

Fire Yourself First!

**11-Step Guide on
How to Hire a Great
Team**

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11-Step Guide on How to Hire a Great Team

Hiring Process

Remember, the payroll line of your income statement is often the largest monthly expense you have; therefore, it's important that you spend an appropriate amount of time hiring and cultivating your team. In medicine, you usually don't have much choice on what team you are with; physicians and nurses are assigned to cases and wards, and you need to deal with their personalities. It is very rare that you ever received any training on how to hire and support a culture, so this may be foreign land. I often see physicians hiring someone after only one interview because they had a *good feeling* about the person. You would never treat a patient based only on your feeling, and you should never hire anyone with only one interview.

I was an experienced manager with training on how to hire people from Fortune 100 companies like Fairmont Hotels, Allianz Insurance and Xerox. But what they teach you at the big companies often doesn't translate well for small businesses like your medical practice.

I have to admit, I learned this the hard way, and I have since developed an 11-step process in hiring. In the long run, it's much more important to take extra time before you hire someone, rather than incurring the lost time and money needed to fix a bad-hiring decision. In fact, according to the U.S. Department of Labor, the price of a bad hire is at least 30 percent of the employee's first-year earnings,¹ so for a \$60,000/year employee that is \$18,000! Who can afford to throw away \$18,000!

Another reason to spend time on hiring the best people is that positive people attract other positive people, both in other team members and patients. I've also found negative people seem to attract other negative people and patients. You want a positive environment for all team members and for your patients.

The goal of this article is for you to find out if the person has the right values to become a positive contributor to your team. Are they the right cultural fit? Do they buy into what your team is all about, what you do and how you do it? Are they enthusiastic? Energetic? Excited about the industry? I don't want people who are burned out and just looking to coast in a *JOB*.

According to management guru, Peter Drucker, "The ability to make good decisions regarding people represents one of the last reliable sources of competitive advantage, since very few organizations are good at it."

¹ <http://www.humanresourcesiq.com/hr-talent-aquisition/articles/what-s-the-real-cost-of-a-bad-hire>

Now that you have candidates rolling in, it's time to begin the actual hiring process.

The 11-Step Hiring Process

1. Job Application Questions

This is used to gauge their ability to follow detailed instructions, their grammar, how they work, how they find out things they don't know, if they have the skills needed, and to learn what they want in life.

2. Resume/Cover Letter Review

Where they have worked previously, are they working now (A-Player), if not why? Have they previously worked in a job similar to this job? Can they grow with us?

Did they include a cover letter? Was it well written?

3. Email Questions

How quickly do they respond to questions? Do their answers seem to be well thought out and relevant? What is their communication style, writing level (grammar), salary range?

4. 30-minute Phone Interview

Why did they apply (just for a *job*)? What do they know about our practice? Who was their best /worst boss? What type of environment do they want to work in? Are they a positive person? Are they organized? Do they have the skills needed? Do they know what they want to do? Was there a thank you email sent?

5. Technical Test

Give them a test to do something they would be expected to do on the job. If they ask for money, they fail.

6. In-person Interview with Practice Manager/Owner/ Medical Director

Evaluate their appearance; see how they handle questions. Do they *light up* when you talk to them? Are they a cultural fit?

7. In-person Interview with Current Team Members

Gut check with other team members. Can they work with this person? How do they interact without you there? Use the Cultural Fit Interview Questions document as a guideline.

Do a phone interview to discuss how meeting went. Do they have any concerns? Do we?

8. Reference Check

Ask them to supply a list of references. Check suitability. Use LinkedIn /Facebook to find their boss, former supervisors, etc.

9. DISC (Strengths Finder) Personality Assessment

What is their personality type? Will they be able to work with other team members? Identify how they like to be led. How they like to work in an environment as a team member? How do they interact with others?

If DISC results are a concern, conduct a phone interview for clarification

10. Lunch Interview with Owner and Team Members (optional, depending on level of employment).

Have a team meeting with the prospective employee over lunch; see how they interact.

11. 90-day Probation

Determine work ethic, communication skills, and cultural fit.

Steps in Detail:

I do the steps until they fail one, then I end the process with a quick "Thank you for applying; we will keep you in mind" email.

