



RIGHT-HIRE

Assessment Precision in Hiring and
Talent Management

Physician Services Screen

Prepared for:

Demo Sample

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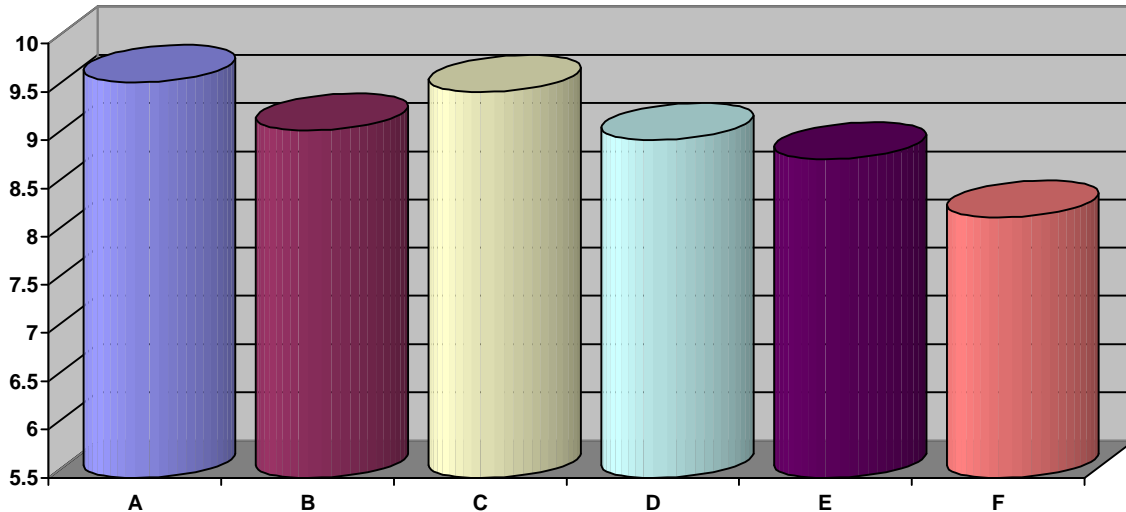
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Physician Services Screen

GLOBAL GRAPH



Low Risk (Excellent ability to utilize the capacity and translate the talent into decisions; reduces the potential for errors and mistakes)	8.8 to 10.0
Situational Risk (Very good ability to utilize the capacity especially in well defined areas; however, there are specific situations that can interfere with the translation into decisions)	8.5 to 8.79
Conditional Risk (Limited access to the capacity indicating actual conditions that will increase the potential for mistakes and errors and restrict the transfer into decisions)	8.2 to 8.49
Real Risk (Restricted access to the capacity indicating the ability is consistently unavailable and individuals are subject to mistakes and errors in judgment)	6.0 to 8.19

A) Relating With Patients (Low Risk) — The ability to see, understand, and relate with patients in an objective, unbiased manner.
B) Communicating With Patients (Low Risk) — The ability to listen to patients, evaluate what is important, and respond effectively.
C) Handling Patient Rejection (Low Risk) — The ability to maintain a strong sense of inner self worth regardless of circumstances.
D) Job Related Attitudes (Low Risk) — The ability to work within the organizational guidelines, policies and procedures to get things done.
E) Problem Solving Capacity (Low Risk) — The ability to identify potential patient problems and to generate effective solutions.
F) Personal Work Attitudes (Conditional Risk) — The ability to feel a sense of purpose and satisfaction in one's work.

Physician Services Screen SYNOPSIS

CAPACITY	LOW RISK	SITUATIONAL RISK	CONDITIONAL RISK	REAL RISK
RELATING WITH PATIENTS				
Attitude Toward Patients	ü			
Prejudice/Bias Index	ü			
Reading Patient Needs	ü			
Valuing Future Business	ü			
Patience With Patients	ü			
COMMUNICATING WITH PATIENTS				
Listening To Patients	ü			
Evaluating What Is Said		ü		
Developing A Response	ü			
Talking At The Right Time	ü			
Understanding Attitudes	ü			
HANDLING PATIENT REJECTION				
Self Esteem	ü			
Self Assessment	ü			
Self Confidence	ü			
Self Control	ü			
Sensitivity To Others	ü			

