HOGAN

Health Care Equipment & Services Industry

Physicians

Challenge: A hospital wanted to improve their selection process for Physicians by including the Hogan Personality Inventory (HPI), Hogan Development Survey (HDS), and the Motives, Values, Preferences Inventory (MVPI) in the selection process. The Physicians are responsible for diagnosing and providing non-surgical treatment of diseases and injuries of the internal organ systems, including prescribing or administering medication and/or therapy.

Solution: Hogan used a two-step approach for conducting research on Physicians. First, Hogan conducted a job analysis that included collecting data from Subject Matter Experts (SMEs) on ideal job performance using the Job Evaluation Tool (JET). The JET identifies the personality- and competency-based requirements of jobs. Hogan then used meta-analysis, transportability of validity, and synthetic/job component validity to identify the HPI-, HDS-, and MVPI-based predictors of successful performance for Physicians.

Result: Combining empirical evidence and expert judgment, Hogan developed a profile for predicting Physician performance. This profile will assist the hospital in screening out candidates who are likely to overreact or react negatively in response to setbacks and inconveniences (Adjustment), lack self-assurance, initiative, or persistence (Ambition), seem imperceptive (Interpersonal Sensitivity), and lack appropriate reverence for standard protocol (Prudence).

In addition, the profile will assist the hospital in identifying individuals with characteristics needed for success in the Physician role. These characteristics include being even-tempered and staying calm under pressure (higher HPI Adjustment), driven and goal-oriented (higher HPI Ambition), perceptive and tactful (higher HPI Interpersonal Sensitivity), rule-abiding and conscientious (higher HPI Prudence), vigilant for opportunities to learn and stay up to date (higher HPI Learning Approach), not easily upset (lower HDS Excitable), open-minded and approachable (lower HDS Skeptical), practical and task-focused (lower HDS Imaginative), driven to help others (higher MVPI Altruistic), and driven by a reverence for the organization's engrained conventions and codes of conduct (higher MVPI Tradition).

By using this profile to select Physicians, the hospital should be able to recruit and select new employees who are more likely to be successful in the role.