1. Job Application Questions

The purpose of this step is to weed out the lazy people and pre-qualify potential candidates. I use online form software (i.e. Google Forms, Wufoo) that has a job-posting questions template (or you can create your own customized job form). Here, we list the overview of the job, roles, responsibilities and requirements. Then we ask a couple of simple questions and two more that require in-depth answers.

I like to ask if they are currently working, since the best candidates are usually currently employed. I may also ask if they have any hands-on experience with some of the procedures we offer (or skills, depending on the role). Then I like to understand how they problem-solve, so I will ask a question like "What are your go-to sources of information when you don't know something." I am hoping they will answer mentors, online, associations, training website, then co-workers, etc. I want someone who can troubleshoot on his or her own, not constantly depend on other people. I also like to understand what their big goals are, so I will ask a question like "Tell me about your dream job; be as detailed as possible." I am also looking to see if they want to move up, start their own business, etc. If they are looking at starting their own business, this may be a concern, since they may only be here to learn and then will go and start their own small business. I am looking for long-term team members.

In addition, I am looking to see if they can follow directions, have attention to detail, and to see how they write. Depending on the role, you may decide that some skills have a higher priority than others. I can also develop some skills (i.e. writing); whereas, others are more ingrained and not easily developed (i.e. work ethic). Depending on the role, I may also ask them to include their LinkedIn profile (since this is more professional network than Facebook).

2. Resume/Cover Letter Review

On the form, I like to add something like “Please address your cover letter to Jeff Russell, Practice Manager.” Again, I want to see if they can read and follow simple directions. As well, in their cover letter, I want to see how well they write, since with most roles in the practice, they will be required to write thank you notes or emails, so having an understanding of grammar is important. I use the resume for a quick listing of their skills and how long they worked at each business. If they haven’t spent more than a year at any of their past jobs, it’s unlikely yours will be any different. That is a sign of a bad employee, or it could be they just like to move around for more of a challenge. Neither are traits of long-term team members. You will also use the resume as a basis of asking questions in future interviews.

3. Email Questions

Here, I am testing their written communication skills, since they will most likely be communicating by email to patients. As well, this is the beginning of the interview process. I don't have time to meet with every applicant in person, and I only want to do so if they look like a strong candidate. I will ask two or three pre-interview questions to see how they answer and see if they should go to the next step.

Some of the questions I like to ask are:

- ***Why are you looking to leave your current the job?*** I want to see what they say, is it for growth? Boredom? Personality conflict with current boss and/or coworkers? More money? I am looking for someone who wants to leave so they can grow.
- ***Do you have any experience in a procedure that you didn't list on your resume?*** I don't like to go right to the next "money" questions, so this is an easy buffer question. You could also ask a question like, "What procedures do like performing the most at your current job?" Hopefully, the answer is a procedure you offer.
- ***Are you currently paid salary, salary and commission, or only commission?*** With this answer, I may ask in the next email or interview process how it was structured. This may give me ideas on how to make improvements to my compensation program and also to know their expectations.
- ***What is your salary range?*** I want to make sure they are in my range. If they don't answer, unless I'm desperate, I will usually end the process here.

4. 30-minute Phone Interview

This takes time, but it's much more efficient to talk to them on the phone rather than meeting them in person. The purpose of the phone interview is to pre-qualify them for an in-person interview. I want to find out why they applied, what motivates them (What do you want to be doing in five to ten years?). The only purpose for the phone interview is to see if they should move to an in-person interview.

Interview Tips:

Whenever you have a phone or in-person interview, try to ask open-ended questions, then stay quiet and let them answer. Your main job here is to listen, not to talk. You can't learn much if you talk too much; listening is a key skill for most things in life, and it is very important during the interview process. While you are listening, look for recent examples that are relevant. If they are vague, ask for specifics: "Tell me more about that situation." I also want the candidate to be a quick learner, since with technology evolving so quickly, you will not only be training them on the procedures you currently offer, they will need to be able to learn the procedures that aren't even available yet. Listen for examples of when they had to learn something quickly. How did they find it? Was it stressful, or did they find it challenging, but fun?

