

Sample Interview Questions for CI Mindset / Continuous***Continuous Improvement Questions:***

- **Tell me about an innovation that you initiated, like an idea implemented or a suggestion to improve something.**
 - Example of innovative action
 - For a CI Mindset, listen for:
 - What inspired the need for the idea? Seeing a problem/gap and initiating a fix
 - Any mention of considering the all part of the current process (process map)
 - Consideration of who would be affected
 - Data Analysis/Research/Testing to see if, how, and in what ways the current process was not working and how their idea was successful

- **Describe a change you experienced at work and how it affected you.**
 - Change capacity, future thinking
 - For a CI Mindset, listen for:
 - Comfort with change
 - Willingness to question why we do things the way we do
 - Helping others with a change
 - Are they proactive vs. reactive?

General Questions, with Key Phrases to suggest a Continuous Improvement mindset:

- **Describe a time when you dealt with a problem within your team or work environment**
 - The candidate's response suggests how they deal with team dynamics, conflict resolution, and communication
 - For a CI Mindset, listen for:
 - Someone who communicates and collaborates
 - Someone who can embrace an environment that is ever changing

- **Describe a time when you had to influence your manager's decision; how did you go about it?**
 - You want to know how self-directed your candidate is. Do they take initiative to solve problems?
 - For a CI Mindset, listen for:
 - Willingness to bring ideas to the boss
 - The view that their manager and colleagues are important collaborators

Sample Interview Questions for CI Mindset/ Continuous

- **Tell me about a work project or achievement that made you proud**
 - The applicant's answers tell you about what the individual values or considers important. How might he/she be a collaborative partner?
 - For a CI Mindset, listen for:
 - Consideration of, and collaboration with, various stakeholders
 - Process improvement themes
 - Identification and reduction of waste (time, materials, etc.)
- **What are the three most significant values that you would bring to the workplace?**
 - The response tells you about alignment with UVA Finance values
 - For a CI Mindset, listen for:
 - Adaptability/flexibility/willingness to Change
 - Curiosity (why do we do what we do/how can we make it better)
- **Tell me about a time when you had to overcome a major obstacle that stood in the way of accomplishing a goal. How did you approach the situation?**
 - Problem solving style and what the candidate considers as obstacles.
 - For CI a Mindset, listen for:
 - Ability to see the big picture
 - Finding and addressing the cause, not a symptom
 - Seeing Flaws/Failures as an opportunity to improve
 - Embracing the challenge as an opportunity to learn and improve
- **How would your coworkers at your current job describe you?**
 - You want to understand how the candidate thinks that his or her coworkers view their interactions; are they team oriented?
 - For CI a Mindset, listen for:
 - Collaboration
 - Conflict resolution
 - Communication
- **How do you go about continuing to develop your professional skills and knowledge?**
 - You want to hire employees who believe in continuous development and improvement
 - Does the candidate appreciate and seek out feedback?
 - Consider formal training as well as informal development

More Continuous Improvement Interview Question resources:

<https://blog.kainexus.com/continuous-improvement/6-continuous-improvement-questions-to-ask-in-every-interview>

<https://www.lean.org/LeanPost/Posting.cfm?LeanPostId=741>

<https://bobemiliani.com/better-interview-questions/>