

Case Study for using the successful recruitment and development of Managers in Primary Care Trust.

Background

St Georges were moving from turnaround to transformation and needed to change the way they worked to deliver their financial, operational and clinical strategy.

Their '*Transformation Plan*' could not be delivered with the same resources that ran the Trust on a day-to-day basis, so a Transformation Delivery Group was being established to become the '*engine room*' of change.

They needed to recruit a Transformation Director to work with the Clinical Director and Chief

Executive to help plan and deliver the Transformation Plan. It was critical that the Transformation Director was able to deal with opposition and possibly hostility as well as to work well under pressure and cope effectively with tight deadlines.

The team needed to be sure that they were recruiting someone who had the *Mental Toughness* to be able to withstand this pressure. Interviews and profiling are not necessarily specific enough to be able to probe the area of Mental Toughness in any depth. They were worried about selecting a suitable candidate.

Solution

We were able to offer a solution that not only measured the *Mental Toughness* of the candidates it also delivered the opportunity to receive 3 customised reports tailored to:

1. The interviewing panel with suggestions of questions to ask
2. The manager or coach of the candidate with suggestions of areas to coach in.
3. As a development report for the candidate: with development suggestions

JHK fed back the results to the interviewing panel making links to different areas in the job description and also fed back to the applicant.

St Georges were also offered coaching to increase the *Mental Toughness* of the applicant. *Mental Toughness* is not a static trait and can be increased.

The result

The panel found it very helpful to have specific links made between the mental toughness results and the job description and to have guidance on the areas to probe. They said:

“Being able to use a unique score for Mental Toughness and also ready prepared questions to form part of the interview process really made sure that we recruited the right people”

St Georges were delighted to be able to increase their chances of a successful appointment and are now using the Mental Toughness Questionnaire as part of their management recruitment.