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 | Communications – this means using a shared language in order to develop and deliver our core purpose
| Caring | 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
- “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

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**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

- 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?

Things to look out for

- 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

Negative indicators

- 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