Physician Services Screen SYNOPSIS

CAPACITY	LOW RISK	SITUATIONAL RISK	CONDITIONAL RISK	REAL RISK
JOB RELATED ATTITUDES				
Meeting Established Standards	ü			
Doing Things Right	ü			
Attention to Policies		ü		
Meeting Deadlines	ü			
Attitude Toward Authority	ü			
PROBLEM SOLVING CAPACITY				
Evaluating What To Do		ü		
Attention To Concrete Detail			ü	
Using Common Sense		ü		
Intuitive Insight	ü			
Seeing Potential Problems		ü		
PERSONAL WORK ATTITUDES				
Job Satisfaction	ü			
Flexibility/Adaptability	ü			
Health-Tension Index				ü
Persistence				ü
Consistency/Reliability	ü			

Physician Services Screen

CORE STRENGTHS

Attitude Toward Patients: (Relating With Patients) SR-1A

Low Risk

They have a very dynamic, optimistic attitude toward others, can see and understand the positive potential of others, are concerned about and attentive to and available to others.

Prejudice-Bias Index: (Relating With Patients) SR-2B

Low Risk

They have the ability to see and understand the uniqueness and individuality of others but tend to be more open to viewpoints which match their expectations and ideals.

Reading Patient Needs : (Relating With Patients) SR-3A

Low Risk

They have very keen insight into others, the ability to evaluate their potential for good and bad, and to be aware of the needs and concerns of others.

Valuing Future Business: (Relating With Patients) SR-4B

Low Risk

They have the ability to build a plan or strategy which not only defines the boundaries for future decisions but also fits the pieces together to anticipate consequences of decisions.

Patience With Patients: (Relating With Patients) SR-5A

Low Risk

They have the ability and the willingness to be open and available to others, to see and accept the viewpoints of others and to be patient with others.

Listening To Others: (Communicating With Patients) SR-6B

Low Risk

They have the ability and willingness to listen to what others are saying, to pay attention to their own unique viewpoints, to their needs and concerns.

Developing A Good Response: (Communicating With Patients) SR-8A

Low Risk

They have the ability to understand the consequences of what and how they respond to others, to make certain that their responses have a positive effect and are understood.

Physician Services Screen

CORE STRENGTHS

Talking At The Right Time: (Communicating With Patients) SR-9A

Low Risk

They have a very keen self awareness and self presence which will give them the ability to confidently and assuredly say what they believe.

Understands Attitudes: (Communicating With Patients) SR-10A

Low Risk

They have the ability not only to see and understand the attitudes of others but they are also extremely concerned about meeting the needs and interests of others.

Self Esteem: (Handling Patient Rejection) SR-11G

Low Risk

They have a keen appreciation of their uniqueness and individuality and a realistic assessment of their ability to to perform, their strengths and talent.

Self Assessment: (Handling Patient Rejection) SR-12

Low Risk

They know what they are capable of doing, what it will take to get things done and give them a sense of contribution as well as a sense of satisfaction.

Self Confidence: (Handling Patient Rejection) SR-13I

Low Risk

They have the ability to develop and maintain realistic confidence in their capacity to perform and to live up to social and role images and expectations.

Self Control: (Handling Patient Rejection) SR-14

Low Risk

They have the capacity to maintain their sense of balance and equilibrium when dealing with stressful and emotional situations, responding rationally and objectively.

Sensitivity To Others: (Handling Patient Rejection) SR-15A

Low Risk

they have the capacity to be open and available without risking becoming too trusting or involved. They can see and evaluate positive or negative consequences of relationships.

Physician Services Screen

CORE STRENGTHS

Meeting Established Standards: (Job Related Attitudes) SR-16B

Low Risk

They have a keen appreciation of standards and norms as well as a willingness to make certain that strategies, standards and expectations are met.

Doing Things Right: (Job Related Attitudes) SR-17B

Low Risk

Their insistence on doing things according to standards builds a desire and willingness to spend time and energy developing respect for standards and ways of getting things done.

Meeting Schedules And Deadlines: (Job Related Attitudes) SR-19B

Low Risk

They have a strong sense of perfectionism about what is right which generates a need to pay attention to schedules, timetables and deadlines.

Attitude Toward Authority: (Job Related Attitudes) SRV-20B

Low Risk

Their dogmatic insistence that things must happen according to a preset order and structure can lead them to an insistence on authority and conformity regardless of consequences.

