Tab 3.2 | Sample Interview Questions for Leadership Roles

NOTE: This is a master list vetted by [Department]’s Standing Leadership Search Committee (**SLSC**). The SLSC can and should tailor the list of questions to the open role, informed by the evaluation criteria (see Tab 3.4 Leadership Candidate Evaluation Form). All questions do not have to be asked.

* Do introductions with pronouns, and explain how the interview will be conducted and why.
* **Explain the interview format to the candidate**, and explain next steps at the end of the interview; invite the candidate to describe their career so far, and then begin questions
* Keep your focus on experience, education, competency, professional growth and learning
* Pay attention the candidate’s actions and outcomes in each scenario
* We recommend that each search committee member asks questions from different domains; each search committee member should ask the same question(s) throughout the open call
* Moderate time so everyone asks at least one question
* Use behavioral questions that relate to competencies and capabilities needed for the position. Behavioral questions may reveal performance and behaviors in other job environments that are a predictor of future behaviors, and also allow applicants with diverse or nontraditional backgrounds to connect their experiences, skills, perceptions, and knowledge to specific work situations.
* Explore the candidate's commitment to diversity, equity, and inclusion and to the core values and mission of your department and BMC/BUSM. Consider if there are DEI questions for all candidates, regardless of role.

**Alignment + Vision for the Role**

1. What interests you the most about this position?
2. What qualities would you bring to the position?
3. What would your initial priorities be if you took on this role?
4. What would marker(s) of success be for these priorities?
5. What would your long-term goals be for this role (e.g. five year, ten year, etc.)?
6. What supports or resources do you anticipate needing from leadership to achieve these goals?
7. *For internal candidates:* Where do you think the department has been successful in our [role specific, e.g. diversity and equity] goals? Where do you think we have not been successful? How might you address these challenges?

*For external candidates:* In your past/current role, where do you think your department is/was successful in its [role specific, e.g. diversity and equity] goals? Where do you think it has not been successful? How might you address these challenges?

**Diversity + Inclusion**

1. What does diversity and inclusion mean to you?
2. Tell me about your experiences working in a diverse, multicultural setting.
3. What does it mean for you to have a commitment to diversity/how do you plan to champion diversity?
4. Give two examples when you advocated for diversity, equity, and inclusion in your (leadership style; clinical practice; scholarly efforts; educational endeavors)?
5. Give two examples of how you manage different perspectives, personalities, levels of seniority, diverse perspectives/cultures, gender, etc.
6. Give an example of how an –ism impacted the care of a patient or professional interaction, and how you handled it.
7. Give an example of a bias that you brought into an interaction and how it affected the people around you.

**Clinical + Educational Experience**

1. Describe how your [clinical, educational, research] experiences have prepared you for this role.
2. What do you think the biggest changes that will impact your field over the next five years are?
3. What is your strategy to manage or handle these changes?
4. What are some techniques you use to recruit new faculty?
5. What is your experience in engaging and supporting professional vitality and wellbeing among your team?
6. How do you retain faculty + staff?
7. What is your style or approach to managing conflict within your team? Outside your team?
8. Tell us about a time there was conflict within your team/outside your team and how you managed/handled it?
9. Give us an example of a time when you managed an interdisciplinary team.
10. How do you maintain and evaluate clinical quality in your department/division?
11. How do you think you will manage your clinical responsibilities in this role?
12. What elements of clinical work are important for you to maintain when you take on this role?

**Scholarship** (education, research, etc.).

1. Describe your current involvement in scholarly activities.
2. What are your scholarship goals? How do they align with the department’s goals?
3. How will you collaborate and expand scholarly activities within the department?
4. What do you see as the most productive areas of scholarship that could be developed in the department?

**Leadership**

1. Can you give an example of inter and intra-departmental collaboration during your experience as a faculty member?
2. What factors influence your communication style?
3. How do you ensure other voices are heard?
4. Tell us about your interpersonal style.
5. What types of personalities tend to be challenging for you? Why?
6. What types of personalities do you tend to get along with? Why?
7. Share an example of a difficult decision you had to make. What was the situation? Why was it difficult? What did you learn from the process and how would you apply it to other situations?
8. Describe your leadership style.
9. How will you approach having difficult discussions with leadership?
10. Tell us about a time when you changed a process or procedure to make your department or organization more effective. How did you identify the need and what was the strategy?
11. Tell us about a time when you had to assemble a team for a project. What was your process and how did things work out?
12. What do you see as the most important opportunities and challenges for [role] at this time? What resources and actions are needed to achieve success?

**Personal + Motivation**

1. Give us an example of a situation when you had a tight deadline. How do you prioritize competing demands?
2. What would you consider the most important aspects of your background and accomplishments to-date that have prepared you for this leadership position?
3. Tell us about a time when something didn’t go the way you expected. How did you manage it and what was the outcome?
4. What motivates you?
5. What do you think your biggest learning curve will be in this role? What supports do you anticipate needing from leadership?
6. How would you weigh your interests: clinical, research, and education/teaching?
7. What are your growth + leadership development goals?
8. What is your interest in quality assurance and quality improvement?
9. *As you look at your own experiences and accomplishments, tell us what you are most proud of and why.*

**Development/Mentorship**

1. What has been your experience in recruiting, developing and inspiring faculty, trainees and staff?
2. In what ways have you influenced the professional growth and career direction of others?
3. How would you go about attracting new/talented people to the department?
4. Are there skills you think you will need to develop to thrive in this role?
5. How will you develop your team and those who report to you?
6. What are your preferred teaching topics?
7. Can you tell us how you have mentored residents, fellows and students during your time as a faculty member?

**Opportunity for Candidate to Ask Questions**

1. Do you have anything else you want to add at this time?
2. Are there other questions you address to the Search Committee?