

Beyond First Impressions

Using Behavioral Interviewing for Residency Recruitment

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Disclosures

- No commercial interests to disclose
- Experienced but NOT experts in Behavioral Interviewing
 - Behavioral Interviewing Participant Manual, Behavioral Technology, Inc, 1995.
- New to residency recruitment

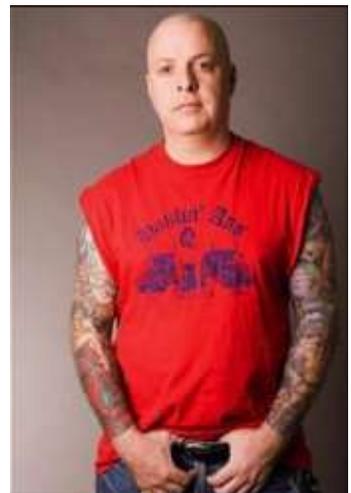
Objectives

- Compare strengths/weaknesses of unstructured vs. behavioral interviewing formats
- Discuss steps to create a behavioral interviewing process
- Identify potential behaviorally based questions and strategies to incorporate into your interviewing & overall recruitment strategy

Poll Question

Would you rank this applicant?

- a. Yes
- b. No
- c. Not sure



Poll Question

Would you rank this applicant?

- a. Yes
- b. No
- c. Not sure



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Why focus here?

- Most ACGME competencies focus on qualities and abilities outside of “Medical Knowledge”
- Sometimes (often) difficult to evaluate candidates on non-cognitive qualities/abilities (Reiter 2005)
- Low attrition rates make recruitment and interviewing the most important evaluation exercise in creating a match-list (Eva 2004)
- Structured interviews with standardized questions yield higher rates of validity and reliability (Eva 2004, Edwards 1990, Powis 1998)

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The bottom line...

- Unstructured interviews are less reliable than structured interviews
- **First impressions are often a reflection of the interviewer’s personality and background rather than a candidate’s skills**
- Many UME and some GME programs are using more structured interviewing processes
 - Multiple Mini-Interview (MMI) format (i.e., non-clinical OSCE)
 - Behavioral Interviewing (specific skill/quality-targeted questioning)

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Making “good” selections...

- Use a good INTERVIEWING SYSTEM...
 - Fair, consistent, minimizes bias
- Be a good INTERVIEWER...
 - Observes behavior
 - Uses interviewing skills
 - Rates candidates’ skills



[Drew Barrymore and Johnny Carson](#)

Poll Question

Where would you currently rank the level of structure within your interview process?

- a. Completely free form
- b. Loosely structured
- c. Semi-structured with significant flexibility
- d. Structured with some flexibility
- e. Meticulously/rigidly structured

The continuum



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Finding the “Sweet Spot”



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What is Behavioral Interviewing (BI)?

- Focuses on behavior...NOT on traits or personality
- Views behavior as skill-based
- Verbal description of behavior more informative than non-verbal cues
- Grounded in needed skills for a job vs. what is thought to be a “good” applicant

Trait vs. Behavior

- Trait—subjective impression summary (“extroverted”)
- Behavior—observed and described (“communication”)
- Education, personality traits, and other factors are relevant

Traits

- Traits become labels
- Weak link between traits and prediction of performance
- Easy for candidate to “fake good”
- All candidates try to sound good

Behaviors

- Behavioral descriptions discourage labeling, stereotyping, or snap judgments
- Prediction of performance is directly related to data
- Difficult for candidate to “fake good”
- Candidates with varying levels of skills are identified

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Ice Cream Maker vs. Sam



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Nothing wrong with traits...

***The single best predictor for
FUTURE BEHAVIOR is
someone's PAST BEHAVIOR.***

5-steps to Create a BI Process

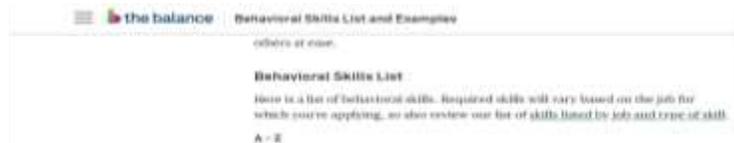
- 1. Complete Skills Analysis**
 - What skills needed for the job—technical/job vs. *performance skills*
- 2. Define Skills**
 - Shared understanding
- 3. Develop Questions & Evaluation Forms**
 - Open-ended, past experiences; probe for specific details
- 4. Set Interview Format & Conduct Interviews**
 - Build rapport and avoid snap-judgments
- 5. Rate Skills**
 - Quantitative; focus on skills, not personality

