

Interviewing Skills: How to Identify the Best Talent for the Job



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Finding the right people is the single biggest problem in our practice today.



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Most Important Chair Job

Your success as a Chair/Manager is simply the result of how good you are at hiring the people around you.



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The Selection Interview: Must be part of a larger recruitment and development system



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Job descriptions/competencies:

- Relevant reporting relationships
- Statement of the department's/team's objectives
- Details of responsibilities and duties (including teamwork)
- Specific performance expected (outcomes)
- How performance will be measured
- List of necessary competencies for the assignment

Recruiting, screening, interviewing, selection, and checking references

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Screening applicants: Better interviewing

Talk to as many people as possible on the telephone briefly to assess qualifications.

Ask them to write an e-mail explaining why they want the job
 Ask for a resume and a specific "cover letter" email explaining why they want the job.

Talk to people even if no job is open, to hone skills, assess job market, and for public relations.

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Objectives of a selection interview:

To assess competencies and skills that fit with the job situation

To identify past behavior as an indicator of future behavior

To assess cultural/values fit

To predict success in the job and with the organization



There's no such thing as a surprise interview question anymore

Preferably limit the “Gut Feel” strategy

	Description	Drawbacks
Gut Feel	A quick, personal judgment about a candidate, usually based on the interviewer's past hiring experiences (both good and bad)	- Low accuracy, particularly among less experienced managers - Lacks systematic collection and analysis of available candidate data - Difficult to align stakeholders - Can lead to early commitment to candidate and reluctance to change with new data



Choosing the correct interview technique

Traditional Interviews - resume based, direct questions, usually close-ended questions

Case based Interviews - a hypothetical situation, analytical skills, troubleshooting knowledge

Situational Interviews - more in-depth view of thought processes

Behavioral Interviews - recount a past experience so one can assess their likely future performance

Competency based Interviews - based on competencies required

Competencies and Traits to look for in the selection interview

- | | | |
|---|--|----------------------------------|
| 1. Intelligence <ul style="list-style-type: none"> • Problem-solving • Practical • Creative • Emotional | 6. Emotional maturity, realism, and self-control | 13. Persuasive |
| 2. Motivation <ul style="list-style-type: none"> • Ambition • Competitiveness • Goal orientation • Growth orientation | 7. Integrity, honesty, and dependability | 14. Efficient |
| 3. Past performance success | 8. Empathy and social sensitivity | 15. Analytic skills |
| 4. Job skills, knowledge, and experience | 9. Energy and personal impact | 16. Attention to detail, careful |
| 5. Positive self-image, confidence, and optimism | 10. Conscientiousness (work ethic) | 17. Persistence |
| | 11. Flexibility and adaptability | 18. Action oriented, proactive |
| | 12. Chemistry and cultural fit | |

A leadership candidate's ability to learn, adapt, and innovate.

Learning: "How would you continuously learn and maintain your expert status in your field (or in a particular technical area)."

Agility: "Identify the steps or path you'd take to adapt when a dramatic unexpected change occurs in either your practice or stakeholder expectations."

Innovation: "Outline the steps you'd take to increase innovation among your team to respond to increased competition or new technologies."

Interview Evaluation Report

Interview Evaluation Report					
Confidential					
Candidate:		Position applying for:			
<input type="checkbox"/> Internal Candidate <input type="checkbox"/> External Candidate					
EVALUATION FACTORS:	1 Clearly Unacceptable	2 Marginally Acceptable	3 Satisfactory Acceptable	4 Very Good	5 Clearly Outstanding
General first impression: Appearance/Poise/Manner					
Knowledge of UCLA					
Related work experience/qualifications					
Knowledge of general work field					
Education					
Job interest/self motivation					
Apparent creative problem solving ability					
Reasoning/judgment ability					
Apparent ability to get along with people/team builder					
Financial management skills					
Attitude					
Initiative in conversation/enthusiasm/self expression					
Maturity					
Energy					
Goal oriented					
Values/Character					
Final impression and overall evaluation					
Recommendation					
Hire <input type="checkbox"/> Continue Search <input type="checkbox"/>					
Comments:					
UCLA Health interviewed and evaluated by:					Date:

Questions that you cannot ask: Please don't do go there

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In case it is not clear, avoid these questions

- What arrangements are you able to make for child care while you work?
- How old are your children?
- What does your wife do for a living?
- Where did you live while you were growing up?
- Will you need personal time for particular religious holidays?
- Are you comfortable working for a female boss?
- Is a large disparity between your age and that of the position's coworkers a problem for you?
- How long do you plan to work until you retire?
- Have you experienced any serious illnesses in the past year?

The Ultimate Hiring Rule

Everything else being relatively equal, always hire the smartest person.

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Who are the best people and where to find them

Develop a reputation for hiring, nurturing, and promoting diversity.

Develop a reputation for hiring smart people, *training* them, and promoting them.

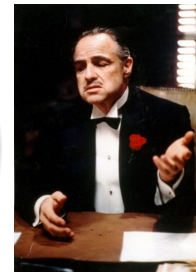
Recruit all the time.

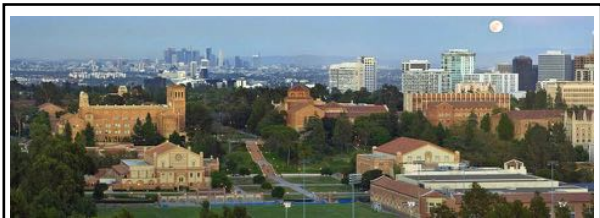
- Ask "Who do you know who's talented?"
- Ask "Who's the hardest worker?"
- Ask "Who's the smartest worker?"

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Referrals are the best source for excellent candidates

- From current employees
- From industry/network contacts
- From friends





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