

Interview Guide for

*Associate Director, Data Science*

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| **Requisition #:** R195921 | **Interview Date: Sep/2/2022** |
| **Candidate Name: Alex daSilva** | **Interviewer Name: Ravi, Blythe, Austin, Senthil** |
| **Job Level: Associate Director, Data Science** |

**How to Score Candidates:**

* Each Way of Working and Value has a set of behavioral themes to look for in the candidate’s response. These themes will guide you as you score the candidate responses.
* Depending on how many of the themes (numbers in parentheses below) the candidate touches on their response’s anchors it will guide you to score. For example, if you identify 5 themes within the response provided the candidate would score “Successful Performer”.

**Resume Review Question**

**Experience & Education Notes:**

# Warm‐up Question

**Notes:**

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| --- | --- | --- | --- | --- |
| Meets minimal expectations | Meets some expectations | Successful performer | Exceeds expectations | Role Model |

# Cultural‐add Question

**What are the three things that are most important to you in a job? {AUSTIN}**

**Notes:**

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| Meets minimal expectations | Meets some expectations | Successful performer | Exceeds expectations | Role Model |

**Win as One Team**

We act with a company-first mindset inspired by unified goals; communicate, participate and collaborate as one team; winning and losing together.

**Tell me about a time where you collaborated with others from across the organization the to help scale a program or line of business. What was your role? What was the outcome?**

**Notes: {RAVI}**

**Themes:**

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| Applies knowledge about other parts of an organization to successfully meet a common goal | Utilizes individual strengths to collectively work towards a common goal |
| Leverages partnerships from across an organization to drive towards a common goal | Identifies the needs of their team and helps to connect those to the overall organizational needs / goals |
| Collaborates with direct teams/ those from across the organization to meet goals | Explains the importance of driving towards a unified goal to their team |
| Helps to identify the right partners for collaboration outside of their immediate team to meet a goal | Considers the viewpoints of others internally and externally) along with other sources of data when crafting solutions |
| Identifies how to best structure a team so that all are collectively utilizing their strengths to win | Partners with other teams and departments to get work done |

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| --- | --- | --- | --- | --- |
| Meets minimal expectations  (1 to 2 themes) | Meets some expectations  (3 to 4 themes) | Successful performer  (5 to 6 themes) | Exceeds expectations  (7 to 8 themes) | Role Model  (9 to 10 themes) |

**Focus on What Matters**

We simplify our work and prioritize our resources on what matters the most to create the greatest value for human and animal patients, and in turn all stakeholders.

**Tell me about a time you had to make a tradeoff in the work you were doing with your team. How did you handle it?**

**Notes:**

**Themes:**

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| --- | --- |
| Challenges their team when work is not clearly connected to the common goal | Guides team on when to make tradeoffs in order to meet the most important goal |
| Holds self and/or teammates accountable for meeting objectives with the appropriate resources/ tools | Empowers themself and/or their team to say "no" if a task does not serve the overall goal of the organization/ program/task |
| Establishes efficient work processes for self and/or team | Guides team in determining which tasks are critical and value add versus those that are not |
| Prioritizes work for self and/or team that aligns with organizational and/or team objectives | Identifies solutions to mitigate barriers or constraints to achieve common goals |
| Brings proactive rather than reactive solutions | Manages team through complex situations |

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| --- | --- | --- | --- | --- |
| Meets minimal expectations  (1 to 2 themes) | Meets some expectations  (3 to 4 themes) | Successful performer  (5 to 6 themes) | Exceeds expectations  (7 to 8 themes) | Role Model  (9 to 10 themes) |

**Act with Urgency**

We work with speed, rigor, and determination to deliver our medicines and vaccines around the world.

