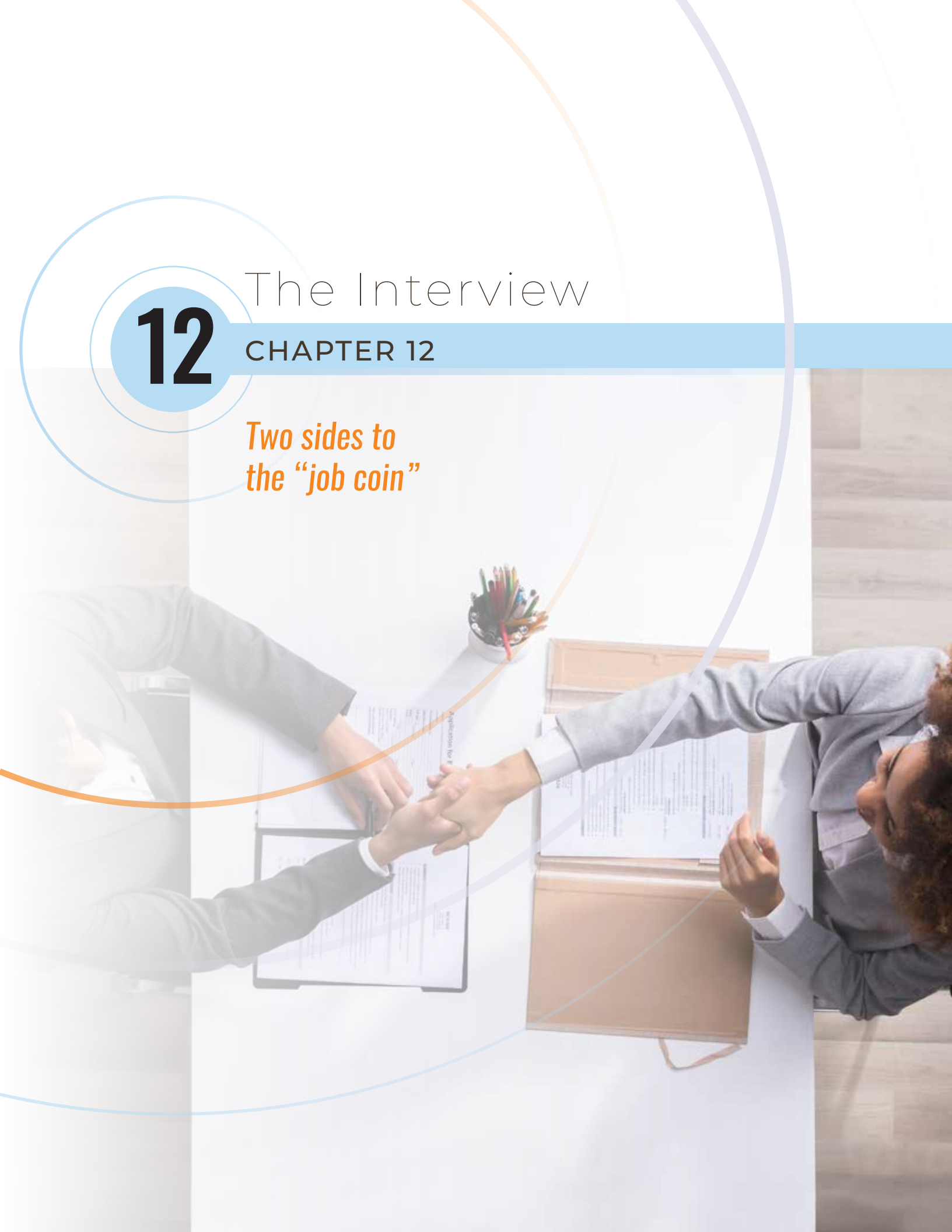


12

The Interview

CHAPTER 12

*Two sides to
the “job coin”*





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Founder & Director of Content of *Adventures in Medicine*, author of *Career and Life Planning Guidebook for Medical Residents*; *Career and Life Planning Workbook for Medical Residents* and creator of PhysicianCareerPlanning.com

As founder of Arlington HealthCare (AHC), a physician placement firm, Todd has helped facilitate more than **10,000** physician interviews, completed over **2,000** permanent physician placements and negotiated over **\$500,000,000** in physician salaries.

In addition to receiving a BA in Business Administration from Indiana University, Todd completed an intensive study at Purdue University of Napoleon Hill's 17 Principals of Success, including "Definiteness of Purpose." He utilizes these principals extensively in coaching new residents and helping physicians with their job searches.

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As a member of the leadership team of SwedishAmerican Health System, Julia directs physician recruitment and retention and serves as administrator of employed physician services. In 1993, she led the development of SwedishAmerican Medical Group (SAMG) with the acquisition of 23 local physicians. With a focus on physician leadership, SAMG has grown to over 190 employed providers and is the most-preferred group in northern Illinois.

According to Julia, "After an intense and comprehensive interview process, our physicians become members of the SwedishAmerican family, not just new employees. We foster long-term relationships with comprehensive orientation and mentoring programs, on-site child care and sick-child care, and even a concierge service. These unique benefits help us attract and retain great candidates and help them balance success at work and at home."



In This Chapter

There are few moments more frightening than coming face-to-face with a Grizzly.

While a prospective employer is not a life-threatening adversary like a Grizzly, for unprepared residents, the first interview can be just as frightening.

How will you prepare for interviews? What questions will YOU ask? What questions will THEY ask? What do you wear? How will you follow up?

In this chapter, you will research job openings and organizations that may be a potential match with your priorities. Then you'll prepare for interviews by identifying appropriate questions and preparing your responses to common interview questions. By the end, you'll be ready to face interviews with confidence rather than fright.

While there are always new challenges in any adventure, with good preparation you'll put your best foot forward and identify a good opportunity quickly!

Get your shoes shined. We're going out.

OUTLINE

1. Begin With the End in Mind
2. Understand the Employer's Evaluation Process
3. Understand the Lay of the Land
4. Prepare for the Phone Interview
5. Prepare for the Onsite Interview
6. Ace the Onsite Interview
7. Work the Post Interview

GOALS

- Prepare for job interviews, including how to communicate effectively during a job interview.
- Dress for success.
- Develop a winning mindset, self-awareness, and practical interviewing strategies.
- Answer tough questions during a job interview.
- Differentiate yourself from the applicant pool and position yourself for a job offer.
- Effectively follow up after job interviews.

LET'S GET STARTED




READ:

Begin with the End in Mind

The second habit of Stephen Covey's *7 Habits of Highly Effective People* is "Begin with the End in Mind." According to Covey, this habit is based on imagination – the ability to envision in your mind what you cannot at present see with your eyes.

"Begin with the End in Mind" is based on the principle that all things are created twice. First, there is a mental creation, and second, a physical creation. The physical creation follows the mental, just as a building follows a blueprint.

If you don't make a conscious effort to visualize who you are and what you want in life, then you empower other people and circumstances to shape you and your life by default. It's about connecting again with your own uniqueness and then defining the personal, moral, and ethical guidelines within which you can most happily express and fulfill yourself ⁽¹⁾.

So, what should be your end goal when interviewing with a potential employer?

> **Following Covey's rule, the goal of the interview is to get a job offer.** You cannot accept or decline an opportunity unless you receive an offer.

Often, when traveling to the onsite interview, it's common for candidates to ask themselves:

- > Is this the right practice opportunity for me?
- > Will I receive a competitive offer?
- > Will I be able to spend time on the things I enjoy most?
- > Will I (and my family) be happy being part of this community?



The answers to these questions are important; after all, you've invested more than a decade of your life to becoming a physician.

However, asking these questions right before you interview may increase anxiety. This may subconsciously cause you to hold back a little during the interview.

Employers have much at stake when hiring physicians. The income lost after a primary care physician's departure, the costs of recruiting a replacement, and a new physician's startup expenses can easily top \$200,000.⁽²⁾

In addition to the financial cost, the loss of a physician impacts the community, the medical staff, and most importantly, the patients.

Today, interviewers are trained to pick up on any hesitation of a candidate. This can cost you as a candidate the entire opportunity, because the employer doesn't want to make a mistake and risk losing another physician.

So, push the anxiety aside for the time being; go into the onsite interview with the mindset of getting the job offer, and then you can decide whether the position is right for you!



Recommended Tool

Prior to your first onsite interview, complete the Decision-Making Worksheet.

Use this tool to identify personal values and work priorities to help you prepare questions for each person you meet with.

<http://md.careers/E-26>



READ:

Physician Employer's Evaluation Process

In general, hospital care is changing from volume-based care to value-based care, which means that boards of directors need to make major changes in their objectives and strategic goals. In spite of all of the changes, boards must continue to focus their top priorities on financial sustainability for the hospital and quality of care for their patients.⁽³⁾

Physicians are critical to both financial sustainability and quality of care for their patients; therefore, the **two must-have** attributes a candidate needs are:

1. Skillset (quality care)
2. Productivity (financial sustainability)

Evaluating Skillset:

As healthcare organizations are responsible for delivering the best quality of patient care, evaluating and hiring the best quality physicians for the task is critical.

Employers will not pursue candidates who lack either the right skillset or the right references to confirm those desired skillsets.

Having the right skillset may get your foot in the door, but it will not guarantee you an interview.

Evaluating for “Sweet Spot” – Production and Patient Satisfaction:

During the interview, most employers will assess whether you can build a patient panel which will at least maintain your income once you come off the guaranteed salary, while also meeting patient quality measures and completing administrative tasks, such as charting.

On the other hand, employers understand that candidates who have a philosophy of seeing three patients a day will not meet financial goals while the candidate who envisions seeing 75 patients a day will not generate acceptable patient satisfaction scores.

Evaluating “Flight Risk”:

Employers will evaluate the likelihood of you staying long-term. For the most part, employers believe candidates who have strong ties to the area are much more likely to stay long term and therefore make stronger candidates. If you don't have ties to the area, you'll need to build your case for why the opportunity and community is right for you and why you see yourself practicing and living in the community long-term.

Often, employers are concerned about candidates who seek to live outside the community in which they would practice. The further from the practice the candidate wants to live, the greater the concern an employer will have about the candidate's likelihood of investing themselves in that community. Once a candidate experiences a long daily commute, they frequently decide to look for a position closer to home and leave after the first year or two.

Having the right skillset may get your foot in the door, but it will not guarantee you an interview.



Evaluating Vital Traits of the Ideal Physician

According to healthcareers.com, employers evaluate "8 Vital Traits of the Ideal Physician."⁽⁴⁾ A physician exhibiting these qualities is sure to build a long and successful doctor-patient relationship. In the end, the patient will be much healthier and happier, while the physician is rewarded with knowing they are taking care of their patient's needs.

Be prepared for employers who ask questions to evaluate whether the candidate possesses these vital traits of a successful physician.

1. COMMUNICATION

Communication is an important part of any clinical practice. The job of a physician requires great communication skills especially when it comes to speaking and listening. The way in which a physician communicates information to a patient is just as important as the information being communicated. Patients who understand their doctors are more likely to admit their health problems, understand their treatment options, adjust their unhealthy patterns and obediently follow their medication schedules.

2. EMPATHETIC

It's important to understand and relate to a patient's feelings. According to a study published in *Academic Medicine*, patients of physicians who were more empathic were more likely to have good control over their blood sugar, while the converse was true for patients whose physician showed little to no empathy. This research suggests that when doctors respond empathetically at appropriate times, their patients tend to be happier and more motivated to stay on treatment



3. PASSIONATE

No patient wants to walk into a doctor's office and see a physician who no longer cares about their practice. A patient wants to see a doctor's sincere desire to practice medicine and a genuine passion in helping others. Passion is a trait that will set you apart from being an ordinary doctor to be a patient's "favorite doctor."

4. FORTHRIGHT

Patients want a physician who is forthright with all of their health information in layman's terms. When a patient feels that their doctor is straightforward with all the facts, it allows them to make educated decisions about their health care that could impact their life and well-being.

5. PROFESSIONAL

Professionalism isn't clearly defined in the dictionary, but in the medical field it is generally accepted as acting with appropriate demeanor and respect and possessing proficiency to perform the job. A doctor who is professional is compelled to always put the patient's well-being above their own self-interests. A patient will have greater trust and confidence in a doctor's abilities when their visits are conducted with good manners and respect.

6. RESPECTFUL

Patients want a physician who treats them like an individual and not just another medical problem or lab experiment in their office. Patients want their medical conditions to be explained in simple language so that they're not made to feel inferior or bogged down with medical jargon.

7. KNOWLEDGEABLE

Many doctors believe that their credentials are of highest importance to their patients. In actuality, a doctor's credentials are more important among their colleagues than their patients. What a patient values above credentials is knowledge. If a patient is going to see a surgeon for the first time, the last thing a patient is worried about is what Ivy League medical school the doctor attended. A patient is more concerned about how many successful surgeries the physician has accomplished and wants to confirm that the surgeon can safely meet their needs. Patients also want a physician who isn't afraid to admit when they don't know something and will either research it or refer the patient to a more qualified doctor.

Patients want a physician who treats them like an individual and not just another medical problem or lab experiment in their office.

8. THOROUGH

One mistake in the medical field could have devastating effects. A patient wants to know that their doctor hasn't overlooked an aspect of their healthcare. Thoroughness and attention to detail will instill confidence in a patient that the physician's diagnosis is accurate. This trait also helps the physician to schedule the appropriate follow-ups or necessary extended care. Being thorough the first time can prevent the patient from future ailments or the discomfort of having to come back for additional visits.

Evaluating Body Language and Non-Verbal Communication

Candidates may provide excellent answers to interview questions, but if their nonverbal communication isn't up to par, it won't matter how well you answer the questions.

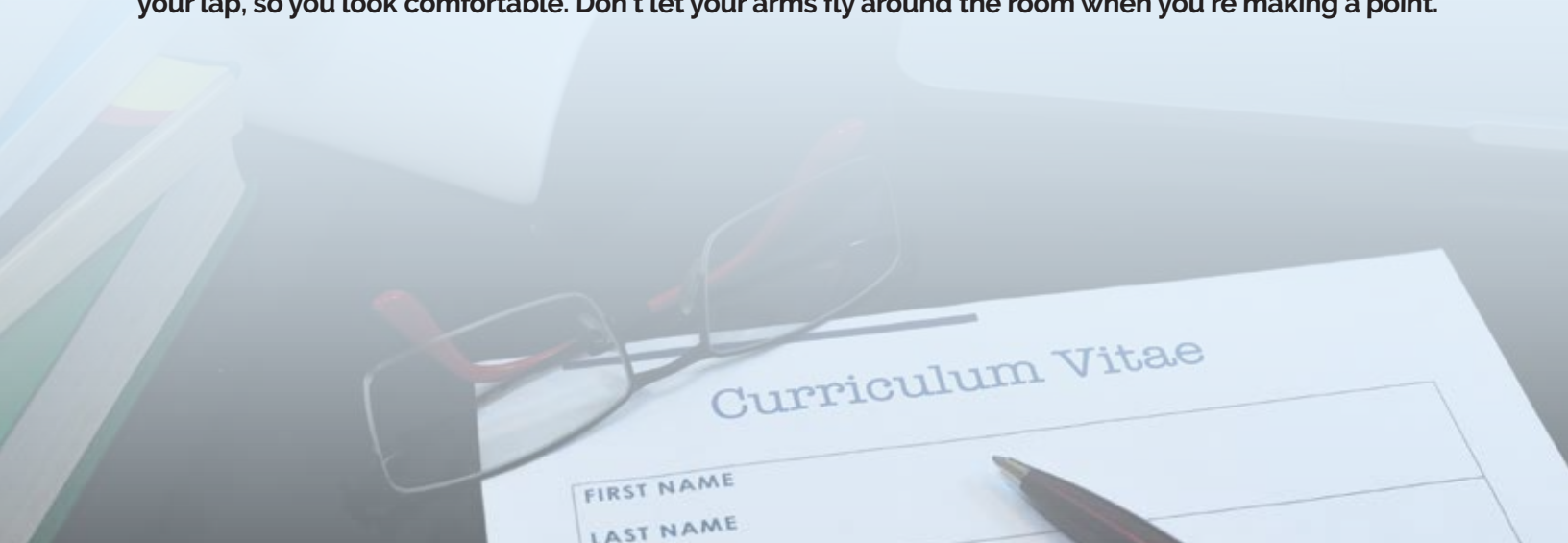
This includes your body language and what is known as "paralanguage" – the elements of your speech besides the words, such as your intonation, speaking speed, pauses and sighs, and facial expressions. Nonverbal communication also includes your attire and grooming.⁽⁵⁾



Body Language and Non-Verbal Communication Tips ⁽⁵⁾

The most important year in a physician's financial life is the first year out of training, and the most important advice this chapter can give you is contained in just a few words.

- **Make eye contact with the interviewer for a few seconds at a time.**
- **Smile and nod (at appropriate times) when the interviewer is talking, but don't overdo it.**
- **Don't laugh unless the interviewer does first.**
- **Be polite and keep an even tone to your speech. Don't be too loud or too quiet.**
- **Don't slouch.**
- **Do relax and lean forward a little towards the interviewer so you appear interested and engaged.**
- **Don't lean back. You will look too casual and relaxed, or disengaged and uninterested.**
- **Keep your feet on the floor and your back against the lower back of the chair.**
- **Pay close attention to the interviewer. Take notes if you are worried you will not remember something.**
- **Listen.**
- **Don't interrupt.**
- **Stay calm. Even if you had a bad experience at a previous position or were fired, keep your emotions to yourself and do not show anger or frown.**
- **Not sure what to do with your hands? Hold a pen and your notepad or rest an arm on the chair or on your lap, so you look comfortable. Don't let your arms fly around the room when you're making a point.**



Evaluating Appearance:

I've received several comments from employers who have seen a surprising number of physicians appear at job interviews dressed inappropriately; one candidate wore a Hawaiian shirt, and another showed up wearing ripped jeans.

In one instance, I remember recommending to a candidate that he wear his best suit for an upcoming interview. The day of the interview, I received a call from the CEO asking me what I had told the candidate to wear. When I asked why, the CEO shared the candidate showed up in a tuxedo and a light blue cummerbund.

So, what should you wear on an interview? The rule of thumb is to dress conservatively in business attire:



Men:

- Suit or slacks with blazer and tie
- Shined shoes
- Showered and well-groomed
- Easy on the cologne

Women:

- Conservative suit or dress
- Neutral, natural-looking makeup
- Minimal jewelry
- Easy on the perfume

Preparedness:

Employers can easily identify the differences between candidates who are focused and prepared for the interview, and those who just show up, unfocused and unprepared.

Selling Yourself:

Good employers will “sell” their position, facility, and community; however, if your goal is to get a job offer, you will need to “sell” yourself. Be prepared to communicate who you are, what you value, and what you bring to the table. Be confident, yet humble.

Communication:

Candidates who communicate and connect with each interview team member will position themselves apart from those who do not. Remember, most employers hire by team consensus and meeting up to a dozen people on an interview is not uncommon.

Authenticity:

Candidates who are down-to-earth- sincere, authentic, warm and kind- are the candidates an employer envisions as part of their medical staff, their community, and as a physician to whom patients are drawn.

Compensation:

Employers are often turned off by candidates who focus on compensation during a first interview. Some employers will review the compensation details and others will not. If the employer brings up compensation, you are welcome to ask questions, otherwise, wait to discuss compensation until you speak with the employer during the interview follow-up.



READ:

Understanding the Lay of the Interviewing Land

The interview process represents an interesting dynamic: a two-way street that combines the desires of two parties (physician candidate and employer) to ultimately achieve a win-win outcome (the best fit). Your desire is to find a job and organization that meets your needs and expectations, whereas the employer is looking for a physician who fits their job requirements and the culture of the organization while contributing to the bottom line in a positive manner.

Asking for the job:

Candidates who use the onsite interview to confirm that they want the job can facilitate an offer by confirming their interest and asking the employer what the next steps are.

Great references can make all the difference:

The better the job, the more professional the organization, the stiffer the competition, the more likely that your references will be contacted. If you're being screened by a physician recruiter, prepare your references for a phone call with thorough feedback elicited. Be careful whom you ask to sing your praises; that "ideal" person might do more harm than good. ⁽⁶⁾

Be prepared to communicate who you are, what you value, and what you bring to the table.

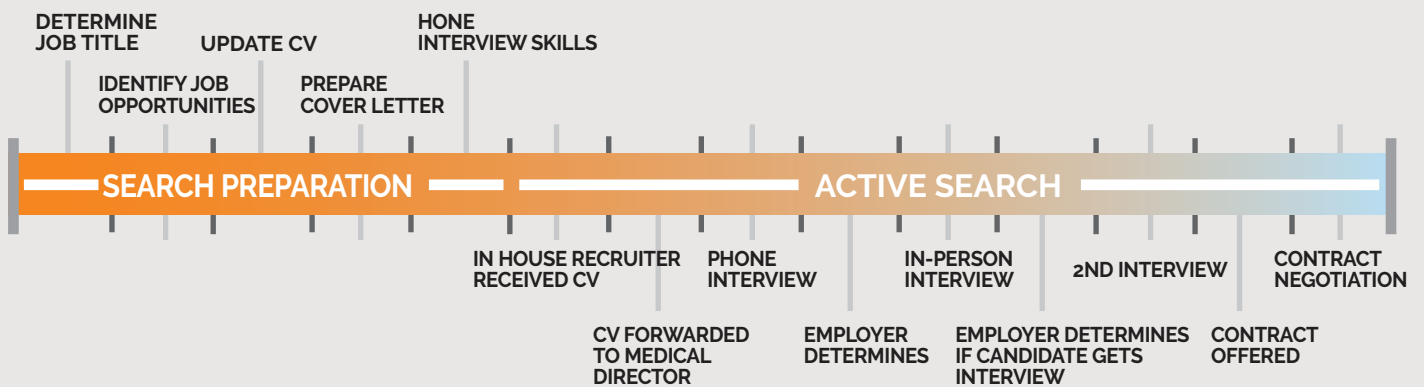
Both parties find themselves on a "FACT-FINDING MISSION" during the interview process. By the end, both parties should feel confident to make a final decision (to hire/accept). On the flip side, one or both parties may determine that this is not be the best fit after all. It's fine to come to this conclusion; if you do, address the situation and move on.



The Hiring Process

You can expect the overall timeframe for the hiring process to vary anywhere from 30 days to six months, depending on the organization, candidate or position.

The graphic below provides an illustration of common activities associated with the hiring process.



The interview process varies from employer to employer. The following interview stages will provide insight on a typical employer's interview

process and the estimated time for each stage of the process.

INTERVIEW STAGE	STAGE DESCRIPTION	ESTIMATED TIME:	ACCUMULATED TIME:
REVIEW PROCESS	In-house recruiter reviews all incoming CVs and identifies the most qualified candidates for presentation to the recruitment committee, medical director, or hiring physician. Once qualified, the CV may be forwarded to a medical director or hiring physician who will review and decide whether to facilitate a phone interview.	2 -10 DAYS	2 - 10 DAYS
PHONE INTERVIEW	Once a CV has been reviewed and approved, the recruiter, director, or physician contacts the candidate to conduct a phone interview. Although the phone does not replace an on-site interview, basic information can be gained such as clinical expectations, qualifications, organizational culture, and candidate's ideal match for the organization. Phone conduct and etiquette are also evaluated.	5 - 21 DAYS	7 - 31 DAYS
ONSITE INTERVIEW	After completing the phone interview, the recruiter, director or physician determines if they would like to bring the candidate in for an onsite interview. To consider the best use of everyone's time and resources, it is important to schedule the onsite interview with as many decision-makers as possible. Onsite interviews are scheduled according to the availability of both the candidate and the interview team. If air travel is required, it may add three to six weeks to the process.	7 - 60 DAYS	14 - 91 DAYS
BACKGROUND CHECKS	Reference checks provide valuable information about the candidate's clinical skills, interpersonal abilities, and work ethic. A background check is completed to ensure there are no licensure restrictions or sanctions against practice by the candidate.	7 -14 DAYS	21 - 105 DAYS
SECOND INTERVIEW	Some employers require a second interview to more fully assess a candidate. Second interviews may also be necessary if key decision makers were not available during the first visit. If both parties are pleased with the initial interview and express an interest in moving forward, the process continues.	7 - 30 DAYS	28 - 135 DAYS
OFFER LETTER / LOI	Some offers come in the form of a letter of intent, which is a tool used to negotiate specific terms outlined in the executable contract. After a site visit, it is typical to continue the offer and contract process by phone, e-mail or fax, which means it may take a few weeks to finalize the agreement.	3 - 21 DAYS	31 - 158 DAYS
CONTRACT REVIEW	At this point, the ball is in the candidate's court and the timeframe can vary widely. An attorney's review of the contract can take a few days. After that, there may be requests for changes or revisions that must go back and forth between your attorney and the hiring organization. This process requires more time, perhaps up to 30 days.	7 - 30 DAYS	38 - 188 Days

As you can see, the "accumulated time" of the interview process significantly varies between 38 days to 188 days, with an average of 120 days, from submitting your CV through signing an executable agreement.

Please note obtaining a new state medical license can take 60 to 180 days. The credentialing process can take 30 to 60 days.

Starting your search 12 to 18 months prior to your desired start date should provide you with enough cushion to complete your interviews and paperwork to start on time.



READ:

The Phone Interview

Phone interviews are used as an initial screening tool to narrow the applicant pool by evaluating a candidate's qualifications and how they meet the requirements of the open position.

Phone interviews come with their own special challenges. For example, a phone interview is likely the first time you'll speak directly with a representative from the employer, and you won't be able to rely upon body language to build rapport. And, unlike emailing back and forth, a phone interview offers no chance to re-read and re-formulate your thoughts.⁽⁵⁾

The phone interview determines whether or not you are invited to an onsite interview.

Patients want a physician who treats them like an individual and not just another medical problem or lab experiment in their office.



Recommended Tool

Preparing for a Phone Interview.

Use this tool to prepare for a phone interview, acquire the information needed to assess the fit of the organization to your needs and interests, and better position yourself for an invitation to an onsite interview.

<http://md.careers/E-27>

**READ:**

Preparing for the Onsite Interview

Earlier, we discussed the goal of the onsite interview which is to receive a job offer. Another important goal of the interview is to collect 100% of the facts. You cannot collect all the facts unless you are prepared for the interview.

Logistics

In preparation for onsite interviews, be aware that there are many details that must be planned ahead of time (e.g., travel, schedule, the agenda.) If you work with a recruiter, their job is to serve as liaison between you and the hiring organization and to coordinate logistics. This saves you a lot of time and potential headaches due to unforeseen changes and situations that may come up (e.g., cancellations, date changes.)

Itinerary

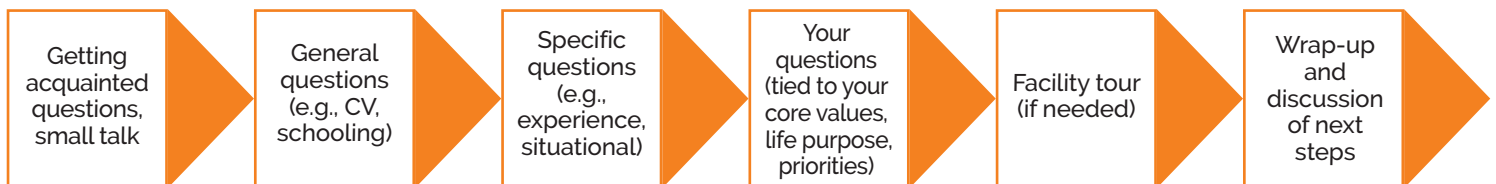
Because the selection process usually involves more than one decision maker, it is customary to meet with several interviewers. This should be

viewed as a benefit. It gives you the opportunity to meet with people of various levels within the organization, as well as different personality types, therefore allowing you to evaluate your fit in the group, culture, and environment.

Preparing to Answer Common Employer Questions

Interviewers will ask a lot of questions, so being prepared is essential. Well-thought-out responses should be given quickly, but not by rote. The more questions you can anticipate and answer, the better the interview will flow. Preparing for potential questions also enables you to identify the type of position and organization you desire.

The interview will likely flow along the following outline, although your individual experience could vary.



On the flip side, one or both parties may determine it's not the best match overall.

FIELD NOTES

Recently, I interviewed a candidate who kept noting he didn't think he could get into medical school because his grades weren't good enough. After he mentioned it several times during the interview and lacked confidence, all three interviewers were concerned about his ability. It's possible that he's amazing, but just a bit too transparent.

When interviewing, be confident, yet humble, and share your story why you choose to become a physician...

– **Mary Ferguson, Chief Executive Officer**
Desert Sage Health Centers

There are many questions that could be asked by the interviewers and far too many to list them here. Depending on the person conducting the interview, the following factors play into the types of questions they may ask, such as:

- Role in the organization (e.g., CEO, medical staff director, practicing physician, nurse, administrator)
- Personality (e.g., analytical, extrovert, introvert, personable, stand-offish)
- Role in the interview process (e.g., specific qualities, background, qualifications, emotional intelligence)

Many organizations provide their interviewers with a list of questions, asking them to rate the candidate along specific criteria. Typically, the last question is, "Do you recommend we hire this physician?" This is the ultimate question you want answered affirmatively.

Each interviewer evaluates and assesses the candidate in his or her own unique way. Bringing these perspectives into discussion is designed to make a good hiring decision for the organization.



Recommended Tool

Sample Physician Interview Questions the Employer May Ask.

Use this tool to prepare for the various questions you may be asked on the onsite interview. By anticipating questions, you'll be able to answer more effectively, and the interview will be more successful.

<http://md.careers/S-13>

Preparing Questions to Ask (Based On Your Values)

Customize questions for each person with whom you'll meet based on their role or position.

Gathering and evaluating as many facts as you can about a potential employer ultimately makes the interview more **WORTHWHILE**. Not only will you gain valuable information to help make your decision, you will also present yourself in a more positive light by asking informed questions.





Recommended Tool

Organizing and Customizing Interview Questions for Your Interview.

