

Welcome

Finding The Right People

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Preconference Seminar
Human Resource Basics
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Presented by: Tim Rushford
PedsOne *Pediatric Billing Specialists*



Our Goals Today:

- Your prime strategic advantage
- The future imperfect
- Strategies for scouting, screening & hiring

Your Prime Strategic Advantage

■ *“Those who build great companies understand that the ultimate throttle on growth for any great company is the ability to get and keep enough of the right people.” (Jim Collins, Good To Great)*

■ First who then what

■ Positive effects on: turnover, performance, innovation, risk-taking, new applicants, profit, change adaptation, degree of oversight



Future Imperfect

Making decisions is using past and present to predict the future

- Multiple cognitive biases distort reality.
- Our imagination fills things in that are not there.
- Consider: 90% of drivers, expensive cars, beach houses, large salaries and cancer patients
- The halo effect, Tversky and Kahneman

Future Imperfect

- *“Our ability to simulate future selves and circumstances is by no means perfect. We fill in details that won’t really come to pass and leave out details that will. We find it impossible to ignore what we are feeling now and impossible to recognize how we will think about the things that happen later.”* (Daniel Gilbert, *Stumbling on Happiness*)
- *“We don’t see things as they are; we see them as we are.”* Anais Nin



Recruitment Strategies

- 7 ways to a better hiring decision
- The application
- From interview to “inner-view”
- “Wicked good” interview questions
- The alternative interview

7 Ways To A Better Decision

1. Who vs. what: emotional competence vs. IQ & technical expertise:
 - 67% of the abilities deemed essential for successful performance = **emotional competencies** (Daniel Goleman, Emotional Intelligence)
 - What is much easier to teach than who.

7 Ways To A Better Decision

2. Do the diligence on the position- no short cuts
 - Avoid amateur psychology, executive intuition, or "gut feel"
 - Create an "Ideal candidate" profile
 - Get behavioral & specific
 - Use data for evaluations & feedback

7 Ways To A Better Decision

3. From reactive to proactive hiring
 - Reactive: "Our practice manager quit, now we need a new one."
 - Proactive: "How can we build a pipeline of talent?"
 - Always on the prowl for talent
 - Maintain relationships with people even though the time is not right

7 Ways To A Better Decision

4. Instill a talent mindset
 - Become the business equivalent of an NBA talent scout
 - Pay recruitment incentives
 - Great people know other great people
 - Network through new hires
 - Stay in touch with talent that leaves

7 Ways To A Better Decision

5. Create a learning-recruitment relationship
 - Build a talent database
 - Send them newsletters, marketing brochures
 - Hire them as consultants
 - Pay them to work on mini-projects
 - Makes for accurate screening

7 Ways To A Better Decision

6. Utilize Specialists

Connector

- Don't call candidates, call people who know candidates

Skeptic

- More head, less heart leads to evidence based recruiting

7 Ways To A Better Decision

7. Screen very carefully

“An hour in the morning is worth two in the evening.”

- Color in and outside the lines
- Give them some homework
- Be thorough and consistent
- Introducing “filters” into the process
 - A pre-interview test/inquiry on line
- Talk about money and benefits early

The Application

- Use a standardized form
- In screening:
 - Look for breaks in employment
 - Reference checks
 - Ask if the ex-employer would re-hire given a chance
 - Involve a good “editor”

From Interview to Inner-view

- A structured but easy conversation
- Overview vision and culture
- Get Real: communicate practice's strengths and weaknesses
- Maintain objectivity throughout
- Focus on “success” attributes

From Interview to Inner-view (cont)

- “Have done” vs “Would do”
- Listen 70% of the time
- Check & balance
- Keep your thoughts to yourself
- Do not permit “I don’t know”
- Use silence & “echo” statements to obtain information
- When in doubt, keep looking

“Wicked Good” Interview Questions

- What does a great work day look like for you?
- What was the best/worst job you’ve ever had (3 things you liked best/least)?
- What do you think it takes to be a good...?
- Tell me about a situation that required (key success attribute).
- What would your 3 closest personal relations say about you?

The Alternative Interview

- Situational judgment scenarios
- Projects that simulate the job
- Why talk in code? Assign specific work related tasks
 - Fold the orientation process into the interview process

Finding The Right People

Questions



Thank you

Tim Rushford

PedsOne

Pediatric Billing Specialists

tim@pedsone.com

866.371.6118