



# Change Through Leadership

## Recruiting - Candidate Interactive Profile



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## **CANDIDATE INTERACTIVE PROFILE**

### **What is the Candidate Interactive Profile?**

The Candidate Interactive Profile is a description of how each candidate prefers to behave when interacting with other people. It is developed by talking with the interview team members to gain insights into the work situation, job tasks, and responsibilities.

You would be able to observe and identify each of the leadership/ management behaviors described after working with the individual for an extended period of time.

The descriptions represent our perceptions of how each candidate would interact. They represent a guide for you to use when interviewing the candidates to determine how each may approach problem solving, decision making, and novel situations.

### **How do I use the Candidate Interactive Profile?**

The Candidate Interactive Profile is used to help prepare the members of the interview team for interviewing each candidate.

The Candidate Interactive Profile assists the interviewers in comparing and contrasting the management and leadership strengths each candidate will bring to the job.

Using the Candidate Interactive Profile as a part of your process facilitates the evaluation and ranking of the candidates in direct relationship to your specific job criteria.

### **What are the benefits of using the Candidate Interactive Profile process?**

- Decrease the amount of startup time on the new job.
  - Decrease the amount of time in getting to know the candidates.
  - Increase group productivity.
  - Increase commitment, loyalty.
  - Decrease turnover.
  - Increase successful placement of the right candidate in the right position.
- Increase team building process.



<b>CANDIDATE INTERACTION PROFILE</b>						
<b>Candidate</b>	<b>Approach to Problem Solving</b>	<b>Approach to Decision Making</b>	<b>Initial Function on New Job</b>	<b>Long-Term Function on Job</b>	<b>Perceptions to Check Info</b>	<b>Rank</b>
BS, PA, RN  MHA Candidate  (U of WA)	<b>People Interaction</b>		<b>Communication Skill/Style</b>		Degree of past experience in implementing/managing change.	2
	Respects people as individuals, relates to each on an individual basis; fast judge of what people need; motivates by involvement in decision making process.		Excellent. Listens to understand and learn. Open, direct feedback.			
	<b>Conflict Resolution</b>		<b>LT Results/Change Process</b>			
	Determines issues and what's important to individual; supplied with info, facilitates understanding of divergent opinions.		Focus: organizational structure; LT orientation, focus on benefit to org; involve people in tasks that lead to LT changes; teaches big picture, creates understanding, markets change.			
	<b>Power Skills</b>	<b>Creativity</b>	<b>Approach</b>			
	Strong knowledge base. Calm, patient, persistent, dependable. Attention to detail.	Sees opportunities; risk taker. Willing to try new ideas & learn from them.	Initially gathers info, plans; implements plan patiently, persistently. Is direct, steady, & enthusiastic.			
BNS, MBA (operations/ system mgmt & marketing)	<b>People Interaction</b>		<b>Communication Skill/Style</b>		LT planning & transition. LT personal goals. Is this the opportunity she wants. Commitment to org.	3
	Develops a team; development of self and others; creates learning environment.		Variety of styles/skills. Art of communication.			
	<b>Conflict Resolution</b>		<b>LT Results/Change Process</b>			
	Equals opportunities, challenges to improve; high involvement of others.		Insightful, able to plan, implement, monitor & evaluate LT change; business/system knowledge; willing to learn; change is continual; skilled in CP; manage			
	<b>Power Skills</b>	<b>Creativity</b>	<b>Approach</b>			
	Empowers people; strategically structures opportunities for them to grow & learn.	High visionary, LT & ST for section, hospital, and profession.	Actively familiarizes self; immediately starts trust building; determines human			



