

Values Based Interview Questions (including Diversity)

Our values of Caring, Expert and Quality, guide recruitment and promotion decisions. Please see below a range of questions, together with “Things to look out for” and “Negative indicators”, to guide you in assessing behaviours linked to our values. You need to choose **one** question for each value and **one** question for diversity and inclusion from the examples below to ask **all** candidates at interview.

Tip : After the candidate has answered you may also want to ask probing questions. Examples of these are as follows:-

- *What did you learn?*
- *What would you do different next time?*
- *How did it make you feel?*
- *Who was involved?*
- *What was the outcome?*

Caring: *We care about our donors, their families, our staff and the patients we serve through our behaviour by:*

- **Communicating** – this means using a shared language in order to develop and deliver our core purpose
- **Collaborating** - this means working together to get things done more efficiently and encouraging smarter practice

Questions to choose from

- Give an example of how you worked in a team to achieve a goal / objective.
- Give an example of a time when you have gone the extra mile to help someone
- Tell us about a time when you have supported someone through a difficult situation – at work or outside work
- How would you ensure you represent NHSBT in a positive way?
- Tell me about a time when you had to convince or persuade someone / a team to do something you knew they would resist.
- Tell me about a time when you have had to challenge someone’s behaviour that you felt was inappropriate.
- Tell me about a time when you have had to handle a difficult situation with a co-worker / between two members of the team.
- Tell me about a time that you feel demonstrates your ability to build successful working relationships with others
- Tell me about a time when you feel that your communication skills made a difference to the situation

Things to look out for

Team Building
 Recognising others views
 Communicating effectively
 Listening
 Networking
 Influencing and persuading
 Personal awareness
 Professionalism
 Confidentiality
 Accountability
 Honesty and trust
 Compassion
 Acting as an Ambassador

Negative indicators

Critical and blaming others
 Putting own agenda first
 Failing to identify opportunities for others
 Impression of superiority
 Behaving with disrespect / unprofessional
 Not responding to diverse needs of team
 Lack of accountability
 Negative attitude

Expert : *We are expert in meeting the needs of our external and internal customers and partners through our behaviour by:*

- **Leading** - this means delivering on our actions through our core values and behaviours
- **Customer Focused** – this means the customer is at the heart of everything we do

Questions to choose from

- Give me an example of a time when you had many demands placed on you. How did you meet the needs of your customers, colleagues and managers?
- Give me an example of when you had to make a difficult decision. How did you go about this?
- Tell me about a time when you have been unable to follow through on a commitment you made. What happened? How did you communicate the outcome?
- Tell me about a time when you delivered a challenging customer request.
- How do you ensure the customer is always at the forefront of what you do?
- Give an example of when you have acted as a role model.
- Give an example of when you recognised a problem and took action to resolve it.
- Give me one word to describe your leadership style and why?
- Tell me about a time when your integrity has been challenged

Things to look out for

Accountability
 Customer care
 Enthusiasm
 Work life balance
 Empathy
 Own initiative
 Leading by example
 Empowering
 “Can do” attitude
 Service Improvement
 Proactive

Negative indicators

Making excuses for not delivering actions
 Negative attitude
 Failing to put patient/donor first
 Failing to empower others
 Not reflecting on own behaviours / role modelling
 Lack of interest/initiative

Quality : *We provide a quality service, product and experience through our behaviour by:*

- **Performing** - this means continuously learning, applying and sharing with each other in order to achieve exceptional results
- **Innovating** - this means getting the best outcome by giving and receiving ideas

Questions to choose from

- Please give an example of when you have followed a process/procedure
- Tell me about a time when you acted on feedback?
- Tell me about a time when you have made a positive impact
- Tell me about a time when you identified an area for improvement/change
- How do you encourage a culture of continuous improvement?
- Tell me about a time when you were asked to do something that you didn't agree with and what did you do?
- How do you ensure lessons learned are shared?
- Tell us about a time when you've worked with / managed someone who was demotivated or disengaged? What did you do about it?
- Tell me about a time when you have managed the performance of someone else. What was your approach?
- Give an example of a time when you have had to take on multiple points of view in making a decision

Things to look out for

Time management
 Limits of responsibility / practice
 Performance improvement
 Ownership of actions
 Empowering
 Solution focus
 Innovation and creativity
 Change resilient
 Continuous learning
 Knowledge sharing
 Reflection / Reflective Learning
 Coaching

Negative indicators

Resisting change & impact on others
 Failing to put business needs before own
 Lack of accountability
 Failing to constructively challenge
 Not communicating the benefits of change
 Failure to consult with others
 Failure to support staff development

Diversity and Inclusion – We are committed to creating a working environment that is truly inclusive, where employees can be themselves irrespective of sex, race, religious or philosophical beliefs, disability, sexual orientation, marriage and civil partnership status, age, gender reassignment status, pregnancy and maternity status.

Questions to choose from	Things to look out for	Negative indicators
<ul style="list-style-type: none"> • What is your definition or understanding of diversity? How would you promote diversity and inclusion? • What do you see as the challenges of leading and managing a diverse workforce? • How have you/would you handle a situation in which one of your colleagues made a discriminatory remark? • What kind of experience have you had of working with others from a different cultural background than your own? • What is your understanding of respect and dignity? How do you demonstrate respect and dignity? • What do you understand by the term “reasonable adjustment”? How have you/ would you handle a situation where a reasonable adjustment of one employee is affecting the workloads of others / causing unrest in the team? 	<ul style="list-style-type: none"> Influencing and persuading Self aware Commitment Respect Confidentiality Accountability Honesty and trust Compassion Acting as an Ambassador Equality Diversity Dignity Treating as individuals Acting as a role model 	<ul style="list-style-type: none"> Putting own agenda first Failing to identify opportunities for diversity Impression of superiority Behaving with disrespect / unprofessional Not responding to diverse needs of team Lack of accountability Lack of compassion Lack of understanding of individuals needs