Top 3 Skills

- What are the top 3 skills YOUR residents need to succeed?
 - as a physician
 - in YOUR program

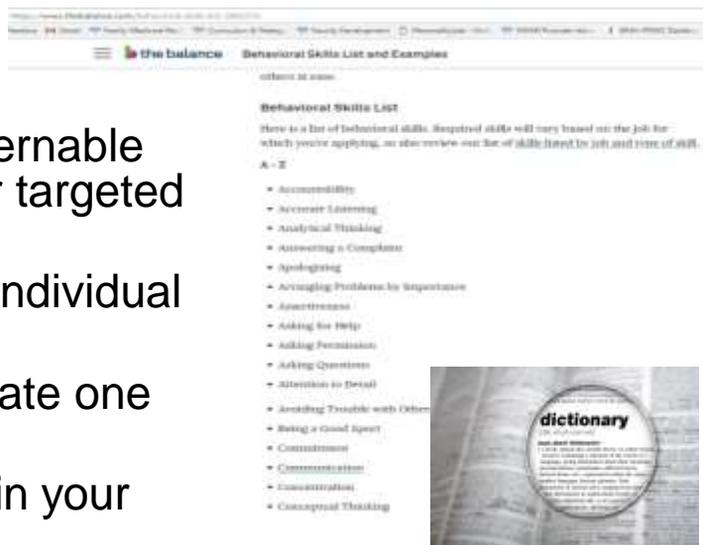
What “Skills” are out there?

Search “behavioral skills list and examples” ...
thebalance.com



Define Skills

- Specific and discernable through stories or targeted questions
- Hallmarks of the individual skill
- Ways to differentiate one skill from another
- Build consensus in your team

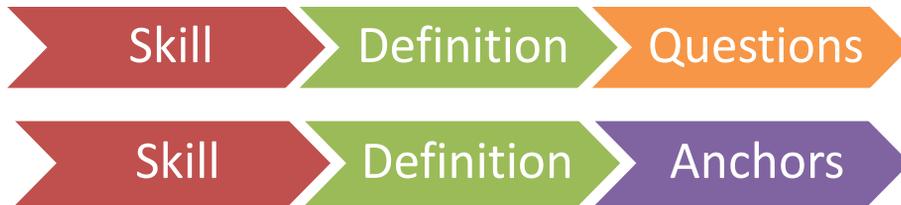


Analytical Problem Solving

Able to use a systematic approach in solving problems through analysis of problem and evaluation of alternate solutions; uses logic, mathematics, or other problem solving tools in data analysis or generating solutions

Develop Questions & Evaluation Forms

- Very important step(s)



- No need to re-invent the wheel
- Limitless creativity

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?s for Analytical Problem Solving

- *Q: Tell me about a time that showcases your analytical problem solving skills.*
- *Q: Analyzing and solving problems is a valuable skill for a physician. Doing so often necessitates evaluating alternate solutions. Give me an example of a time when you actively defined several solutions to a single problem and share how you decided on a solution to implement.*

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Back to the Top 3

- Pick one skill from the group list and discuss with your neighbor a way to ask a targeted BI question

Evaluating Analytical Problem Solving

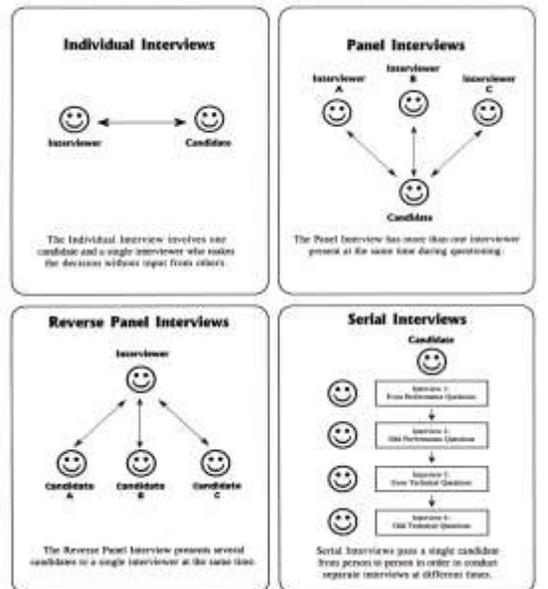


Able to use a systematic approach in solving problems through analysis of problem and evaluation of alternate solutions; uses logic, mathematics, or other problem solving tools in data analysis or generating solutions.