			resources for team building.	ambiguity & complexity.		
BSN, MSN PhD Candidate (U of Texas) (med surg/ specialty in cardiovascular nursing)	<b>People Interaction</b>		<b>Communication Skill/Style</b>			1  Degree of high expectations for self and others.
	Helps others set challenging goals for themselves & provides the resources for achievement. Teaches through involvement in problem solving, recognize strengths of individuals.		Superb. Uses positive feedback.			
	<b>Conflict Resolution</b>			<b>LT Results/Change Process</b>		
	Looks for options, "can do" attitude; collaborative			Change to benefit profession; high experience & quality;		
	<b>Power Skills</b>	<b>Creativity</b>	<b>Approach</b>	skillfully involves people in visionary planning & implementation; markets benefits to individual, workgroup, organization; aware of bigger picture.		
Expansive knowledge/experience; lifelong learning; conceptualize change; team builder.	High; insightful, a value. Works creatively; teaches skills to manage ambiguity and uncertainty.	Teaches by rote modeling; involved practitioner and positive facilitator. Learns new environment through doing; sees through eyes of others.				
BSN, MSN (nursing & business admin.)	<b>People Interaction</b>		<b>Communication Skill/Style</b>			4  Personal goals. Ability to respond to change.
	Friendly, caring, responsible; will take time to acquaint self with section		Task, personal/professional relationship building; variety of styles/skills.			
	<b>Conflict Resolution</b>			<b>LT Results/Change Process</b>		
	High involvement and consideration; will be able to prevent before occur.			Insightful; able to plan, implement, monitor & evaluate LT change; willing to learn; change is responsive.		
	<b>Power Skills</b>	<b>Creativity</b>	<b>Approach</b>			
Empowers others:	Novel, new ways for section to change based on internal resources	Initially perceived as hesitant; observes & is reflective; will take time to acquaint self with environment.				



## CANDIDATE SELECTION PROCESS

Based on our extended experience, we can facilitate the definition of your needs and expectations and develop the necessary interview support materials to increase the productivity and team building process with your work group.

### **A. Identify key players in the work group to be interviewed**

1. Representatives of the divergent realities within the work group
2. These individuals will serve as the interview team and provide input/make recommendations to the decision maker

### **B. Interview each person (approximately one hour each)**

1. Identification of short-term and long-term goals

### **C. Develop job description**

1. Description of tasks/responsibilities (handout 1)
  - a. May be furnished by the organization
2. Management/leadership interactive behavior criteria (handout 2)
  - a. Leadership expectations for the ideal candidate will be generated from the above interview process

### **D. Validate the job description with the decision maker (approximately one hour)**

1. Individual prioritization of the interactive behavior criteria (handout 3 - yellow)
2. Group prioritization of the interactive behavior criteria (handout 4 - red)
3. Establish timelines
4. Communicate the decision-making process
5. Define roles and expectations of interview team members

### **E. Research candidates and prepare credential packets (45 to 90 days, depending on position)**

### **F. Train interview team**

1. Review interview process, time lines, and materials
  - a. Job description
    - 1) Tasks and responsibilities
    - 2) Prioritized interactive behavior criteria
  - b. Resumes, references, ranking forms
  - c. Candidate Interactive Profile (handout 5)
  - d. Candidate Interactive Behavior Ranking Sheet

### **G. Interview candidates**

### **H. Candidate selection**

### **I. Negotiate contract**

### **J. Follow-up (90 days)**



## GROUP LEADERSHIP PATTERN

### BENEFITS OF OUR PROCESS

- Identification of short-term and long-term goals
- Increased work group productivity
- Increased satisfaction
- Increased commitment
- Team building
- Loyalty
- Decreased turnover

### FEEDBACK FROM PREVIOUS CLIENTS

#### Candidate Feedback

"My meeting with you gave me a sense of confidence ... it's been a comfortable process."

"...For your process, PRAISE! PRAISE! PRAISE!"

"... In particular, your comments about style of presentation helped to provide direction."

"Helpful to have information on their interests, goals, directions ... "

"The preparation was quite good."

"Enjoyed the process. It was a terrific day!"

"... Being able to prepare ... "

"Your process was very helpful to me."

"You did a wonderful job of preparing me."

#### Organizational Feedback

" ... The *Candidate Interactive Profile* compares and contrasts styles, skills, strengths and weaknesses."

"[Your process] gives us a quicker start up time."

"The organization clearly benefits ... "

"We don't make as many mistakes in the hiring process."

"I've been able to share the *Candidate Interactive Profile* with others, and they have that knowledge before they interview and decide."

"We have always done it ourselves ... This process saved a considerable amount of time."

" ... Very pleased with the top three candidates presented."

"We think with a minimum amount of hassle on our part, we got a good person that will fit in well."



