

Choosing the Right Resident: Tips from the Business World

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Agenda

- Introduction
- What does the Prospective Resident Want?
- Defining the “Best-fit” Candidate (BFC)
- Strategies for Identifying your BFC’s
- Exploring for Potential
- Exercise
- Seven-Steps for Successful Recruiting



Challenges of Medical School Students in Residency Selection

- High likelihood of excessive education debt
- Time and cost of residency interview process
- Uncertainty about residency program fit, including selection of specialty (a major career decision)
- Fit may be supplanted by urgency of being awarded a residency at all
- Intense competition—not everyone is first in their class
- May be deciding with a trailing partner or spouse – another medical school graduate seeking a residency?

Challenges of Program Directors

- Enormous primary responsibilities in patient care, teaching, research
- Far too many candidates for limited positions
- Difficult to differentiate between candidates
- Inconsistent interviewing process
- Accuracy of residency program description
- Not thoroughly evaluating residency selection experience in order to improve future selections
- Others?



Psychometric testing in resident selection in Anesthesiology programs (2009)

- High-competency and low-competency residents were evaluated on measures of:
 - Fine-motor dexterity
 - Executive functioning
 - Processing speed
 - Attention
 - Personality



Psychometric testing in resident selection in Anesthesiology programs (2009)

No significant differences on **fine-motor dexterity, executive functioning, processing speed, or attention.**

However, high-competency residents scored significantly higher on measures of **cooperation, self-efficacy, and adventurousness and lower on neuroticism, anxiety, anger and vulnerability.**

Beyond Competencies—Evaluating Potential (2009)

Four Eras of Talent-Spotting

1. Physical attributes (size, health, strength)
2. Intelligence, experience and past performance
3. Competency movement (still prevalent)
 - Evaluate of specific characteristics and skills that helped predict outstanding performance

Beyond Competencies—Evaluating Potential (2009)


Four Eras of Talent-Spotting (cont)

4. Potential—due to volatile, uncertain, complex and ambiguous environments
 - Beyond having the right skills, but also the potential to learn new ones



Beyond Competencies—Evaluating Potential (2009)


Potential can be measured with 85% accuracy.



Beyond Competencies—Evaluating Potential (2009)

Five Indicators

- Motivation
- Curiosity
- Insight
- Engagement
- Determination



Strategies for Improving Interviews

What are some strategies that can help you strengthen the current application process?

- Mine an applicant’s personal and professional history.
- Conduct in-depth interviews including career discussions.



Strategies for Improving Interviews – Formulating Questions

- Ask for concrete examples.
- Go deep when you explore:
 - Motivation
 - Curiosity
 - Insight
 - Engagement
 - Determination



Sample Questions to explore level of curiosity

- What do you do to broaden your thinking, experience or personal development?
- What steps do you take to seek out the unknown?
- Can you tell me about a time you learned something beyond the requirements of your studies?



Exercise

Think about your top residents—who excelled and thrived in the program? What do you remember most? Specific examples? Describe them under the indicators of POTENTIAL.

- Curiosity
- Motivation
- Interests
- Engagement
- Determination
- Intelligence
- Values
- Leadership Abilities
- Others?



Exercise (cont)

Describe those residents—in as great detail that our limited time will allow.

- Why were they so successful?
- What are some examples that demonstrate what made them unique and memorable while in your program?
- Do you know what they are doing now?

Seven-Step Process for Successful Selection of Residents (2009)

- **Anticipate the Need**
 - Residency selection should be a year-round process (preparation, evaluating program, checking on current residents)
 - How many residents slots are available?
 - Ask what can we do to strengthen applicant interest in our program?
- **Specify the Residency Position**
 - Be as clear as possible re the description program and organization.
 - Ensure that all materials (esp. website) convey this information.

Seven-Step Process for Successful Selection of Residents (2009)

Develop the Pool

- What can you do so you aren't limited only by those who apply?
- Where are the strongest candidates?

Assess the Candidates

- Use a small number of high-caliber, well-trained, properly motivated interviewers.
- Employing rigorous behavioral event interviews (look for potential).



Seven-Step Process for Successful Selection of Residents (2009)

Assess the Candidates (cont)

- Conduct detailed reference checks.
- Include top stakeholders in candidate assessment.

Close the Deal

- Demonstrate active support for candidate's interests and career goals.
- Describe the residency realistically.

Seven-Step Process for Successful Selection of Residents (2009)

Integrate the Resident

- Use veteran top performers as mentors.
- Make sure resident is continually checking in (beyond clinical training) even when there are no problems.



Seven-Step Process for Successful Selection of Residents (2009)

Audit and Review

- Look for problems immediately as well as successes in resident's performance.
- Review recruiting practices – what worked, what didn't? What can be improved for next year?
- Identify and reward those who interviewed exceptionally well.
- Hold assessors accountable for quality of evaluations.

Closing

Goal was to provide a business perspective on identifying, selecting, onboarding the best residents

- Evaluating Potential
- Seven-Step Process



Further Discussion

How can you help the new resident succeed from match to arrival (housing, etc) and beyond?

- Orientation/Onboarding
- Unique skills of resident, how do they fit in?
- Continuous support throughout residency (beyond clinical training)
- Regular check-ins
- Others?

Thank You!

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