



APPENDIX Q — INTERVIEW GUIDES, QUESTION BANKS & EVALUATION SCORECARDS

A complete system for conducting consistent, high-quality, and high-clarity physician interviews

Most organizations interview physicians inconsistently.

Every interviewer asks different questions.

Every department values different things.

And every candidate is evaluated through a different lens.

The result?

Poor selection, cultural mismatches, preventable turnover, and inconsistent candidate experience.

This appendix gives your readers a fully structured system for:

- Conducting consistent interviews
- Assessing cultural and clinical fit
- Identifying red flags early
- Asking deeper behavioral questions
- Differentiating between strong and weak candidates
- Accurately capturing evaluation feedback
- Running effective selection committees
- Reducing bias
- Prioritizing long-term fit over short-term convenience

This is one of the most actionable tools in the entire book.



SECTION 1 - STANDARDIZED INTERVIEW STRUCTURE

Use this for every physician interview.

1. **Welcome & rapport building** (5 minutes)
2. **Overview of structure** (1 minute)
3. **Candidate background storytelling** (7 minutes)
4. **Behavioral & cultural questions** (15 minutes)
5. **Clinical scenario questions** (10 minutes)
6. **Motivation & alignment** (10 minutes)
7. **Candidate questions** (10 minutes)
8. **Next steps & close** (2 minutes)

Total = **60 minutes**, structured, consistent, and high-impact.

SECTION 2 - OPENING QUESTIONS (RAPPORT & STORY)

These warm, professional questions help candidates open up:

- “Tell me your story, What path led you into medicine?”
- “What drew you to your specialty?”
- “What has shaped the way you practice today?”
- “What are you most proud of in your career so far?”

Story reveals motivation and mindset.



SECTION 3 - BEHAVIORAL QUESTIONS (DEEP INSIGHT)

Based on real-world challenges physicians face.

Communication & Teamwork

- “Tell me about a time you had a disagreement with a colleague. How did you handle it?”
- “Describe a situation where communication broke down. What did you learn?”

Conflict Resolution

- “Tell me about a time when you had to resolve a conflict with nursing or support staff.”
- “What is your approach when a colleague is not pulling their weight?”

Adaptability

- “Tell me about a time when a major change impacted your workflow. How did you adapt?”
- “Describe a situation where you had to learn something quickly under pressure.”

Emotional Intelligence

- “What do people misunderstand about you?”
- “Tell me about a time when you misread a situation — what did you do?”

These questions uncover maturity, self-awareness, and collaboration style.

SECTION 4 - CLINICAL SCENARIO QUESTIONS

Assesses reasoning, judgment, and team approach.

- “You are on call and receive five urgent consults at once. How do you prioritize?”
- “Describe a difficult surgical case and how you approached the complexity.”
- “Tell me about a time when your clinical judgment was challenged.”
- “What would you do if you felt the OR schedule consistently prevented timely care?”

This reveals leadership under pressure.



SECTION 5 - CULTURE & ALIGNMENT QUESTIONS

Critical for long-term retention.

- “What kind of culture helps you thrive?”
- “What makes a team enjoyable for you to work with?”
- “What does ‘support’ from leadership look like to you?”
- “What frustrates you the most in clinical environments?”
- “Describe the best team you ever worked with. What made it great?”
- “What type of call schedule is sustainable for you long-term?”

These questions reveal whether the candidate will stay.

SECTION 6 - RED FLAG INDICATORS

Patterns to watch closely.

- Blaming past employers
- Lack of self-awareness
- Poor teamwork examples
- Unrealistic expectations
- Poor communication style
- Overemphasis on compensation only
- Negative tone about staff
- Arrogance or entitlement
- Dismissive of nursing or APPs
- Inconsistent career story

Red flags during interviewing become major issues later.



SECTION 7 - THE PHYSICIAN INTERVIEW

EVALUATION SCORECARD

Category	Weight	Score (1-5)	Total
Clinical Competence	20%		
Procedural Skill / Case Mix Alignment	10%		
Communication Skills	15%		
Emotional Intelligence	15%		
Teamwork & Collaboration	10%		
Cultural Alignment	15%		
Professionalism & Ethics	10%		
Long-Term Stability Potential	5%		

Scoring:

1 = Poor

2 = Below Average

3 = Acceptable

4 = Strong

5 = Exceptional



SECTION 8 - INTERVIEW PANEL DEBRIEF TEMPLATE

Run this immediately after the candidate leaves.

1. Initial Impressions

- Strengths:
- Concerns:

2. Alignment with Role

- Procedural fit:
- Call fit:
- Culture fit:

3. Red Flags

- What did we notice?
- Are they addressable?

4. Dealbreakers

- Any absolute no's?

5. Recommendation

- Strong Yes
- Yes
- Maybe with conditions
- No

Documenting alignment prevents emotional decision-making.



SECTION 9 - SELECTION COMMITTEE BEST PRACTICES

Ensures organized, bias-aware decision making.

- Use the same panel for all candidates
- Require scoring prior to discussion
- Share concerns before positives
- Avoid domination by one voice
- Require evidence-based examples
- Separate “likability” from “fit”
- Document all decisions
- Close the loop with leadership

Selection committees should be fair, structured, and consistent.

SECTION 10 - CANDIDATE QUESTIONS GUIDE

What candidates typically ask. Prepare your leaders.

Common questions:

- OR access
- Volume expectations
- Compensation structure
- Call schedule
- Staffing support
- EMR workflows
- Leadership style



- Community details
- Mentorship
- Long-term growth

Provide leaders with talking points so every candidate gets consistent information.

SECTION 11 - FINAL RECOMMENDATION SUMMARY SHEET

Put at the end of every candidate's interview packet.

Candidate Name:

Specialty:

Interview Date:

Strengths:

-
-

Concerns:

-
-

Decision:

- ☐ Move Forward
- ☐ Hold
- ☐ Do Not Advance

Notes:

A simple, clean decision sheet prevents confusion.



SECTION 12 - SUMMARY: CONSISTENT INTERVIEWING PROTECTS CULTURE & STABILITY

- Structure reduces bias
- Behavioral questions reveal emotional intelligence
- Scenario questions reveal judgment
- Scorecards create fairness
- Debriefs build alignment
- Clarity strengthens selection
- Good interviewing prevents turnover before it starts

This appendix gives your readers the exact tools to choose the *right* physicians; not just the available ones.