## CLINIC HEART CENTER MANAGER

### I. JOB DESCRIPTION

For the immediate future, this person will manage the sections of Cardiology and Cardiothoracic Surgery. Longer term, the manager will also be responsible for the Echocardiography Laboratory, Cardiology Laboratory and the Cardiac Catheterization Laboratory. These, along with the two clinical sections, will be put together into a cost center known as the Heart Center.

#### A. RESPONSIBILITIES OF SECTION MANAGER:

- 1) With physicians, to identify section priorities, goals, objectives, and to prepare and maintain budget, to manage section finances and operations and other administrative functions.
- 2) Maintain, update, and develop ambulatory health care delivery systems in both sections, to improve quality / quantity / efficiency in providing these services, and to minimize expenses.
- 3) Develop quality control techniques to assess/improve quality of service and patient satisfaction from all members of the service cycle (from appointment scheduling, to reception, to waiting room, to office assistant, to physician, to nurse, to laboratory technician, to billing staff, etc.)
- 4) Responsible for the supervision, evaluation, and accountability for performance of all non-physician personnel. Provide support for and facilitate the development of these personnel, enhance their working condition, and encourage improvement in their performance and facilitate team building. Promote a working environment that is friendly, interactive, cooperative, and professional.
- 5) Interact with billing/finance to document revenue collected vs. charges submitted, and through knowledge of reimbursement coding and third party payer practices, develop strategies to improve relation between revenue collected vs. charges submitted.
- 6) Network with other section managers across administrative lines, interface with clinic administration, to maintain lines of communication within the institution: to be a strong representative and proponent of the goals and objectives of the Cardiology and Cardiothoracic Surgical Sections.
- 7) Assist in communication with PRO-W and third party payers to expedite scheduling procedures, hospital admissions, surgical procedures, etc.
- 8) Work with Information Systems to improve retrieval of financial and performance data, to validate accuracy of this information, to maintain section records on past, current and projected performance with variations, and to keep section members updated with these data.





- 9) Examine current practice patterns, explore other alternatives which might be more cost-effective, while improving productivity, efficiency, and quality of service.
- 10) Responsible for preparation and maintenance of section on-call schedules for physicians / nurses / technicians.
- 11) Develop and maintain the appropriate links between the hospital and the center.

**B. ECHOCARDIOGRAPHY LABORATORY MANAGER:**

- 1) With Directors of Echo Lab and lead tech, review priorities, goals objectives; prepare and maintain budget.
- 2) With Echo Lab Directors, supervise, evaluate and be accountable for Echo Lab personnel.

**C. CARDIOLOGY LABORATORY MANAGER:**

- 1) With Director of Cardiology Lab, and Clinical Coordinator, review priorities, goals, objectives, and oversee preparation of maintenance of budget.
- 2) With Clinical Coordinator, provide management support for personnel in lab.

**D. CATHETERIZATION LABORATORY MANAGER:**

- 1) With Director and supervisor of Cath Lab, review priorities, goals, objectives, and oversee budget preparation and maintenance.
- 2) With supervisor, oversee personnel management.
- 3) Interface with Radiology manager regarding shared facilities.



# LEADERSHIP INTERACTIVE CRITERIA

## HEART CENTER MANAGER

### TECHNICAL BACKGROUND

Education: RN, MS, MBA, MPH, MHCA

Experience: Ambulatory Health Care; Administrative/Supervisory

Resumes and References will be furnished.

### LEADERSHIP QUALITIES

#### Management

- Experience and skills in:
  - 1) Performance appraisal and evaluation
  - 2) Budgetary and accounting procedures
  - 3) Long range planning
  - 4) Information Systems experience

#### Communication

- Has a variety of communication skills, styles, experiences at the:
  - 1) Individual level
  - 2) Work group level
  - 3) Organizational level

#### Interactive Style

- 1) Involve others in decision making, problem solving and making recommendation for change
- 2) Able to motivate others and provide for their growth/ development

#### Change Agent

- 1) Creative: Approach problems in new, novel ways
- 2) Visionary skills: Center/Section Based Management
- 3) Marketing/Selling
- 4) Management/implementation of long term, system-wide change