Interviewing Skills

Keys to success

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Disclosures

- Neither Dr Donoghue nor Dr Flicker have any financial disclosures relevant to this presentation.
Objectives

- Review literature relevant to interviewing as a tool to predict applicant success in resident education
- Explain why interviewing is critical to medical education program development
- Discuss structured models of interviewing that may lead to more success in selecting applicants
Audience Poll

What is your role in interviewing?

- Medical students
- Residents
- Staff
- other
What are we looking for?
Non-cognitive skills

- Interpersonal skills
- Communication skills
- Maturity
- Interest in the program or in the field
What’s EQ?

- Ability to identify and manage one’s own emotions as well as the emotions of others.

- Four realms
  - Social awareness
  - Self-awareness
  - Relationship management
  - Self-management
Yes I get along well with others. What kind of stupid question is that?
Challenges with Typical Interviews

- Poor validity and reliability
- Bias - conscious and unconscious
- “Halo effect” of other factors
- Applicants rehearsing, too prepared
- Unstructured interviews can leave applicants uninformed
But what about the applicant?

- Interact with program director
- Interact with residents
- Explore the area/facility
Is it worth it?

- Applicants spend $2,500 to $10,000
  - Survey of plastic surgery residents
- Programs spend approximately $9,900 to recruit one PGY1 resident
- The business literature takes this seriously and invests in interviews
It is worth it - if it’s done right!

- 89% of new hires FAILED because of skills that can be assessed in an interview
  - Poor interpersonal skills, alienate co-workers
  - Unable to accept feedback (beware those who cannot see their own weaknesses!)
  - Unable to manage emotions
  - Lack of drive

Goals of Interviewing in Medical Education

- **Selection**
  - Good “fit” with your program
  - Successful completion of your program
  - Be someone that you would want to hire as faculty

- **Selling**
  - Attracting high quality applicants on your program
  - Marketing your strengths
Does the Interview Predict Resident Performance?

- 11 studies (614 participants)
  - Interview moderately predicts performance
- 17 studies (1723 participants)
  - Interview had no, weak or inverse correlation
Does Interview Predict Attrition?

- **6 studies**
  - Interview did not predict attrition - 4/6 studies
  - BEI subscore did - 1 study
  - Interview and USMLE score did - 1 study
Does Interview Predict Professionalism Issues?

- **2 studies**
  - Only negative comments in the Dean’s Letter was associated with problem residents
  - Interview did not predict referral to an impaired physician program (35 year follow-up)
"OK, wow me. Then impress me. Then dazzle me. Then maybe a little sadness. Then wow me again."
GROUP EXERCISE

- What questions do you ask in your interviews?
- Is it unstructured and you see where conversation leads?
- Is it structured in that you ask each applicant the same questions?
Some Interview Question Examples

- What has been your most valuable experience in medical school?
  - Applicant priorities and insight
- How would your friends describe you?
  - Self reflection and judgment
- Describe a time you had an ethical dilemma and what you did to handle it.
  - Conflict management and judgment
Potential Areas of Focus

- Motivation
- Problem solving skills
- Commitment to your field
- Leadership skills
- Professionalism
- Communication skills
- Others
Interview Types

▪ Unstructured

▪ Structured
  • Behavioral interviews
  • Multiple mini interviews
  • Competency based interviews

▪ Group/team interviews

▪ Others?
Behavioral Event Interviews

- Describe a PAST experiences to exemplify characteristics that are sought for the program.
- “Tell me about a time when . . . “
- Take notes and record actual responses
Multiple Mini Interviews

- Series of short, structured interview stations used to assess non-cognitive qualities
  - Cultural sensitivity
  - Maturity
  - Teamwork
  - Empathy
  - Reliability
  - Communication skills

- Generally, the situational questions posed in an MMI touch on the following areas:
  - Ethical Decision Making;
  - Critical Thinking;
  - Communication Skills;
  - Current Healthcare and Societal Issues.

- MMI is not intended to test specific knowledge in the field.
Competency Based Interviews

- Each interviewer focuses his/her questions on one competency
  - Communication and Interpersonal skills
  - Professionalism
  - Systems based practice
  - Practice based learning
- Patient care - Dean’s letter comments, LOR
- Medical knowledge - USMLE/Comlex, clerkship grades
"I really believe my research abilities would be an asset to whatever this company is called."
GROUP EXERCISE

In groups, discuss your interview process.

• How many interviews does the applicant have?
• How long is each interview?
• How many people are in each interview?
• Who conducts your interviews?
How Many Interviews?

- One interview does not allow applicants to see a variety of program members.
- Too many interviews is not well accepted by applicants.
- Average 2-4 – reliable and valid!
Who Should Interview?

- **Program Director?**
  - Everyone wants to meet him/her

- **Faculty**
  - Might not know about some areas of the program

- **Residents**
  - Experience with interviewing?

- **Program Coordinator**
  - Not a physician
Preparing Interviewers

- Request that they take notes
- Review questions that cannot be asked
  - Family planning, gender issues
  - Disabilities – no medical questions
- Review the goals of the interview and the scoring rubric
- Give them information about the program
To See or Not To See

- Unblinded interviewers correlated their scores with the USMLE scores

- Options
  - Complete blinding
  - Partial blinding - no USMLE or grades but allow LORs and personal statements
Scoring Interview

- Use anchors
  - Choose specific characteristic or competency that you seek in your applicant
  - List behaviors/responses that would correspond with the presence or absence of that trait
  - Let’s try TEAMWORK
- Use standard scoring sheet/rubric
Best Practices for Resident Interviewing

- Decide what your goals of interviewing are and craft the interview accordingly.
- Have set questions that are asked of all applicants. No unstructured interviews.
- Train interviewers in advance
  - Especially on illegal questions
- Use a scoring system with a written anchor
- Use multiple interviewers
The Future

- Video interviews
- Web-based conference interviews
- Regional interview fairs
- Others?

- Need more evidence!
  - Studies to date have varied performance outcomes and limited power
References


▪ ACGME 2016: “Finding Your Best Resident: How to Interview for the Resident that will be a Successful Fit for your Program” Tina Choudhri, MD, Michael Gisondi, MD.

▪ Leadership IQ Study: Why New Hires Fail, Murphy M., PR Newswire, 2005

▪ Astroffs Prep- Multiple Mini Interviews. [www.multipleminiinterview.com](http://www.multipleminiinterview.com)
Questions?

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