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INTERVIEW & ASSESS





PREPARE FOR THE INTERVIEW.

You've narrowed your candidate list—great job!

Now it's time for interviews—one of the most important steps in hiring.

Whether you're meeting in person, over the phone, or on video, being prepared with the right questions is essential to finding the best fit.

In this section you'll get:

- ✓ **How to Identify "Soft Skills"**
- ✓ **Interview Prep Checklist**
- ✓ **Interview Questions**
- ✓ **Candidate Evaluation Form**

Identify the Soft Skills That Really Matter

Before you start interviewing, take time to prepare. The right questions can help you use your time efficiently and walk away with real insights—not just gut feelings.

A resume shows experience and technical skills. But it's the interview that reveals what's harder to see: soft skills. And these are often the deciding factor in whether a candidate will thrive in your practice.

Here are the key soft skills to look for—and how to spot them:

- ✓ **Adaptability**
Your systems, protocols, and team dynamics will evolve. Will they evolve with you? Look for candidates who are flexible and open to change—not stuck in their ways.
- ✓ **Mindset Over Skillset**
Skills can be taught. Mindset can't. A growth mindset helps team members navigate challenges, stay positive under pressure, and lead when it matters most.
- ✓ **Accountability**
Do they take ownership of their work—even when things go wrong? Accountability means responsibility, reliability, and a commitment to the team's success.
- ✓ **Communication**
Great communication prevents mistakes, builds trust, and keeps patients informed. It's the #1 skill that holds teams together—especially under a tight schedule.
- ✓ **Conflict Resolution**
Conflict is inevitable. What matters is how they handle it. Look for candidates who stay calm, listen well, and work toward solutions without drama.
- ✓ **Problem-Solving**
Every practice runs into challenges. The best team members come with solutions, not complaints. Ask for real examples of how they've solved problems with limited direction or resources.

Bottom Line:

Don't just hire for experience. Hire for the soft skills that drive performance, teamwork, and growth. The right questions now will save you time, stress, and turnover later.



INTERVIEW PREP CHECKLIST

Maximize your time and make a strong impression by preparing ahead. Here's how:

Confirm the Interview Details Early

Reach out at least one day in advance to confirm the appointment. Include:

- Date and time
- Directions and parking info
- Entry instructions and who to ask for
- Materials the candidate should bring
- Interview length and what to expect (especially for working interviews)

Review the Candidate Thoroughly

- Read the resume carefully—what's included and what's missing
- Check any completed assessments
- If assessments haven't been submitted, request them before the interview to guide your questions

If You're Planning a Working Interview:

- Clearly explain expectations and get the candidate's agreement
- Let them know if you'll provide PPE, based on your office protocols
- Ensure they understand compensation policies in accordance with state laws

Be prepared. Be professional. Be clear. Your preparation sets the tone for a successful hire.

Interview Questions

Use these questions to better understand the candidate's personality and how they'll fit into your practice.

Watch for body language and listen closely for key phrases that signal alignment with your values.

If possible, invite them to interact with your team—this can reveal how well they'll integrate into your culture.



Interview Questions

Previous Job:

- What were you hired to do?
- What were some low points during that job?
- Who were the people you worked with?
- What was it like working with your previous boss?
- What will he/she say are your biggest strengths?
- What will he/she say are your areas of improvement?
- How would you rate the team you worked with on an A, B, C level?
- Why did you leave your job?
- What are your career goals for the future?

Leadership:

- When have you had to lead by example, and how did others respond?
- Describe a time when you needed to persuade another person to understand things your way. What was the outcome?
- Provide an example of a situation when something did not go as planned. What role did you play in the situation and outcome?
- Tell me about a time in a previous professional situation (or life situation) where you were in a challenging or negative circumstance and you had to change your mindset.

Productivity and Prioritization:

- What was the most productive team you've been on and why?
- Describe a situation when you had multiple projects at the same time. How did you place them in order of importance? What was the end result?
- How do you use planning to increase your productivity?
- What would you consider a productive work day or environment?
- What did you do with any downtime during the pandemic to further your career? Your personal development?
- When there is downtime in the office, what do you see your role as?

Accomplishments:

- What is your greatest personal accomplishment?
- What is your greatest work-related accomplishment?
- Recall a time when you made a decision for an employer that was significant in their success. What did you do? How did you go about it? What were the end results?

Teamwork & Problem Solving:

- Describe the best supervisor or manager you've ever had. What was it about their management style that you liked?
- Discuss a time when you were forced to work with someone you didn't get along with. Why was it difficult, and how did you minimize conflict?
- Have you ever been in a situation where you didn't agree with a coworker or your manager? How did you handle it?
- Tell me about a time you had to deal with a difficult patient.



CANDIDATE EVALUATION FORM

Time to decide. Need a quick refresher? Choose any or all of the ranking criteria below—just be consistent for every applicant applying for the same role.

Important: Complete this step only after the interview and never in front of the candidate. This is for you and the hiring manager only.

Employee Name _____

Target Start Date _____

Interviewer(s)	Hire?
Position	

Grading Scale: 5 - Excellent 4 - Good 3 - Average 2 - Below Average 1 - Poor

	Score (0-5)	Comments
Culture Fit		
Decision Making		
Professional Skills		
Communication Style		
Enthusiasm		
Problem Solving		
Teamwork		
Overall Evaluation		
Note		