**How do you maintain self-motivation when you experience a setback on the way to achieve your goal? How do you do it?**

**Notes: {Senthil}**

**Themes:**

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| --- | --- |
| Moves quickly from idea to activation even when the problem may be complex | Demonstrates trust in their team~~s~~ to act with speed to deliver high quality work |
| Takes an outcome based approach, establishing what success means up front | Raises risks when delays may prevent a program / project from achieving the end goal |
| Reduces complexity so that they / their teams can act quickly | Utilizes data to make a decision in a timely manner |
| Connects team members with the right resources / people in order to remove obstacles that quickly drive progress | Makes decisions based on experience of self and/or team in a timely manner |
| Monitors team’s performance against expectations | Demonstrates the ability to recognize who (they or other team members) the right person is to be responsible or accountable for making a decision |

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| --- | --- | --- | --- | --- |
| Meets minimal expectations  (1 to 2 themes) | Meets some expectations  (3 to 4 themes) | Successful performer  (5 to 6 themes) | Exceeds expectations  (7 to 8 themes) | Role Model  (9 to 10 themes) |

**Experiment, Learn, and Adapt**

We balance our expertise with curiosity, continuous learning, adaptability, and a commitment to never give up, whether we succeed or fail.

**Notes:**

**Themes:**

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| Champions a "test and iterate" mindset | Works with team to present creative solutions to problems |
| Coaches teams on when to take calculated risks | Works with team to creatively translate visions into actions |
| Provides the environment that allows others to challenge the status quo | Uses lessons from past experiences to adjust approach as work progresses |
| Encourages teams to understand that failure is important | Demonstrates to teams the capability to quickly learn from failure then to apply this knowledge to grow |
| Provides outlets for innovation for self and/or others | Clearly defines the need/problem in an ambiguous situation |

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| --- | --- | --- | --- | --- |
| Meets minimal expectations  (1 to 2 themes) | Meets some expectations  (3 to 4 themes) | Successful performer  (5 to 6 themes) | Exceeds expectations  (7 to 8 themes) | Role Model  (9 to 10 themes) |

**Embrace Diversity and Inclusion**

We create fully diverse teams to deliver our best innovations and cultivate an inclusive environment where everyone is able to contribute their best ideas.

**Notes:**

**Themes:**

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| --- | --- |
| Creates a team environment that focuses on bringing people of all backgrounds together | Creates an equitable environment for team members so that all are equal to opportunities |
| Encourages teams to seek opinions that are different than own | Recognizes unconscious bias and/or beliefs for self and others that could impact decisions |
| Guides self and teams in championing diversity and inclusiveness | Demonstrates empathy towards others so that all feel that they belong |
| Prioritizes diversity of all kinds when building teams | Challenges behaviors that do not support inclusion |
| Creates environment that allows for a diverse and inclusive culture on their teams | Takes meaningful action to impact change in diversity and inclusion |

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| --- | --- | --- | --- | --- |
| Meets minimal expectations  (1 to 2 themes) | Meets some expectations  (3 to 4 themes) | Successful performer  (5 to 6 themes) | Exceeds expectations  (7 to 8 themes) | Role Model  (9 to 10 themes) |

**Speak Up and Be Open Minded**

We voice our opinions, engage in healthy debate and encourage curiosity to improve ideas and decisions to achieve better outcomes.

**Notes:**

**Themes:**

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| Provides the opportunity for thoughtful discussions and/or debates to take place | Elevates the voices of others so that all have a chance to showcase their strengths |
| Fosters an environment that allows teams to feel they can speak up | Creates an environment that allows team members to ask for help |
| Provides the right amount of feedback at the right time balancing strengths with opportunity areas | Confidently challenge others point of view by having an objective opinion |
| Seeks feedback from all levels to aid in personal growth | Assists team members in escalating issues and/or risks |
| Provides guidance to teams on how to incorporate feedback in real time to improve process/program/tasks | Allows for / participates in thoughtful discussions and debates amongst team and peers |

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| --- | --- | --- | --- | --- |
| Meets minimal expectations  (1 to 2 themes) | Meets some expectations  (3 to 4 themes) | Successful performer  (5 to 6 themes) | Exceeds expectations  (7 to 8 themes) | Role Model  (9 to 10 themes) |

**Patients First**

We are all accountable for delivering high quality products and services. We aspire to improve the health and wellness of people and animals worldwide, and to expand access to our medicines and vaccines. All of our actions must be measured against our responsibility to those who use or need our products.