Here are some questions I like to ask:

- ***"Why did you apply?"*** Are they looking for a *job*? If they are, that is okay, but that is not who I am looking for. I am looking for someone who is already working and is looking for a role where they can expand their knowledge with new procedures, and above all, where they can help people.
- ***"What do you know about our practice?"*** If they haven't taken the time to review our website and find out what we do, then I don't want them.
- ***"Tell me about your ideal job?"*** Here, I am looking at their expectations of an ideal job and seeing if that is something I can provide. If they are looking to *move up the ladder*, then I may have a problem, since in a small practice there is not usually a very big ladder. I'm looking for them to say, "A positive work environment, drama-free, a role where I can help people."
- ***"How would you describe a motivational work environment?"*** The candidate will usually tell you what they are not getting. This is an important question for you to listen for the answer. You will often find out what their expectations of you are. For example, if they want daily acknowledgement of a job well done, can you give them that? If you are not the type of person who is a natural cheerleader and is always saying, "Great work," then this person may find your work environment demotivating. If they say they want a work environment where there is no gossip and is drama-free, then you better not allow gossip to fester in your practice.
- ***"When I call your past supervisors, how would they rate you from a scale of 1 to 10?"*** Here, I want to be clear that I will be calling their previous supervisors. This will usually get them to answer more honestly. You can follow up with a simple open-ended question, "Why?" This usually gets them to open up about what they do well.

You may also want to go through their resume and verify or get clarification of their experience. I also like to ask them why they left each job. I'm looking for trends—was it always to move up? Was there always a problem with their boss? (If there was, you can be sure they will have a problem with you!)

5. Technical Test

I like to give everyone a short test of something they would be required to do in their job. For someone who does patient procedures, like a nurse or esthetician, I may have them send me an example of a thank you email or note card they would send to a patient after each procedure, or the safety protocols they would follow for a specific procedure. For the patient care coordinator, it may be an example of an on-line review request email they would send to a patient a week after their procedure, or an example of their start-of-day procedures when they open a clinic.

Here, I will see if they really want the job. If they can't do a simple twenty-minute task they will be required to do in their role, then they are not the right person. If they ask for money, they are not the right person. They may also come to the conclusion that if this is what they need to do in this role then this isn't the right role for them.

The goal for these steps is to weed out the lazy people who are only looking for a paycheck. The *A-players* love an established process and many steps as part of the hiring process, since they are interviewing you as well! If they are not motivated to help people and work in a positive, drama-free environment, I don't want them.

6. In-person Interview with Practice Manager/Owner

You have to protect your time, so the in-person interview with you doesn't happen until the sixth step. If you are not comfortable with doing interviews, then you may want to interview everyone at first, so you can get comfortable, or have the candidates interviewed by someone you know with interviewing experience (doesn't need to be in the medical industry).

In this step, I only want to see the leading candidates. It is interesting to see how different someone can be in person, so this is a critical step. I've had candidates successfully go through the first five steps only to have the process come to a complete halt when I meet them in person. This is not the time to give people a pass; this is the time to make sure they stand out and that they will fit with the current members of your team. I am looking to see if I can work with this person, if other team members can work with this person, and equally important, that my patients will like this person.

You are in aesthetics, so the candidate's appearance is important. With esthetician and patient care coordinator roles, you will want well-groomed individuals. The hair, makeup, and clothes need to be professional. If they don't go all out and dress the part for the interview, they will not start doing it when you hire them. Nurses, on the other hand, may come in more casually dressed. Since their work attire is going to be scrubs and potentially a lab coat, this is not a huge concern. But what is a big concern is hair and makeup. This is non-negotiable. If

their hair and makeup is not done well, then I would pass on the person, since I only want those who see that appearance is important while working in an aesthetic practice.

The goal is to see how well they prepared for the interview process, and your gut reaction will give you that decision within 30-60 seconds of meeting them. Remember, the role is one in an aesthetic / cosmetic practice, not a hospital, so they need to fit into that role.

Sometimes, I'm not satisfied with how they answered questions during the phone interview and may ask additional questions to get a better understanding on how they will act if they were working for me. Here are some questions I like to ask during the in-person interview:

- ***"Tell me about yourself?"*** I want to see what the person likes to do on their personal time. Do they like to go for walks? Golfing? Reading? Cooking? Working out? I want to make sure this person has a life outside of work. As well, you may find some activities that can benefit your practice. For example, if you are a weight loss clinic, and your candidate likes to run, they may be able to help your weight loss patients who are looking to maintain their weight with some tips on starting a running regime or create a "how to prepare for a marathon" handout for your patients.
- ***"What are you looking for in your next job? What is important to you?"*** Here, I am looking for tips of what they don't like about their current and/or past jobs. You may discover some red flags that are warning signs of behavior that is most likely to continue with you if you hire them. For example, if they say they are looking for an environment where their accomplishments are acknowledged, then you better be the type of leader who is going to proactively give this person a lot of praise and encouragement. This question ties in with the *"How would you describe a motivational work environment?"* question I asked during the phone interview. I do want to stress that this is an important question; it gives me tips on how they like to be managed and not managed.
- ***"What would your current/past supervisor say your strongest point is?"*** and ***"What would your current/past supervisor say your weakest attribute is?"*** Both are textbook questions, but my purpose here is to see how self-aware they are of themselves. Most people are more critical of themselves than others are of them. I want to see how much humility they have, or on the flip side, arrogance. If they give me an answer like, "I'm a perfectionist," I may ask for another example or have them describe a situation where being a perfectionist caused unnecessary drama in their workplace. They are not usually ready for that one!
- ***"Who was your best boss and who was the worst?"*** Again, this question gives me an idea of their expectation of the leadership of the practice. You know your culture, so your job is to see if their expectations can be met at your practice; if not, then this person will most likely become discouraged and quit, causing you to go through this whole hiring procedure again.

- ***"Tell me about a time you had a conflict at work with a co-worker?"*** For most practices, you are most likely going to have a small team in a small practice. This can be a recipe for disaster and drama, so you really want to make sure anyone you bring on has some conflict resolution skills; otherwise, you can be assured that you will have drama in your practice. Look for people who are aware of the situation and proactively solve it. You do not want the person who always needs to go to their supervisor to solve their problems; this shows a lack of accountability.
- ***"Have you ever worked in a situation where the rules and guidelines were not clear? Tell me about it. How did you feel about it? How did you react?"*** The fact is, in a small practice, especially one where the healthcare prescriber is not onsite all the time, this is going to happen. You want team members, who will follow your practice's SOP (Standard Operating Procedures) and are also confident to make decisions when you are not present.
- ***"Describe a situation in which you were able to effectively read another person and guide your actions by your understanding of their needs and values."*** This is a key part of any role at a practice. Everyone needs to be able to have an awareness of what other people are thinking and feeling. This is an especially important skill to have when doing patient consultations, since you should be able to read if the patient feels understood. As well, when you are performing procedures, you and your team should be able to identify if the patient is happy with the procedure. Remember, your goal is to create a legion of happy patients who will go on and tell their friends. If you can't tell if someone is happy with the procedure, then you have a problem!
- ***"Tell us about a time when you used facts and reason to persuade someone to accept your recommendation."*** This is a good question for someone who will be performing patient consultations. They need to clearly know how to educate and recommend the products and services that meet your patient's needs.
- ***"Give a specific example of a time when you had to address an angry customer/patient. What was the problem and what was the outcome? How would you assess your role in diffusing the situation?"*** The fact is, not everyone is going to be a happy patient, and you are not going to be at the practice every day, so it's important that everyone at the practice has great conflict management skills when dealing with angry patients. This will show you if they have the skills to handle those rare unhappy patients.
- ***"Describe a situation when you demonstrated initiative and took action without waiting for direction. What was the outcome?"*** Many people find personal satisfaction from working in an environment where what they do matters, and often the best ideas come from those who are working directly with your patients. You don't want to hire robots that just treat the patient and send them on

their way; you want people to be observant and recommend improvements for the clinic and patient satisfaction.

- ***"Tell me about a time when you had to work under pressure."*** Always a good question that I use to try and find out how they handle stress.

The other questions I ask are usually related to specific skills that are part of the job. The person doesn't need to have all of them, but should at least be able to show a strong aptitude to learn. Some of the questions may be around:

Do you have any experience in: IM (intramuscular) injections; Injecting cosmetic injectables; Performing/receiving chemical peels/microdermabrasion/laser hair removal; Working with a professional skin care line; Weight loss procedures, etc.?

As well, you may want to see what their background is with any software you use in the practice (i.e. electronic medical records, word processing, spreadsheets, customer database, e-newsletters), and social media software (i.e. Facebook, Instagram, Snapchat, Twitter, etc.). It's always nice to find out you have a software superstar on your team, since there is no reason to believe the rate of technology change in healthcare is going to slow down any time soon!

