

Pediatric Insight Recap

Leadership Lessons Learned: Creating a Candidate-Centric Interview Process

Recruitment is one of the most critical responsibilities of leaders to ensure the success of their departments. To avoid unsuccessful recruitment searches, all departments, regardless of their national esteem, must carefully prepare both the candidate and the department. With this preparation, departments can better present opportunities that would attract the candidate, evaluate cultural alignment, and meet the candidate's personal and professional goals. Personal respect for the candidate, not institutional arrogance, is required for successful recruitment. The Child Health Advisory Council™ (CHAC) and leadership of CareerPhysician® discuss their perspectives on best practices to respect candidates during a leadership search.

Key takeaways from this conversation include:

- The search process has a critical impact on how a candidate perceives the culture and opportunity of a prospective position.
- In a climate of limited pediatric leaders and subspecialists, every contact should be respectful and present the department in its best light.
- Creating excellent communication and preparation of a candidate before, during and after a visit demonstrates respect and support.
- The itinerary of a visit should include collaboration with the candidate to offer discussions with individuals the candidate might see as a collaborator or resource.
- Preparing everyone who interacts with a candidate on the goals of the search and why a candidate was selected as a potentially successful institutional leader greatly facilitates the interactions with the candidate.
- Department leaders play a critical role in a recruitment visit. Meeting with a leadership candidate to review the visit, answer questions as the visit begins and ends, and deliver a comprehensive wrap-up are considered best practices.
- Candidate visits have both a personal and professional component. Social events should be carefully planned to both support the candidate and assess how the candidate might align with the department's culture.
- Once a candidate's personal requirements are known (i.e. family concerns, others) these should be addressed as early as possible in the recruitment process and visit. Individuals who interact with candidates and their families (i.e. realtors) should be aware of the purpose of the visit and the position for which the candidate is interviewing, as well as the needs of family members.
- Candidates' significant others should be included as soon as possible in visits and their itinerary should be given the same careful arrangements as the candidate.
- Humility, preparation, respect, courtesy, communication and excellent organization demonstrate to potential leadership candidates that a successful career might be possible in your institution.

Moderator



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