## Great Customer Service: Hiring Interview Guide Based On Candidate’s Past Experience

For Position:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Candidate’s name\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Telephone number\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Interviewed by \_\_\_\_\_\_\_\_\_\_Date\_\_\_\_\_\_\_\_\_\_\_\_\_

| **Focus** | **Questions about a real past situation** | **Competencies or Indicator** |
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| **Rapport** | Observe the behavior of the candidate before and during the interview | * Do they make friendly, appropriate eye contact?
* Do they show appropriate enthusiasm, neither too much nor too little?
* Do they smile often?
* Do they use positive, upbeat language?
 |
| **Accomplishment** | Tell me in detail about a significant accomplishment on the job. | Competencies revealed |
| **Key Competency:****Handling complaints** | Tell me about a time when a customer was very upset and complained to you … | **Indicators*** Thanked customer for speaking up
* Encouraged customer to talk
* Listened non-defensively
* Apologized whether or not person was involved
* Expressed empathy
* Clarified what customer wanted
* Offered options
* Agreed on plan of action
* Followed through
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| **Key Competency:****Building rapport with customers** | Pretend that you need to build rapport with a patient and family very quickly and effectively…. What do you say and do? | **Indicators*** Smiles, makes eye contact, introduces self, calls customer by name
* Says welcoming words, like “I’m glad to see you” or “Welcome, I was expecting you!”
* Asks open-ended question to get customer talking
* Offers help or states intention to help
* Nods and/or shows other nonverbal signs of actively listening
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| **Key Competency:****Explaining delays** | Tell me about a time when you explained a delay to a customer… | **Indicators*** Approached customer to explain before customer had to speak up
* Apologized in sincere way
* Expressed words of empathy for customer’s frustration
* Gave clear explanation of cause of delay without reflecting negatively on colleagues or the practice
* Gave customer time estimate
* Promised to check back
* Assured they won’t be forgotten
 |
| **Key Competency:****Judgment** | Tell me about a time when you had to make a hard decision without having a chance to talk with your supervisor… | **Indicators*** Considers alternatives
* Exercises independent judgment
* Is decisive in a timely fashion
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| **Strengths****One strength related to a key competency** | What do you consider to be your strengths for this job?Tell me about a situation in which you demonstrated that strength. | **Indicators**Strengths mentioned |

Source: *Physician Entrepreneurs:* *The Quality Patient Experience* by Wendy Leebov, 2008 **©**.