My last two questions signal the end of the interview:

- ***"What hours are you available? When are you available?"*** This is always nice to know, especially if they need to give two-week's notice at their current employer and want to take a week off for a vacation.

My last question is,

- ***"Do you have any questions for me?"*** If they don't have any questions, that could be a bad sign. Typically, the best candidates always have a question or two. If you can get an insightful question here, like "What are the practice's three-year goals?" you may have a winner. They are looking into the future, both yours and theirs. When a candidate asks you a question or two, it's a sign they are interested in you and in working for the practice. If they don't ask any questions, they could be looking for any *job* or nervous (however, as the interview progressed, hopefully, they did become more comfortable).

7. In-person Interview with Current Team Members

If they pass my interview, then I want them to meet with everyone on our team and without me. Your team needs to be part of the hiring process; otherwise, they may not embrace the new hire. As well, if you have a drama-free team in place now, they will want to keep it that way and help you weed out troublemakers from getting into the practice.

Often, people will act differently when you are not there, so I want my team to try and get the candidate's guard down so we can see the real person.

It is important that your team just doesn't *wing it*. I give them some structure by giving them the following *cultural fit* questions:

- ***"What was it like working at your last (current) company?"*** Is the candidate a complainer, or do they focus on the positive? Do they smile when they talk about the positive things? If not, then they may not be forthright in their answers. If they list how bad things were there (even though they may be), then they are more likely negative and not a good fit. If they spend time talking about the culture of their current or previous role, then you know that culture is important to them.
- ***"What could your last (current) company have done to make it a better place to work?"*** This is a follow-up question to the previous question. Do they have any ideas about improvements? You are looking for someone who always wants to improve and do things better. Have they taken the time to think about problems and come up with solutions, or do they just dwell on the problems and expect management to come up with the solutions? This shows if they are a team player and are solutions oriented.

- ***“What did you like least about your last position?”*** This is a double-check question to make sure they don’t hate what they are going to be doing in your role. If they hate doing patient consultations, and that is going to be a key part of their role, then you have a problem!
- ***“Describe what the ideal work environment looks like to you?”*** Here, I want to find out if they are going to enjoy our practice’s culture and workflow. Do they like a lot of structure? Do they like doing different things throughout the day, or like doing repetitive tasks? Does this match the role in your practice?
- ***“How do you rely on others to make you better?”*** This is a team player and self-awareness question where you want to find out if they see the importance and benefits of working in a team. As well, they should be self-aware to the point that they know they don’t know everything, and it’s okay to rely on fellow team members to learn and grow.
- ***“When working on a team, what role do you like to play?”*** There are several roles on a team: leader, investigator, scribe, contributor, coordinator, and implementer. Find out what they like to do and see if that will conflict with other members of the existing team.
- ***“How do you like to recharge your batteries?”*** This is a great question, especially if you have a small practice where the team will be working closely together. Some people need to recharge their batteries by leaving the practice at lunch or taking a couple of 15-minute breaks outside of the practice every day. Everyone needs space to recharge. Remember what they like to do. If they need to get away from the practice every day, don’t overbook them; give them some time to leave the practice.
- ***“What does teamwork mean to you?”*** Again, another question to see how they interpret teamwork. If it means that everybody figures it out on their own and then reports back, that’s good to know, especially if your culture values team brainstorming for problem solving.
- ***“What do you do if you have a conflict with a team member?”*** Are your existing team members comfortable with their style of conflict resolution?
- ***“What is the one thing you must have in your work environment for you to know that this is the right role for you?”*** Hopefully, this is something your culture provides!

You may also want to throw in some role specific questions like:

- ***“What is your experience doing _____ (injections, consultations, etc.)?”*** See if they do have the clinical experience that matches the job.
- ***“If a patient says they can only come in at 4 pm Thursday and you are only working until 3 pm, what do you do?”*** Again, they need to be willing to go over and above for the patient.
- ***“Do you have any problem working the occasional Saturday?”*** If the question is relevant, it will help show you if they have any home issues that may impact working late and/or weekends.

After the team interview, you need to follow up with your team on their thoughts and gut feeling of the person. Is the candidate someone they can work with, yes or no? Sometimes, you may love this person, but your team says they are not the right fit and you will need to make a decision. I have found in these cases to side with your team and don't hire that candidate!