Intuitive Insight: (Problem Solving Capacity) SR-24

Low Risk

They have a well developed ability to rely on intuitive insights to decide both where the problems are as well as what solutions are best.

Role Satisfaction: (Personal Work Attitudes) SR-26A

Low Risk

They are confident that what they are doing not only is what is best for them and for society and will likely feel an urgency to get things done and to push ahead.

Flexibility, Adaptability: (Personal Work Attitudes) SR-27A

Low Risk

They have a strong personal commitment to what they believe is right and the ability to redirect their energy when they discover their mistakes and when things are not working.

Physician Services Screen
CORE STRENGTHS

Consistency: (Personal Work Attitudes) SR-30C

Low Risk

They have the ability to see and understand what course of action is best which can keep them on track even when they are uncertain about which direction is best.

Physician Services Screen DEVELOPMENT COMMENTS

Evaluating What Is Said: (Communicating With Patients) SRV-7

Situational Risk

Because of their focused thinking, they may have difficulty correctly interpreting what others are saying leading them to be either too optimistic or skeptical and biased.

Attention To Policies, Procedures: (Job Rel. Attitudes) SRV-18D

Situational Risk

Their perfectionistic need for order and structure can lead them to dogmatically insist on obeying rules, policies and procedures to the letter of the law and without exception.

Evaluating What To Do: (Problem Solving Capacity) SRV-21

Situational Risk

Their thinking can become clouded either by excess attention or lack of attention to people, results or structure which can restrict their ability to make objective, reliable decisions.

Attention To Concrete Detail: (Problem Solving Capacity) SRV-22C

Conditional Risk

They may not always see what is happening around them and as a result they can overlook concrete detail.

Common Sense Thinking: (Problem Solving Capacity) SRV-2 B

Situational Risk

They need to learn to pay more attention to practical, common sense thinking and to stay in touch with what is happening in their immediate environment.

Seeing Potential Problems: (Problem Solving Capacity) SRV-25

Situational Risk

Their thinking can become so concentrated either on results, on standards or personal issues that they have difficulty seeing crucial issues in complex situations.

Health Tension Index: (Personal Work Attitudes) SRV-28A

Real Risk

They are an inner directed person who sees self more clearly than the world. They are likely to feel anxiety and stress effects when the world does not meet their expectations.

Physician Services Screen
DEVELOPMENT COMMENTS

Persistence: (Personal Work Attitudes) SRV-29B

Real Risk

They are feeling indecisive and uncertain about which course of action is best for them and as a result will not likely feel an urgency to push ahead.

Physician Services Screen INTERVIEW GUIDES

Evaluating What Is Said: (Communicating With Patients) SRV-7

The Problem

They tend to:

1. Spend too much time in nonproductive activities dealing with unimportant issues.
2. Be unable to read need signals from patients or have difficulty correctly seeing and understanding the crucial issues and genuine concerns.
3. Impose preset, rigid solutions which either discount or overlook the genuine patient needs and interests.

Interview Comments

The following steps are recommended:

1. Require them to interview you as a patient with a problem. Test their ability to ask key questions, to be responsive to your concerns and to keep the interview on track. Create distractions to challenge their ability to keep the interview on track and handle crucial issues.
2. Ask them to describe what they see as the key steps in the service process. Require them to demonstrate how these steps work to benefit both the patient and the organization.

Physician Services Screen

INTERVIEW GUIDES

Attention To Policies And Procedures: (Job Related Attitudes) SRV-18D

The Problem

They tend to:

1. Be impatient and frustrated with a world that cannot meet their preconditions.
2. Be A rulebound person preoccupied with conformity to rules, standards and patterns, to principles or consistency and constancy and to organizational rules, goals, policies and procedures.
3. Become preoccupied with excessive feelings of commitment, duty, and unswerving loyalty, to ideal standards.

Interview Comments

The following steps are recommended:

1. Ask them to respond to patient problems which do not fit their interpretation of how things should be. Test their willingness and ability to entertain ideas and ways of doing things other than their own.
2. Give them a list of service tasks and ask them to prioritize the list. Challenge their reasons, potentially aggressively. Test their ability to remain objective and calm.