Very strong evidence skill NOT present	Strong evidence skill NOT present	Some evidence skill IS present	Strong evidence skill IS present	Very strong evidence skill IS present
<p>Not analytical</p> <p>Less systematic in problem-solving</p> <p>Builds a single-solution strategy</p> <p>Fails to trouble-shoot solutions</p> <p>Prone to make assumptions</p>		<p>Sometimes analytical</p> <p>May use systematic approach</p> <p>May explore multiple solutions</p> <p>Usually trouble-shoots solutions</p> <p>Usually questions assumptions</p>	<p>Uses analytical skills</p> <p>Systematically attacks problems</p> <p>Defines alternate courses of action</p> <p>Regularly trouble-shoots solutions</p> <p>Regularly questions assumptions</p>	
1	2	3	4	5

Interview Formats & Conducting Interviews

- Non-threatening
- Don't rush
- Match your program's needs and schedule



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Conducting a Behavioral Interview

- Rapport-building questions
- Structured but open-ended questions – 4 to 5 of them
- There will be moments of interview silence!!!
- Note taking on both sides
- Seeking of contrary information "Tell me your least proud moment"
- Probing for information
- "Clip" responses when needed

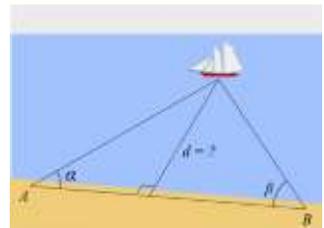


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Rate Skills via Triangulation

3 sources of info

- **Skill definition** being measured
- **Notes** taken during the interview
- Basic **rating scale anchors**
 - Each skill has *detailed* scale anchors to facilitate consistent scoring



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Rating Skills



- Be consistent
- Train interviewers, review expected answers
- Triangulate (Skill, Notes, Anchors)
- Decide how you will use the ratings

Very strong evidence skill NOT present	Strong evidence skill NOT present	Some evidence skill IS present	Strong evidence skill IS present	Very strong evidence skill IS present
1	2	3	4	5

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Tips for Behavioral Interviewers...

- Don't select, omit, and interpret information to confirm a gut feeling/first impression
- Seek to avoid bias and subjectivity
- Make predictions based on past behaviors, not self-described traits
- Use non-verbal behavior to generate new questions and to check for consistency with verbal behavior
- Use trait responses as a cue to ask for behavioral examples

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5-steps to Create a BI Process

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Applicant Survey Data

- 41% response rate
- 90% agreed/strongly agreed the questions asked during the interview sessions allowed them to showcase their skills and strengths
- 90% agreed/strongly agreed the panel interview was informative and useful to them

Resident Applicant Feedback

- 50% “liked best” the faculty interaction/panel interview
 - *“In depth interview style.”*
 - *“I appreciated the panel interview with Faculty. It was clear that they have high expectations for their incoming residents and had challenging questions for interviewees.”*
 - *“I enjoyed the panel interview with multiple faculty members at one time...was efficient without being overwhelming.”*
 - *“warm and welcoming” & “friendliness and enthusiasm”*

The questions asked during the interview sessions allowed me to showcase my skills and strengths.

90% agreed/strongly agreed the panel interview was informative and useful to them

Poll Question

How ready/likely are you to make your interview process more behaviorally based?

- a. Not at all
- b. I need more time to think about it
- c. I'm sold on it
- d. Not applicable...already at max BI potential

Wrap up

- What are you considering incorporating?
- What are your biggest worries with a potential change?
- What are your anticipated barriers?

Poll Question:

Enter your email address to be included in any follow-up communication from the presenter(s).



Social Q & A

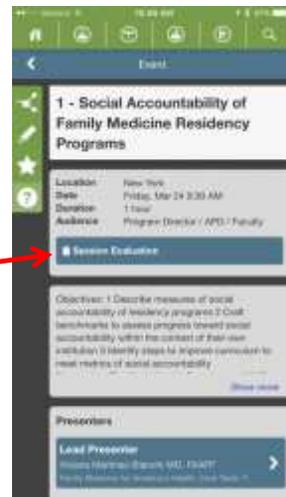
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Please...

Complete the
session evaluation.

Thank you.



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