

Seminar Handout: Hiring Your Way to High Performance

Building High-Performance Teams in Dynamic Clinical Environments

Section I: Assessing Growth Mindset & Adaptability

In healthcare, organizations operate under constant regulatory, technological, and operational shifts. Technical proficiency alone no longer predicts long-term success; instead, discernment of character, humility, and adaptability are the true indicators of a high-potential hire.

Key Interview Prompts & Evaluation Criteria

Focus Area	Executive Interview Prompt	What to Listen For
Navigating Rapid Change	Describe a time when a major process, system, or technology in your organization was significantly changed. How did you adapt your workflow, and what was most challenging?	Ownership rather than resistance; willingness to recalibrate habits; constructive problem-solving under pressure.
Learning Velocity	Describe a complex clinical or administrative skill you had to learn from the ground up in a short timeframe. How did you approach mastery?	Structured learning strategies; self-directed improvement; comfort with ambiguity and iteration.
Resilience & Coachability	Tell me about a time you received difficult or corrective feedback. What was your immediate reaction, and what specific actions did you take?	Emotional maturity; ability to separate identity from performance; evidence of behavioral change.

Leadership Principle: Seek first to understand. Prioritize how candidates think and learn over what they have achieved although confirmed achievements are relevant.

Section II: Motivation & Organizational Alignment

Sustainable performance in medical practices is driven by **purpose alignment**, not task completion. These questions surface intrinsic motivation and cultural fit.

Focus Area & Interview Prompt	Candidate Response Notes	Score (1-5)
<p>Outcome-Driven Motivation</p> <p>"Beyond compensation, what outcomes of your work keep you engaged during high-stress or high-volume periods?"</p>	<p>Look for: Patient-centered thinking; pride in quality, safety, or team contribution; alignment with healthcare's service mission.</p>	
<p>Intrinsic Meaning</p> <p>"What makes the effort you put into your work meaningful to you personally?"</p>	<p>Look for: A connection to "The Why" behind performance rather than just task completion.</p>	
<p>Mission & Team Orientation</p> <p>"Our practice prioritizes [Insert Goal]. Can you share an example where you prioritized team or organizational outcomes over personal convenience?"</p>	<p>Look for: Willingness to subordinate ego; decision-making aligned with collective success; long-term thinking over short-term comfort.</p>	
<p>Growth & Adaptability</p> <p>"Describe a time you received corrective feedback. What was your reaction and what specific actions did you take?"</p>	<p>Look for: Emotional maturity; ability to separate identity from performance; evidence of behavioral change.</p>	

Section III: The FLIGHT Check™ Retention Scorecard

A 90-Day and Ongoing Integration Diagnostic High-performance retention is not accidental—it is designed and measured. Use this six-factor framework to assess early engagement and identify resignation risks before they manifest.

Factor	Diagnostic Question for the New Hire	High-Performance Indicator
Future	Do you see a clear path for your professional growth within this organization?	The hire can name at least one specific development or advancement pathway.
Load	Is your current workload sustainable, or are you experiencing early signs of burnout?	The hire feels challenged but supported; leadership is actively managing capacity.
Impact	Do you feel your daily work contributes meaningfully to patient care?	The hire connects their "Why" to the practice's clinical outcomes.
Growth	Are you learning new skills at a pace that keeps you engaged?	Demonstrated learning agility and enthusiasm for development.
Human Connection	Do you feel a sense of belonging and have a trusted mentor or friend at work?	Strong relational integration and positive team dynamics.
Trust	Does leadership follow through on the commitments made during recruitment?	Alignment between the expectations set during hiring and the lived experience.

The Prompt	What it Reveals (The "Internal Scorecard")
1. If money wasn't an issue and you could do any job, what would it be?	Reveals true passion, natural drive, and what fuels their energy.
2. When did you last disagree with your boss? What happened?	Shows courage, communication skills, and conflict management.
3. Share a moment where you supported an unpopular decision.	Reveals loyalty, integrity, and the ability to lead without seeking approval.
4. Describe a situation where you had to deliver difficult feedback.	Shows emotional intelligence (EQ), courage, and communication finesse.
5. Share an experience where you had to admit you were wrong.	Demonstrates humility, accountability, and self-awareness.
6. Have you ever stood up for someone else when it was risky for you?	Uncovers moral backbone and willingness to take personal risks.
7. Share a situation where you felt out of your depth but had to persevere.	Highlights resilience, adaptability, and a growth mindset under pressure.
8. Describe a situation where you helped someone with no benefit for you.	Reveals character, compassion, and intrinsic motivation to support others.
9. Have you ever had to choose between being honest and being popular?	Tests core values, authenticity, and ability to navigate social pressure.
10. Share a time when you noticed something unfair. What did you do?	Exposes sense of justice, initiative, and courage to challenge the status quo.

Indicator	Red Flag (High Risk)	High-Performance (Green Flag)
Response to Change	Defensiveness or "Recital of Habits".	Ownership and "Willingness to Recalibrate".
Feedback Reception	Blaming others or "Emotional Volatility".	"Behavioral Change" and self-awareness.
Team Orientation	Prioritizing "Personal Convenience".	Prioritizing "Organizational Success".
Learning Agility	Avoidance of "Ambiguity".	Comfort with "Iteration" and growth.