

Performance-Based Hiring Strategy

Adler (2007) noticed that the best candidates displayed four characteristics: 1) self motivated, 2) ability to motivate others, 3) achievements of results that were comparable to what needed to be achieved and 4) problem-solving skills. These four characteristics became the Performance-Based Hiring Formula for predicting performance in a new position. The interviewer focuses on the performance requirements of the position as the main selection criteria. This recruitment strategy is suited to identifying individuals interested in interprofessional practice and education since success in hiring the right provider is more likely to be associated with identifying these characteristics than interviewing for more traditional criteria such as years of experience, exposure to academia, and skills to name a few. The following table uses Adler's formula to identify examples to look for during an interview to predict interprofessional expertise.

Adler's Performance-based Hiring Formula to Predict Interprofessional Expertise

Characteristics	Examples of...
Self Motivation	<ul style="list-style-type: none">• Accomplishments in projects requiring partnerships and team-based initiatives.• Doing more than what is required within timelines.• Believing in the goals and values of the organization/team.• Feeling empowered without feelings of sacrifice, obligation and victimhood.• Role modeling interprofessional competencies for students.
Team Leadership	<ul style="list-style-type: none">• Takes on different roles within the team to promote cohesiveness.• Understands and appreciates the roles of other providers and promotes full utilization of their scopes of practice.• Motivates others to achieve results.• Manages the emotions of self, others and teams.• Communicates.• Provides interprofessional educational experiences that build confidence and collaboration in students.
Comparable Past Experiences	<ul style="list-style-type: none">• Past accomplishments that are similar to performance objectives of interprofessional practice and education in your agency.



Problem-Solving Skills

- Collective decision-making.
- Asks appropriate questions to identify relevant facts.
- Participates in the development of cohesive interventions based on team consensus.
- Appropriate balance between autonomous versus interdependent decisions and action.
- Patient -centered care with the patient as a partner.

(Adler, 2007; Heinle, 2001; Henkin & Marchiori, 2003; Hodgson, 2006; Umiker, 1999)

Adapted from: Hire with Your Head: Using Performance-Based Hiring to Build Great Teams (3rd ed.), (p. 99-134), by L. Adler, 2007, Hoboken, NJ: John Wiley & Sons, Inc.