After the team interview, I will phone the candidate to see how they thought the interview went, see if they have any additional questions, and ask any questions that I now have or that my team may have brought up to me.

8. Reference Check

This is one of the most important steps. Whenever I didn't do this step, I paid for it! I know this is going to be uncomfortable for most people, but it is critical that you do this step. On the positive side, the calls usually only take 10-15 minutes, and I am providing you with structured process and a list of the questions to ask.

If the candidate doesn't give me a list of references of their most current supervisors or the owners, this is a red flag. They should have done such a good job at their previous jobs that they would be happy to give you their contact information. If I get a list of past workers or former supervisors, they are often just friends, and I ignore them. I will instead use LinkedIn or the companies' website's "About Us" section to find out who is in charge. If the company was large, I try to find their supervisor; if it was smaller, I call the owner directly. You want to have at least two reference checks, and their answers should be consistent. Ideally, you want to talk to four or five references—the more the better.

This is usually a short call, but I ask my questions in reverse, since I don't want to waste the person's time. The first question is really the most important: "Would you rehire this person?" The answer I am looking for is obviously "yes!" If you get a long pause, this is a red flag. If they give you a cautious yes, with parameters (i.e. "If we had a position that was suitable"), then you need to ask more questions. Asking this question first often throws them off guard and they answer from their gut, which is what you want. If they answer "yes," then you will want to ask the following questions to get a better idea of how the person likes to be managed. If you don't manage them the way they like to be managed, then they may not work out for you.

The goal of the reference check is two-pronged:

- (1) Did they leave on good terms? Are they good team members? History often predicts future behavior.
 - (2) Learn how they like to be managed and then consider whether you have a culture that fosters that outcome.
- **“Would you hire this person again?”** If yes, **“Why, and in what capacity?”** If not, **“Why not?”** If they say “no” find out why not and end the call. I would then either end the hiring process and not hire them or call at least two other references and get their feedback.
 - **“How long was _____ employed in your firm?”** You want to make sure this matches what they have on their resume.
 - **“Can you tell me why _____ left?”** Again, it should be the same story you got from the candidate during the interview.
 - **“What was it like to supervise _____?”** You want to get some tips on what kind of person they were, and get some tips on how they were as an employee of that company.
 - **“Do you have any tips or suggestions on how to best motivate and guide _____?”** You can often get great tips here on how to manage and motivate them.
 - **“What were their strengths?”** Does this match what they said in the interview? This shows if the candidate is indeed self-aware.
 - **“Was there one thing that really stands out as a noteworthy accomplishment in their job?”** This is an optional question, but you may get an example of when they went above and beyond.
 - **“Where did you feel _____ needed to improve their skills to do their job more effectively?”** This is an important question and should match what they said were their “weaknesses” during the interview.
 - **“How much interest did they show for learning/development in their job?”** New procedures will be added, and technology is always changing. Do they embrace or resist change?
 - **“Did _____ demonstrate willingness and ability to put in additional or longer hours?”** Looking for that natural trait to go above and beyond, and not just looking for a *j-o-b*.
 - **“Is there anything else you would like to add? Or advice you would like to share?”** They will often give their summary of the employee here, and you may get some more tips on how to manage and motivate the candidate.

Again, this is one of the most critical parts of the hiring process and takes the least amount of time. You should be able to talk to two or three references within 30 minutes. I know for me, I was uncomfortable at first, but

by using the above questions as a guide, the reference check call should be quick and insightful for you. To help get you more comfortable, call up a friend and practice the questions with them.

I can assure you, if you skip this part of the hiring process, it will cost you. As Nike says, "Just Do It!"

9. DISC Personality Assessment

After a successful reference check, I move on to learning more about how the person thinks, processes information and their communication preferences. I like to have as few surprises as possible with the people I hire. I found the DISC online personality test (www.discprofile.com) helps me see how someone works, thinks and likes to receive feedback. Others like to use a more inexpensive tool like Gallup's Strengths Finder². Some people like to use this tool earlier in the process, but I don't. Without performing a comprehensive interview and reference check process first, I find knowing the online test results in advance skew my bias toward them. Your personal bias toward people needs to be in check during the hiring process. Most people have a natural bias to hire people that are like them. However, depending on the position that you are hiring for and your existing team, this may be a good idea or may cause you many headaches in the future. You want to hire for your and your team's deficiencies; that is the key to a winning team and successful practice.

