

4

INTERVIEW & ASSESS



PREPARE FOR THE INTERVIEW



You've narrowed down your candidate pool and are ready to start interviewing - congrats!

Asking the right questions during an interview is a key step in the hiring process.

Whether your interview takes place in person, by phone, or by video conference, you will want to be prepared.

In this section you'll get:

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

Identifying critical “soft skills.”

Before you begin your interviews, there are steps you can take to use your time more effectively and leave the interaction with clear outcomes.

It sounds obvious, but many interviewers don't ask the right questions to make an informed decision. The more data you have on a candidate, the easier it is to determine whether they are the right fit for your practice.

If the resume shows skills and work history, then the interview should uncover soft skills. The most highly-sought soft skills include:



Adaptability:

Some personality types are change resistant. Some are rigid in how they do things. Can they adapt to the culture of your workplace? New protocols?



Mindset:

Hire for mindset, not skillset. If a skillset is about what a candidate can do, then mindset is about what they see, think and believe. When problems and challenges arise from the everyday ins-and-outs of dental practice, it's not always the best or fastest hygienists, or even the highest producers who lead you through a crisis. It's those with growth mindsets vs. fixed mindsets.



Accountability:

Do they own their role? Do they take responsibility for their production and contribution to the team even when things don't go well or as planned?



Communication:

This is the number one reason teams breakdown. When you're running a tight schedule, there is little margin for error. And anyone who is working with patients MUST have excellent communication skills to keep patients informed and engaged.



Conflict resolution:

Conflict is sometimes unavoidable. Candidates who are resourceful, have good communication skills and high emotional intelligence can solve problems more quickly and effectively.



Problem-solving:

No matter how tight your production is, problems will arise. When they do, you want the team member who comes to you with solutions rather than problems and complaints. Ask candidates to provide examples of situations (both clinical and non-clinical) where they were required to solve a crisis or challenge with little direction or few resources.



INTERVIEW PREP CHECKLIST

Confirm the appointment as far in advance as possible, and at least one day prior to the meeting. Provide all necessary details, including:

- Interview date & time
- Directions and parking instructions
- Instructions for entering the building (if applicable), and who to ask for upon arrival
- Any materials they are expected to bring
- Length of working interview and expectations or advance tips (if applicable)

Dedicate time to get to know who you are talking to before the interview. Re-read the resume not only for what's on it, but what's NOT on it.

Review any assessments the candidate provided.

- Candidate assessments are available to you with a Premium Job Posting on DentalPost. If the candidate hasn't completed any assessments, ask them to do so prior to the interview. Doing so will give you time to review their responses, uncover areas of concern and provide a focal point around more probing questions you will want to ask.

Planning a Working Interview?

Confirm that the candidate understands your expectations and agrees with this plan.

Communicate whether or not you will provide PPE for the interview, based on your office protocols.

Outline expectations before the candidate comes in.

Make sure to maintain compliance with state requirements around compensation for any work performed.



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 being?

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 where 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 make decisions! Need help remembering the details? You may choose all or some of the below ranking criteria, just be sure to use the same fields for each applicant of the same position. As a reminder, the following should only be processed after the interview and never in the presence of the candidate. This is for your (and your hiring manager's) eyes only!

Employee Name _____

Target Start Date _____

Interviewer(s)	Hire?
Positions	

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

	Score (0-9)	Comments
Culture Fit		
Decision Making		
Professional Skills		
Communication style		
Enthusiam		
Problem Solving		
Teamwork		
Overall Evaluation		

Notes: