



How to Recruit the Best People

A structured process for attracting, selecting and developing
the right team members

Strategic Success. Delivered.

Recruit on potential,
attitude and values.

Everything else is trainable.

The aim is not to fill a vacancy

It is to appoint someone who strengthens the team culture and grows alongside the practice.

What the process must achieve

- Every vacancy is defined before advertising
- Values and team culture are stated openly
- Candidates assessed on attitude and values
- No appointment follows a single conversation

What the process must protect

- A structured induction for every new recruit
- A Support Buddy and a Development Plan
- An area of responsibility each person owns
- The Circle of Psychological Safety

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Operating principles and responsibilities

The leader's responsibilities

- Define the role, the values and the culture
- Look inside the team before advertising
- Join the interview for senior roles
- Assess future potential, not today's need
- Identify and nurture talent within the team

The practice manager's responsibilities

- Make the recruitment systems work
- Assess the role against team dynamics
- Run a consistent interview structure
- Coordinate induction, buddy and communication
- Keep notes so candidates compare on evidence

The team's responsibilities

- Meet candidates at the second interview
- Give honest feedback on how they connected
- Support the new recruit through induction

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The five-phase recruitment framework

From preparation to promotion

- 1 Your Preparation
- 2 The Interview Phase
- 3 The Induction Phase
- 4 The Development Phase
- 5 The Transition Phase

The cycle repeats

The cycle between Development and Transition repeats for every team member as your practice grows.

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Phase 1: Your preparation

Understand the role first

Fully understand the role you need to fill, so you can advertise for the right skills, talents and capabilities.

Look inside the team first

Hiring senior positions from within means the values and culture match is already there.

Advertise the values, not the vacancy

- Describe exactly what you are looking for
- State the values you are recruiting for
- Describe the team culture you want to protect

Build a careers page

Describe your Vision, Mission and Values.
People want to be part of something
extraordinary.

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Phase 2: The interview phase

Skills can be taught.

Attitude and values are much harder to
change.

Two stages, not one conversation

Use a structured two-stage interview process rather than deciding from a single conversation.

Plan the interview

- Decide the areas to explore and the questions
- Listen carefully and take notes
- Avoid assumptions and snap decisions

Use two interviewers

While one person leads the conversation, the other can observe the more subtle parts of the interaction.

What the second interviewer sees

- Level of interest and engagement
- Communication style
- Body language and confidence
- Listening skills
- How naturally they connect with people

Involve the leader for senior roles

A manager assesses what the practice needs today. The leader should also consider what this person could become.

They are interviewing you too

Good candidates have choices. If you want exceptional people, your practice needs to become an opportunity exceptional people want.

Sell the opportunity

- Your Vision and where the practice is going
- Your Mission and what you stand for
- Your Values and team culture
- Training and personal development
- Career progression and responsibility

What else makes you different

- How team members are valued and appreciated
- The opportunity to contribute ideas
- Rewards and benefits
- The potential to grow as the practice grows

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Interview 1: Initial assessment

Areas to explore

- Attitude and approach to work
- Values, and whether they align with yours
- Reasons for wanting the position
- Aspirations and potential for development
- Communication skills

Areas to explore continued

- Attitude to teamwork and accountability
- How they responded to past situations
- Understanding of the role and expectations
- Potential cultural fit with the practice

Recruit for potential

Look for people who want to learn, take responsibility and contribute to something bigger than their role.

Profiling between the interviews

- DISC shows behaviour and communication style
- Kolbe shows how someone instinctively works
- Use both for leadership and senior roles

discprofile.com kolbe.com

How to use the profiles

The profiles should not make the decision for you. Use them to understand the candidate and to generate further questions.

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Interview 2: Deeper assessment and culture fit

The second interview question

“Can we see this person becoming an engaged, valuable and developing member of our team?”

Let them experience the practice

- Show them around and introduce the team
- Allow natural interaction with the team
- Explain how the practice operates
- Discuss your Vision, Mission and Values
- Describe the opportunities to progress

Ask the team for feedback

A team that owns its culture becomes protective of it. Their observations give you another perspective on cultural fit.