What is the DISC profile? It is a system that breaks down personality types into four categories: D-I-S-C. Every person is a mixture of all four personality traits, with one being more dominant. Here is a summary of the four profiles of the DISC system. The individual reports you receive after obtaining the test provide much more in-depth information about you and your team.

² www.gallupstrengthscenter.com

DISC Personality Types:

- **D (Decisive):** This person is a hard-charging driver who isn't too concerned about how their decisions will affect other people's feelings. They just want to get the job done—and get it done quickly.
- **I (Interactive):** This personality style is a party waiting for a place to happen. They are loaded with energy and love being around people.
- **S (Stabilizing):** The S personality is amiable, loyal, anti-conflict, and concerned about pace. They can be slow in making decisions, but only because they want to make sure 100% everyone is onboard.
- **C (Cautious):** The C is the rule keeper—analytical, factual, and obsessed with detail and procedures. They can seem rigid, but to them, the rules are the rules, and there is a reason for each one.

STYLE	WANTS	NEEDS
D (Decisive)	To achieve	Responsibility
I (Interactive)	To be included	Recognition
S (Stabilizing)	To contribute	Appreciation
C (Cautious)	To create efficiency	Affirmation

As you can see, this is very powerful if you are hiring for a patient care coordinator, someone who will be performing patient consultations, it's critical that you hire someone who is a high "D" (decisive) and/or "I" (Interactive). What you don't want is someone who is too high with a "C" (cautious) or "S" (stabilizing); this is a

role where confidence is a key success measure. The key to a successful patient consultation is when the patient feels understood and confident in the procedures your patient care coordinator recommends.

If, on the other-hand, you are hiring a nurse, you want someone who is going to be higher on the "S" (stabilizing) and "C" (cautious) since patient safety and treatment efficacy are both paramount. I find one of the challenges with nurses is they are often naturally lower on the "D" (decisive), which can be an issue if they don't appear confident in their treatment approach with your patients. Confidence is a critical part of a successful practice, from the consultation, to the treatment and follow-up after the treatment, your team needs to project confidence to your patients.

If someone is lower on one of the personalities than you would like, do you still hire them? For the most part, yes, since, if you are aware of their weaknesses, you can work on them with a combination of understanding from you and additional training.

Based on their profile, you may want to have a quick phone conversation regarding any concerns you may have. For example if the person has a very low "D" (decisive) score, you may want to get them to give you some examples of when they have been decisive (i.e. "What do you do when you have multiple things to do

and things start spinning out of control?”). If you are not happy with the response, then they probably are not the best person for that role.

10. Lunch Interview with Owner and Team Members (Optional, depending on level of hire)

If the role is a key role in the practice, you may want to have a follow-up interview over lunch with you and the other key members of the team. This will give you all an opportunity to ask questions that you thought of after the earlier interview and/or the DISC profile results. As well, it gives you a chance to see how they interact in a more casual environment. I find that people are more nervous when they meet you at your practice, but they relax at a restaurant. Don't pick an expensive restaurant; pick something casual, since that will help the person relax.

11. 90-day Probation

Even though some states are “at-will” employment states, meaning you can fire someone at any time for any reason without recourse to you, I like to put everyone on a 90-day probationary period. This forces me to really pay attention to how they work, how they interact with other team members, their bedside manner with patients, and if you like them or not. If you and/or your team members find the new hire to have excellent clinical skills, but they annoy everyone on the team, get rid of them! Trust me; it's not going to get better. People all have a specific personality, and if it hasn't change by now, it's unlikely to change in the future. If you are not an “at will” state, then you only have 90 days to let a person go without cause.

Hiring Tips:

Look for “blaming” language in examples. Is it always someone else's fault? This indicates a lack of maturity and desire to take responsibility. Also, look for someone who may like drama in the workplace and isn't interested in finding creative solutions to problems in the workplace. They are happy to sit back, watch and complain about everything that is wrong.

How did they resolve conflict amongst co-workers? Did they need to get their supervisor involved, or were they able to resolve it between themselves? You don't want someone who is going to run to you every time they have a problem with a co-worker.

Can they solve patient and other problems on their own, or do they always need you to solve it for them? This shows a potential lack of accountability, or they worked for a micro-manager who demanded they work through them.