



FACTS

HEALTH CARE LEADER CAREER BATTERY

A TEST FOR QUICKLY AND EFFICIENTLY IDENTIFYING THE BEST FIRST-LEVEL SUPERVISOR CANDIDATES

While leadership is important in every industry, it is absolutely critical in health care. The quality of a health care organization's leadership directly affects clinical and operational outcomes, including quality of care, patient safety, patient satisfaction, productivity and profitability, as well as employee retention and engagement.

Whether your goal is to achieve Magnet status, earn the Baldrige Award, or become the regional provider and employer of choice, health care organizations must adopt a strategic approach to developing their leaders and provide them with essential skills. DDI's Health Care Leader Career Battery helps you to quickly and efficiently identify the best first-level leader candidates—who are a good fit for this type of position—as well as your organization culture.

THE BENEFITS

DDI tests help you streamline the hiring process and increase the accuracy of your hiring and promotion decisions. By using these behavior-based tools early in the process, you can reduce the size and

increase the quality of your applicant pool before proceeding to the more costly and time-consuming interview phase.

Additional benefits of the Health Care Leader Career Battery include:

- > Predicting on-the-job performance relative to interpersonal and leadership skills, engagement, and ability to positively impact patient satisfaction.
- > Identifying candidates who fit the job and your organization reduces turnover and absenteeism, and increases punctuality.
- > Offering recruiters and hiring managers a solution that is easy to implement and manage.
- > Increasing the speed and success of your overall hiring process through efficient, accurate tools.
- > Configuring content to your own unique needs and job requirements.
- > Ensuring legal defensibility and credibility through flexible validation approaches.
- > Minimizing score differences among candidate subgroups to facilitate achievement of diversity goals.

THE DETAILS

The Health Care Leader Career Battery is a multi-format inventory designed for use in selecting first-level supervisors across all functional areas for patient-facing roles. It comprises three content sets:

1. **Work-related Judgment:** Assesses a candidate's judgment related to leadership and supervisory work settings and problem-solving ability.

2. **Work Style and Disposition:** Assesses a candidate's emotional maturity, self-efficacy, positive disposition, work quality, and decision-making style.
3. **Background Experience:** Assesses a candidate's prior experiences in demonstrating initiative and performing effectively in leadership and coaching-related situations.

Information from all content sets is combined into an overall score. Scores are also available for each of the three content sets.

Work-related Judgment

Work-related judgment items present the candidate with situations and information relevant to leadership-related work environments. Candidates are scored on their ability to distinguish effective from ineffective approaches. Work-related judgment items predict job performance in ability-related competencies such as Decision Making and Planning and Organizing, interpersonal competencies such as Coaching and Building a Successful Team, and motivational competencies such as Adaptability and Work Standards. Here are two sample questions:

1. The leader of another patient care unit fails to give you information that you should have received. As a result, your staff's patient satisfaction scores have decreased. How do you handle the situation?
 - A. Help the other leader see the consequences of his mistake.
 - B. Explain to the other leader that his actions are bad for the entire health care facility.
 - C. Meet with the other leader and discuss the communication problems that exist.

- D. Talk to the other leader about the situation and request that he acknowledges responsibility.

You have been asked to prepare for a major, cross-departmental project that you will be leading within your health care facility. How effective would each action be for successfully leading this project?

1	2	3	4	5
VERY INEFFECTIVE	SOMEWHAT INEFFECTIVE	NEITHER EFFECTIVE NOR INEFFECTIVE	SOMEWHAT EFFECTIVE	VERY EFFECTIVE

1. Developing backup plans for likely obstacles.
2. Waiting until you have all possible information before starting to prepare.
3. Making sure your budget exactly matches expected tasks, without extra funds.

Work Style and Disposition

Work style and disposition items ask the candidate to indicate their agreement or disagreement with a series of statements about his or her typical behavioral style at work. Items are presented for each of several dispositions linked to effective leader performance: self-efficacy, stable disposition, positive disposition, work quality, and decision-making style. Work style and disposition items predict performance in competencies such as Building Patient Loyalty, Decision Making, and Building Trust, as well as job satisfaction, a close precursor to commitment to the organization, job involvement, and retention. Here is a sample item:

Rate your level of agreement with each statement.

1	2	3	4	5
STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE

1. In the past, my good work sometimes led to the same results as my poor work.
2. Even when I am under high pressure to get a project done, I rarely feel fearful or anxious.
3. Some of my past work associates may have found me self-centered.
4. I sometimes come to meetings unprepared.
5. I avoid making important decisions until the pressure is on.
6. Past work associates have treated me in ways that often made me angry.

Background Experience

Background experience items ask the candidate to identify the actions or behaviors, related to supervisory work settings, that they have performed. Candidates are scored based on the proportion of job-related actions that they have performed relative to a typical candidate. Background experience items predict performance in competencies such as Building Patient Loyalty and Building Trust. Here is a sample question:

1. What best describes your previous experience providing advice and feedback to others about work-related tasks?
 - A. I have not yet gained experience doing this.
 - B. I have provided work-related advice to co-workers.

- C. I have provided work-related advice to subordinates.
- D. I have given constructive feedback to subordinates about their performance.
- E. I have given constructive feedback to subordinates and have established performance expectations.

FLEXIBLE DELIVERY OPTIONS

The Health Care Leader Career Battery can be delivered online via our branded Assessment Management System (AMS) or integrated with your current ATS (Applicant Tracking System) provider. We also support paper-and-pencil testing, where you can fax response forms for scoring in minutes or ship them back for one-day scoring turn-around time.

TARGET AUDIENCE

DDI's Health Care Leader Career Battery is designed to quickly and efficiently identify the best first-level supervisor candidates for your health care organization.

RELATED SOLUTIONS

If you are interested in the Health Care Leader Career Battery, be sure to ask about DDI's other health care-specific tests for patient services, support services, and nursing positions.

TO LEARN MORE

Take an early step to smart and fast hiring decisions and make an immediate impact on your workforce. To learn more about enhancing your hiring system, please call your DDI Account Executive, our Client Relations Group at 1-800-933-4463, or visit www.ddiworld.com/healthcare.

CONTACT INFORMATION

WORLD HEADQUARTERS
412.257.0600

E-MAIL INFO@DDIWORLD.COM

WWW.DDIWORLD.COM/LOCATIONS