Physician Services Screen **INTERVIEW GUIDES**

Problem Solving Capacity: (Evaluating What To Do) SRV-21

The Problem

They tend to:

1. Be unable to readily see problems in crisis situations.
2. Be unable to see concrete details or effectively organize things.
3. Make bad decisions and believe so strongly that their decisions are right that nothing can prove them wrong.
4. Have difficulty keeping their attention focused on the problems at hand.

Interview Comments

The following steps are recommended:

1. Make biased statements and see whether they agree or disagree.
2. Give them a difficult situation in which there are more than one perspectives to the problem and ask them to tell you what they think the problems are and how they would respond to them.
3. Make statements which are inconsistent and possibly even contradictory and see whether they spot your incorrect thinking.

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INTERVIEW GUIDES

Problem Solving Capacity: (Attention To Concrete Detail) SRV-22A

The Problem

They tend to:

1. Become excited about new or large projects before they have completed complete current projects.
2. Overexert themselves to try to complete a project and many times simply run out of gas.
3. Bite off more than they can chew.
4. Feel despair and frustration when they cannot make things work out as expected.

Interview Comments

The following steps are recommended:

1. Give him a service work example in which the work of the service representatives is not getting done on time and the work is falling below standard. Have them evaluate the problems and determine what can be done to remedy the problems.
2. Give them a series of service tasks to evaluate. Ask them to prioritize the list and build an action plan for getting things done.

Physician Services Screen INTERVIEW GUIDES

Problem Solving Capacity: (Common Sense Ability) SRV-2 B

The Problem

They tend to:

1. Follow their own priorities and go their own way.
2. May become skeptical and cynical of suggestions which do not meet their priorities or they feel are unimportant.
3. Covertly or overtly disregard instructions and directions.

Interview Comments

The following steps are recommended:

1. Ask them to describe what type of dress code, work conditions are most effective in a service environment.
2. Suggest that as far as you are concerned people could come to work dressed as they like as long as they are comfortable and get the job done. Assess their reaction to your suggestion.
3. Change subjects rapidly and see whether they can keep up. Test their attentiveness by asking such questions as 'Oh yes, where was I?'

Physician Services Screen

INTERVIEW GUIDES

Problem Solving Capacity: (Overall Problem Solving) SRV-25

The Problem

They tend to:

1. Give impulsive and emotional responses to issues which they he cannot understand or to issues which they disagree.
2. Be unable to see concrete details or effectively organize things.
3. Develop prejudices and biases about what is right or wrong and become highly critical of things and people who do not fit preset and preconceived ideas.

Interview Comments

The following steps are recommended:

1. Ask them to describe themselves in your work environment. Have them detail a typical service call, to build a schedule for making appointments. Ask them to make a list of these activities and then require them to prioritize the list.
2. Engage them in conversation about a controversial topic in current events. Test their ability to think and respond to you ideas. Aggressively challenge their responses.

Physician Services Screen **INTERVIEW GUIDES**

Personal Work Attitudes: (Health Tension Index) SRV-28A

The Problem

They tend to:

1. A tendency to be out of sync such that their timing is off leading them to be out of touch when they say and do the wrong things.
2. A tendency to be confused and frustrated when their ideas do not work.
3. A Tendency to be easily distracted either by events around them or by their internal biases.

Interview Comments

The following steps are recommended:

1. Ask them to examine the service environment and list what they see as the most important tasks to be done, to generate an action plan and a time table for accomplishing those tasks
2. Give them a series of alternatives in which the choices are between what is best for the organization and what is best for them.

Physician Services Screen **INTERVIEW GUIDES**

Personal Work Attitudes: (Persistence) SRV-29B

The Problem

They tend to:

1. Lack a sense lack of urgency to get things done.
2. Tend to take things easy, to 'let things be', to feel no strong desire or compulsion to push ahead.
3. Have difficulty pushing themselves to do their best.
4. Be uncertain about the future.

Interview Comments

The following steps are recommended:

1. Ask them to examine the service position in your organization. Require them to picture themselves in your organization three years from now. Ask them to describe what they will be doing, how they will feel about their job, what they family will be doing and how their family will feel about the job.
2. Ask them to describe any doubts they have about the future and to give examples of how they will deal with these doubts. Require them to relate these doubts to their ability to perform in your organization.