

The healthcare arena map

In a hospital, each department asks for a different leader. Five departments, placed by how serious a mistake is and how predictable the work is, with the Big Five traits P×E looks for in each arena.

LOW STABILITY

HIGH STABILITY

Chaotic

HIGH THREAT · LOW STABILITY

98 ER / trauma

Patients arrive without warning, and the plan changes several times a shift.

REWARDS

Fast decisions, quick changes of plan and recovery under pressure.

WHAT P×E LOOKS FOR

Extraversion Takes charge and states a position.

Emotional stability Keeps thinking clearly when several problems arrive at once.

Conscientiousness Stays organized, and changes the plan when it stops working.

Openness Will try a route nobody has tested.

Clouded

LOW THREAT · LOW STABILITY

REWARDS

Curiosity, making sense of unclear signals, and small tests.

WHAT P×E LOOKS FOR

Emotional stability Stays relaxed when the deadline is close.

Conscientiousness Sets a high bar and pushes for it.

Openness Will try a route nobody has tested.

Crucible

HIGH THREAT · HIGH STABILITY

79 Surgery

A mistake is severe, and checklists and protocols set almost every step.

75 Diagnostics

A wrong result is costly, and quality control sets every step.

71 OB/GYN

Most deliveries follow the plan. A few become emergencies in minutes.

REWARDS

Preparation, composure and precise execution.

WHAT P×E LOOKS FOR

Extraversion Takes charge and states a position.

Conscientiousness Backs themselves to handle what they take on.

Emotional stability Keeps thinking clearly under a heavy load.

Cultivated

LOW THREAT · HIGH STABILITY

49 Admin / HR

A mistake can usually be fixed, and the work follows a yearly cycle.

REWARDS

Consistency, steady improvement and systems that build on each other.

WHAT P×E LOOKS FOR

Agreeableness Balances cooperation with saying what they think.

Emotional stability Stays steady under pressure.

Conscientiousness Finishes what they start without prompting.

THE NUMBERS How serious a mistake is in each department's core job, out of 100. ER / trauma uses emergency medicine physicians; Surgery, surgical technologists; Diagnostics, lab and radiologic technologists; OB/GYN, obstetricians and gynecologists; Admin / HR, human resources managers. Fifty and above is high threat.

1. Threat: O*NET 31.0, U.S. Department of Labor, Work Context, Consequence of Error. onetonline.org

2. Stability: our placement of each department. Traits: the slots the P×E assessment scores in each arena.