Use this tool to develop/identify, organize, and prioritize questions to query the potential employers' representatives to get the answers you need.

<http://md.careers/E-21>

Researching the Employer and Community Prior to the Interview

Nothing frustrates an interviewer more than sitting down to interview a candidate and learning he or she has no knowledge about the employer and community.

No matter how impressive your CV looks, if a candidate knows nothing about the organization and its respective community, he or she demonstrates they did not prepare for the interview.

Tips to research an employer

- > Visit the organization's website to learn about:
 - Size of facility, number of beds
 - Number of employees
 - Number of years in business
 - Rankings against similar facilities/organizations
 - Organization's mission, vision, and values
 - Who they serve: type of population, patient mix, demographics
- > Do an internet search for the organization's name to check if they have been in the news lately
- > Investigate their reputation using research sites such as:
 - **HCAHPS:** www.hcahponline.org
(Organizational, departmental or service line awards or distinction.)
 - **American Hospital Directory:** www.ahd.com
(Free profiles of hospitals)
 - **Hospital Value Index:** www.hospitalvalueindex.com
(Free online tool that evaluates and compares hospital performance on multiple factors that go in to providing value)
 - **Top 100 Hospitals:**
<https://www.beckershospitalreview.com/lists/100-great-hospitals-in-america-2019.html>
(Listing of the best clinically-and fiscally-operating hospitals in the US)
 - Check for mentions in scholarly journals and medical association publications
 - Use networking: who do you know who works there or has worked there?
Ask them about what it's like to work there and the politics of the organization

By researching the organization and community prior to the onsite interview you will:

1. Differentiate yourself from candidates who don't take the time to research the organization and community.
2. Articulate how your skills, knowledge, and values match those of the organization and community.
3. Determine whether the organization and community is where you want to devote the next few years of your work and life.
4. Answer the question, "Why do you want to work for us?"



Recommended Tool

Community and Lifestyle Research Engine.

Use this tool to research a prospective employer's community to evaluate desirable neighborhoods, schools, restaurants, shopping and more.

<http://md.careers/CSE-01>

Interview Etiquette

- Arrive at least ten minutes early, but no more than 20 minutes.
- Announce your presence to the receptionist, but don't engage in additional conversation unless initiated by them. Jokes and wisecracks may offend them.
- Bring something to read in case there is no reading material while you wait. If there is a delay, be patient and don't show any outward signs of annoyance.
- Listen carefully and be concise with your answers. Ask for clarification but don't ramble on. Be considerate of their time.
- Allow the interviewer to select topics and take the lead in asking your questions. This will help you understand what problems or issues they may be facing, so use this to your advantage.
- Be polite to everyone you meet and don't take control. Whether you are introduced to someone in the hallway or meet with someone extensively, assume everyone you meet is a decision-maker.
- Be relaxed and appear confident. Comfort portrays that you are smart and puts the interviewer at ease.
- Avoid things that distract from the interview. Fidgeting, playing with your pen, doodling, tapping your feet, leaning on the desk, touching your face or hair, or rearranging things on the desk may indicate your nervousness, and lack of confidence, or boredom and lack of interest.
- Turn off your cell phone or put it on vibrate if necessary. Keep it in your pocket or purse and check it only during breaks.

Do's and Don't's



Before You Leave:

At the end of the interview, ask about the process moving forward. Knowing what to expect will determine when to follow up and may reduce any anxiety you might feel about the whole interview and hiring process.

Below are a few sample questions you can ask:

- Can you walk me through the next steps in the interview process?
- Can you give me an idea of when you'll be making a decision so that I can better manage my decision-making process?
- Can you share how I compare with other candidates you are interviewing?
- Are there any concerns you have about my candidacy?
- In the meantime, is there anything you need from me?



READ:

Post-Interview

Whether or not you receive an offer may depend on what transpires after the interview.

After the interview, you'll need to organize your thoughts, determine whether you want the position (or the very least continue to pursue the position) and position yourself to receive a job offer.

Summarize Your Visit

After the interview, write down important information while it's fresh in your mind, including:

- Your impressions
- Facts covered
- Additional questions you have
- Personal information about the people you met (about their family, vacations, etc.) so you can refer to it and add a personal touch in subsequent conversations



Keep track of everyone you met during the interview.

Most likely, you'll interview with several people. Make sure to write down their name, title, and contact information – ask the person who coordinated the interview for those details.

Make notes on each person about what you liked or disliked, what was discussed, and whether you have any concerns or questions for this individual.

Getting the names of everyone involved in your interview is crucial because you'll want to follow up with a thank you note. A well-written thank you note makes a great impression on your potential employer.

Decision-Making Worksheet

Earlier in the chapter, we recommended you list your core values on the Decision-Making Worksheet to help you create your interview questions.

Now it's time to rank each of your personal values and work priorities to assess the employer and community's probability of fulfilling your personal and professional values.

<http://md.careers/E-26>



A well-written thank you note makes a great impression on your potential employer.

Follow Up with Your Point Contact

The point contact is most likely the physician recruiter or person who helped facilitate your onsite interview. This point contact is the bridge between you and the interview team (the decision-makers) and is in a position to influence the decision-making process.