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Recruiting for a cultural fit

Values are the Invisible Persona

You cannot see them, and candidates will sometimes give the answer they believe you want to hear.

Ask situational questions

Instead of asking whether someone holds a value, ask them to describe a time they demonstrated it.

Collaboration

“Describe a time when you worked with other people to complete an important task. What was your role and what happened?”

Integrity

“Tell me about a situation where doing the right thing was more difficult than taking the easier option. What did you do?”

Commitment

“What would you do if a patient developed an emergency just as you were preparing to leave for the day?”

Explore the reasoning

- “Why?”
- “What did you do next?”
- “How did you make that decision?”
- “What did you learn from that situation?”

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Phase 3: The induction and trial phase

A grace period, not a formality

Induction is a trial phase of a few months. It is where you find out whether the values you heard are the values the person works by.

Part one: the Support Buddy

- Someone to connect with from day one
- Teaches the basic systems and team dynamics
- Can also take on role-specific training
- Works from a written induction checklist

Part two: the communication programme

- Create a Personal Development Plan
- Explain how their role serves the Vision
- Train them to make decisions independently
- Have casual chats about how they are settling

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Phase 4: The development phase

Future proof your team

A manager's role is to make sure the systems work. It is the leader's role to identify and encourage potential.

Directly Responsible Individuals

When more than one person owns an activity, you open up a blame culture. Give each team member an area they own.

What you gain from DRIs

- Your systems become more effective
- You can thank people for something specific
- Performance goals become easier to set
- You always know who has the answer

Mini-projects build autonomy

- The group bonds and the culture strengthens
- They learn to rely on one another
- They choose a leader and delegate the work
- You gain a completed project

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Phase 5: The transition phase

Promote from within

Someone already inside the practice
understands the culture and the values.
Celebrate the promotion with the whole team.

The Succession Theory

Nurture growth by investing in your team, so people develop into higher roles. As they grow, the practice grows with them.

But what if they leave?

What happens if you do not invest in your team and they stay? Think how much potential you have left on the table.

People leave when they are not valued

They also leave when there is no mechanism to fulfil their desire to do more and earn more.

Retention, reward and cross-training

- Build in more opportunities as you grow
- Share the reward through a bonus system
- Cross-train so no process rests on one person

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Quick-reference checklists

Before the interview

- Check whether someone inside could step up
- Define the role, skills and capabilities
- Decide the values it must protect
- Agree the areas to explore and the questions
- Arrange for two people to be involved

During the interview

- Explore attitude, values and behaviours
- Use situational questions, not generic ones
- Explore the reasoning behind the answer
- Listen carefully and take notes
- Sell the Vision, Mission and opportunity

After the interview

- Reflect on your notes, not first impressions
- Gather feedback from the team who met them
- Review DISC and Kolbe before interview two
- Compare candidates against the same areas
- Plan the induction, buddy and training

Ask yourself: phases 1 to 3

Preparation

Do I know exactly what this role needs, and could someone already in the team do it?

Interview

Have I assessed attitude, values and potential, and have I sold the opportunity?

Induction

Does this person have a Support Buddy, a checklist and regular communication?

Ask yourself: phases 4 and 5

Development

What area do they own as a DRI, and what is their next step?

Transition

Who is ready to grow into the next role, and how will we celebrate it?

Systems to create: attract and select

- A Careers Page with your Vision and Values
- Advertising that states values and culture
- A two-stage interview with agreed questions

Systems to create: induct and reward

- DISC and Kolbe profiling for senior roles
- An induction checklist and Support Buddy role
- A reward, bonus and progression structure

Your management rhythm: people

- Casual 1:1s to identify talent and potential
- Team feedback on every new recruit
- A Personal Development Plan for everyone

Your management rhythm: the team

- A named DRI for every activity
- Mini-projects to build bonding and autonomy
- Cross-training so nothing rests on one person

Recruit for potential, attitude and values.

Then invest in the people you appoint, so
that as they grow, the practice grows with
them.

Take the next step

Apply for a complimentary Practice Growth
Strategy Call.



Strategic Success. Delivered.