**Guide to Assessing a Doctor's Personal Qualities**

Using this Guide: This is not a series of interview questions although they do of course overlap with the questions in the Interview Guide. These are the questions you need to be addressing when you look back over the information gathered from the interview (and psychometric measures if available). You do not need to answer all of them but they give examples of the areas that you should be commenting upon. If there is an important area where you lack information you should note this as an area for a further 'top-up' interview before discussing your final feedback.

**1. Energy drive and motivation**

* What is their general level of available energy and stamina?
* Do they cope with lack of sleep? Is their energy pattern steady or erratic?
* Do they drive projects to a conclusion or initiate and lose interest
* What drives them - the work ethic, money, recognition, status, power?
* What do they focus their energy on? - patients, organisation, meetings, home, sport?
* What gives them a buzz? What demotivates/drains their energy?

**2. Work style and values**

* What is their personal approach {e.g. Formal or informal? Cautious and slow or impulsive? Serious or light hearted?)
* Do they work best to a routine? Or does it bore them? In a new situation, are they happy to have a go and learn as they go along or do they prefer more time for preparation?
* Can they work with patients continuously or do they need frequent breaks?
* How independent are they?
* Do they need to discuss cases?
* Work discipline:
	+ How do they plan, organize and prioritise?
	+ How well do they manage their own time?
	+ Do they delegate appropriately?
	+ Do they manage conflicting demands?
	+ Do they meet deadlines?
	+ How do they manage the home/work balance?
	+ Are they assertive enough to say "No"?
* Values and Standards:
	+ What standards do they set for themselves?
	+ How easily are they satisfied with their performance or learning?
	+ What do they value most in their work?
	+ Do their attitudes to patients reflect respect for ethical considerations including confidentiality?
	+ Do their attitudes reflect prejudice?
	+ Do they respect the contribution of other health professionals?

**3. Relationships**

* How well do they get on with people?
* How do they come across to others? How easy are they to 'read'?
* How well do they communicate?
* Do they respect other professional expertise?
* Do they share responsibility for patients? Or are they possessive?
* Do they encourage others to participate and develop within the team? Do they tend to criticise rather than praise?
* How competitive are they? How do they handle conflicts/differences of opinion?
* Patients
	+ Do they have empathy with patients?
	+ Do they have insight into how they come across to patients?
	+ Do they acknowledge patients’ rights to accept or reject their advice, make their own decisions etc.
	+ Or do they tend to judge or blame patients?
* Educational Supervisor (where applicable)
	+ What type of trainer do they need?
	+ How much guidance and direction are they looking for?
	+ How much reassurance and support?
	+ Do they want to be intellectually challenged?
	+ Do they respond best to reasoned argument, supportive benevolence or example?

**4. Decision making and judgement**

* Clinical
	+ How sound are their clinical judgments?
	+ Has it been assessed? Have they had feedback?
	+ Can they learn from their mistakes?
* People
	+ Can they read people?
	+ Are they sensitive to what is needed and when?
* Thinking approach
	+ How objective are they?
	+ When making decisions do they rely on logic, facts and evidence or do they base it on their feelings, values and attitudes?
* Decision speed
	+ How quickly can they weigh up a situation? Can they take control calmly an efficiently in an emergency? Do they know when to leave the decision to other people, such as the patient?

**5. Flexibility**

* Thoughts and ideas
	+ How do they respond to new ideas and change?
	+ Can they see problems from others' point of view? (e.g. the patient; the consultant)
* Work methods and workloads:
	+ e.g. Would their personal circumstances allow last minute changes of duty rota?
	+ Can they cope with fluctuating demands from patients and staff?
	+ Can they handle interruptions to their consultations?
	+ Can they work in different rooms with different equipment?
	+ Can they adapt to a managerial role in general practice?

**6. Emotional stability and maturity**

* How well do they react when under stress?
* Do they have a coping mechanism in place?
* How well can they maintain concentration and clinical effectiveness?
* Can they cope with ambiguity and uncertainty?
* How do they react to set-backs and failures? (balanced, extreme; mature/immature etc)
* Do they always need reassurance and support?
* Do they need admiration/recognition and attention? From their patients? From their colleagues?
* How well do they cope with difficult patients, patient complaints; terminal illness; death?
* How much insight and self-awareness do they have?

**7. Intellectual capacity and effectiveness**

* How bright are they?
* Are they pragmatic or can they think in concepts?
* Do they produce new ideas and approaches to old problems?
* How 'stretched' are they intellectually?
* How quickly can they absorb complex information?