Decisions about candidates are often made quickly, so it's important to send your follow-up email immediately, the same day if possible. You want your point contact to remember you and sending a follow up email after the interview can make a good impression.

The follow-up email doesn't have to be long. Keep it short and sweet.

This point contact is the bridge between you and the interview team.

Below are samples of points you may want to communicate:

- Thank you for the taking the time to facilitate the interview, travel, community tour, facility tour, etc.
- A summary of one or two sentences indicating why the position is an excellent match given your values, interests, and needs.
- Supply any additional information that will address areas of concern that you were unable to fully address during the interview.
- Request the names, titles, and contact information for each person with whom you met.
- You believe the position is an excellent fit and you would welcome the opportunity to join their organization.

Send Thank-You Notes

Ideally, write a personal thank-you note by hand, or at the very least, email each interviewer individually.



A recent survey conducted by TopResume confirmed that a job candidate thank-you note (or lack thereof) impacts that person's chances of landing the job. When asked, "After interviewing a candidate, does receiving a thank-you email/note impact your decision-making process?" 68 percent of hiring managers and recruiters replied that yes, it matters.⁽⁷⁾

Thank them for their time and the information they provided during the interview. Confirm your interest in the position if applicable.

In addition, consider forwarding a separate communication expressing your gratitude to any helpful

support staff people you met. Those staffers have more influence than you might think when it comes to hiring decisions. You want as many people on your side as possible.⁽⁸⁾

Please note interviewers may forward your note to other interviewers, and if the note is the same for everyone, they will notice! Instead, customize each note for each person to make a good impression on all parties involved.



thank you

for your

support

Notify Your References

Having suitable references is essential for your job search and you don't want them to be surprised by a phone call from your potential employer. If you haven't already, alert your references that they might receive a call or email, summarize your case for the job, and add in any points you would like them to stress in their recommendation.

In addition, if any of your strongest supporters have a contact within your prospective company, consider exploring their willingness to make an unsolicited endorsement on your behalf. People usually like to be helpful, but don't forget to show appreciation for their endorsement with a follow-up thank-you letter or email. In fact, sending a thank-you note to all your references may be a good idea as well.⁽⁸⁾



Chapter Tool Box

The **CHAPTER TOOL BOX** consists of **RECOMMENDED TOOLS** featured throughout the chapter, along with additional resources and recommended links.

These tools will help you gain valuable insight about **Interviewing**.

BEST PRACTICES FOR INTERVIEW PREPARATION

<http://md.careers/E-22>

POTENTIAL QUESTIONS THE EMPLOYER MAY ASK YOU

<http://md.careers/E-21>

PREPARING FOR THE PHONE INTERVIEW

<http://md.careers/E-27>

SAMPLE QUESTIONS TO ASK EMPLOYER

<http://md.careers/S-13>

COMPENSATION WORKSHEET

<http://md.careers/E-23>

DECISION MAKING WORKSHEET

<http://md.careers/E-26>

COMMUNITY AND LIFESTYLE RESEARCH ENGINE

<http://md.careers/CSE-01>



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- (3) <https://www.boardeffect.com/blog/roles-responsibilities-board-directors-hospital/>
- (4) <https://www.healthcareers.com/article/career/8-vital-traits-of-the-ideal-physician>
- (5) <https://www.thebalancecareers.com/how-to-use-nonverbal-communication-at-an-interview-2061345>
- (6) <https://www.cejkasearch.com/choosing-the-right-employment-references>
- (7) <https://www.topresume.com/career-advice/post-interview-thank-you-importance>
- (8) <https://www.thebalancecareers.com/steps-to-take-after-an-interview-2061349>

Congratulations on reading *Interviewing*!

NEXT STEP: Track your progress with THE TRACKER – an action plan for you to apply *Interviewing* lessons learned.

This step-by-step action plan consisting of reading assignments, exercises, checklists, assessments and additional resources to help you transition from training into your work /life by making good sound decisions.

To access your Interviewing TRACKER, go to [md.careers/T12](https://www.mdcareers.com/T12).



I joined SwedishAmerican after three years of practice in Chapel Hill, NC. My husband and I wanted to return to Illinois to be closer to family. After visiting Rockford and SwedishAmerican Health System, I knew where I wanted to practice. Rockford is a great location, close to Chicago, Madison, and Milwaukee, but far away from long commutes and high cost of living. It's a diverse, family-friendly community with wonderful parks, festivals, and world-class museums. And when we have a chance to get away without the kids, the ethnic restaurants, the Symphony, Broadway shows on tour, and live music venues are great choices for our date nights.

Most important in our decision to come to Rockford was the world-class medical community we found. As a family physician, I found SwedishAmerican to be a perfect fit. The CEO and the medical group president are both family physicians, and the hospital sponsors the family medicine residency of University of Illinois College of Medicine at Rockford. As a mother, I really appreciate the family-supportive benefits I have with SwedishAmerican. They make it so much easier to balance my job as a mother with my job as a doctor.

Great location, great medicine, great support – great decision!

- Tiffanie Ferry, MD, Family Physician

For more information, please contact Julia Zimmerman at 815-391-7070 or email jzimmerman@swedishamerican.org.



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