**Notes:**

**Themes:**

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| Guides teams to deliver high quality work | Considers customer needs when delivering work |
| Trusts teams to deliver work with little oversight | Applies customer feedback in real time |
| Connects their / their teams work to the bigger picture of meeting client/patient/customer needs | Forms a working relationship with external partners to meet a common goal |
| Drives work forward for teams so that they can achieve collective goals | Looks for ways of improving current approaches and methods to increase the commercial success of the organization |
| Coaches individual team members so that they may exceed expectations when delivering work | Champions customer's interests while balancing company needs |

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| --- | --- | --- | --- | --- |
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**Ethics and Integrity**

We are committed to the highest standards of ethics and integrity. We are responsible to all of our stakeholders: employees, patients, customers, distributors and suppliers, shareholders, and the communities we serve worldwide. We do not take professional or ethical shortcuts. Our interactions with all segments of society must be transparent and reflect these high standards.

**Notes:**

**Themes:**

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| Encourages team to provide honesty around obstacles | Assists team/individuals in understanding the actions of others |
| Holds others accountable to work within compliance-based policies | Creates team environment so that individuals are trustworthy |
| Takes accountability for the work/projects of team | Assists team in maintaining a high degree of integrity |
| Encourages team to take responsibility for mistakes | Includes ethics when making decisions |
| Creates team environment so that others are treated with fairness | Maintains a high degree of ethical behavior for self and teams |

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| --- | --- | --- | --- | --- |
| Meets minimal expectations  (1 to 2 themes) | Meets some expectations  (3 to 4 themes) | Successful performer  (5 to 6 themes) | Exceeds expectations  (7 to 8 themes) | Role Model  (9 to 10 themes) |

**Respect for People**

Our ability to excel depends on the integrity, knowledge, imagination, skill, diversity, safety, and teamwork of our employees. We work to create an environment of mutual respect, inclusion, and accountability. We reward commitment and performance and are responsive to the needs of our employees and their families.

**Notes:**

**Themes:**

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| Shows respect for others | Adapts to another’s way of working in order to get the job done |
| Diffuses a tense internal situation with professionalism | Elevates the voices of individuals on teams that are not as pronounced |
| Steps in for colleagues when they may not be able to perform | Provides feedback to teams on conduct towards others (strengths and/or opportunities) |
| Stands up for those who are different | Encourages individuals to showcase their differences |
| Encourages others to be their true selves | Assists team in taking actions that respect the contributions of others |

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**Innovation and Scientific Excellence**

We are dedicated to the highest standard of innovation and scientific excellence. Our research is guided by a commitment to improving health and quality of life. We strive to identify and meet the most critical needs of patients and customers through continuous innovation across all areas of our business.

**Tell me about a time when you embraced a new process, technology, or idea at work that was a major departure from the old way of doing things.**

**Notes: {Blythe}**

**Themes:**

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| Guides team in analyzing information in a logical and systematic way | Shows curiosity for researching market trends using internal and external resources |
| Displays an innate curiosity to learn | Proactively applies scientific knowledge to reach a common goal |
| Assists team in utilizing the proper available resources to reach a goal | Assists team and individuals in distinguishing between important information and irrelevant or minor details |
| Incorporates data from multiple internal and external sources to solve problems | Assists team/individuals in utilizing their strengths to identify the root cause of a problem in a systematic way |
| Develops solutions that create shared value for an organization in response to market trends | Encourages team/individuals to learn new things |

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| --- | --- | --- | --- | --- |
| Meets minimal expectations  (1 to 2 themes) | Meets some expectations  (3 to 4 themes) | Successful performer  (5 to 6 themes) | Exceeds expectations  (7 to 8 themes) | Role Model  (9 to 10 themes) |

**Situational Question 1**

**What do you like and do not like in your current job? What would you recommend the team does differently and keep people happy and effective?**

**Notes: {Senthil}**

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**Situational Question 2**

**Notes:**

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| --- | --- | --- | --- | --- |
| Meets minimal expectations | Meets some expectations | Successful performer | Exceeds expectations | Role Model |

**Situational Question 3**

**Notes:**

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| --- | --- | --- | --- | --- |
| Meets minimal expectations | Meets some expectations | Successful performer | Exceeds expectations | Role Model |

**Supporting Success Question**

**What can I do to support you if you are successful in getting this role?**

**Notes:**

\*\* Please ask this question at the end of your interview. This will help us understand if a candidate may need additional support during their onboarding or other resources you can provide to help the candidate get off to the best start in the new role.