measurement, planning and getting sponsors on board. The goal is to establish where their organisation was, where it needed to go and why.</p>	

Continued overleaf...

**Assess People Management**

What experience do you have of managing and motivating others?  
 Follow up question if required:  
 When have you had to manage a multi disciplinary team? Have you had to tackle poor performance etc.

That they celebrate good behaviours / success in individuals and team and can supportively tackle poor performance and negative behaviours quickly and efficiently. That they describe experience not in years, but in instances. For example, the challenges faced managing a diverse team and how these were overcome, or conducting performance review?

**Assess Leadership Abilities**

How would you describe your management style?

Corroboration. For example, if they describe their style as 'inspirational' where is the evidence, what is it about what they do that justifies that statement?

**Assess Analysis Competence**

We are often faced with huge statistical reports to analyse and report on. When have you been required to take complex information, analyse it and communicate the key points to others?

That they have taken data, analysed it and drawn conclusions. We need to probe this hard since their ability to do so under pressure is also important.

**Assess Planning Skills**

This is a complex role requiring multitasking, travel, changing priorities and new issues coming in at all times. Please give an example of how you have worked under pressure of time, had to re-evaluate the priorities in order to achieve objectives. How do you manage your time and workload?

Ability in multi-tasking, working under pressure, time management techniques and prioritisation.

**Assess Programme Management Skills**

Please give an example of a programme you have lead and delivered. What approach did you take to managing the programme to ensure successful outputs? What challenges have been overcome to deliver to time, budget and quality standards. How did you measure the success of the programme?

A structured approach to time plans, clear responsibilities, sponsorship, milestones. We are looking for delivery so the measurement is critical.

Please describe a programme you have commissioned outlining the process you went through for supplier selection, engagement, monitoring and measurement of outcomes.

A structured approach, plus ability to value the supplier as well as testing them.