

VISTAGE

Ready, Aim, Hire: A Proven Process For Hiring Success

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The Metiss Group™



Charlotte

Accelerate



2,500

leaders developed



10,000

direct reports impacted



500

organizations grown



Detroit

Select



12,000

candidates evaluated



2,000

successful hires



1,300

scorecards built

Session Objectives



Attract Superstars



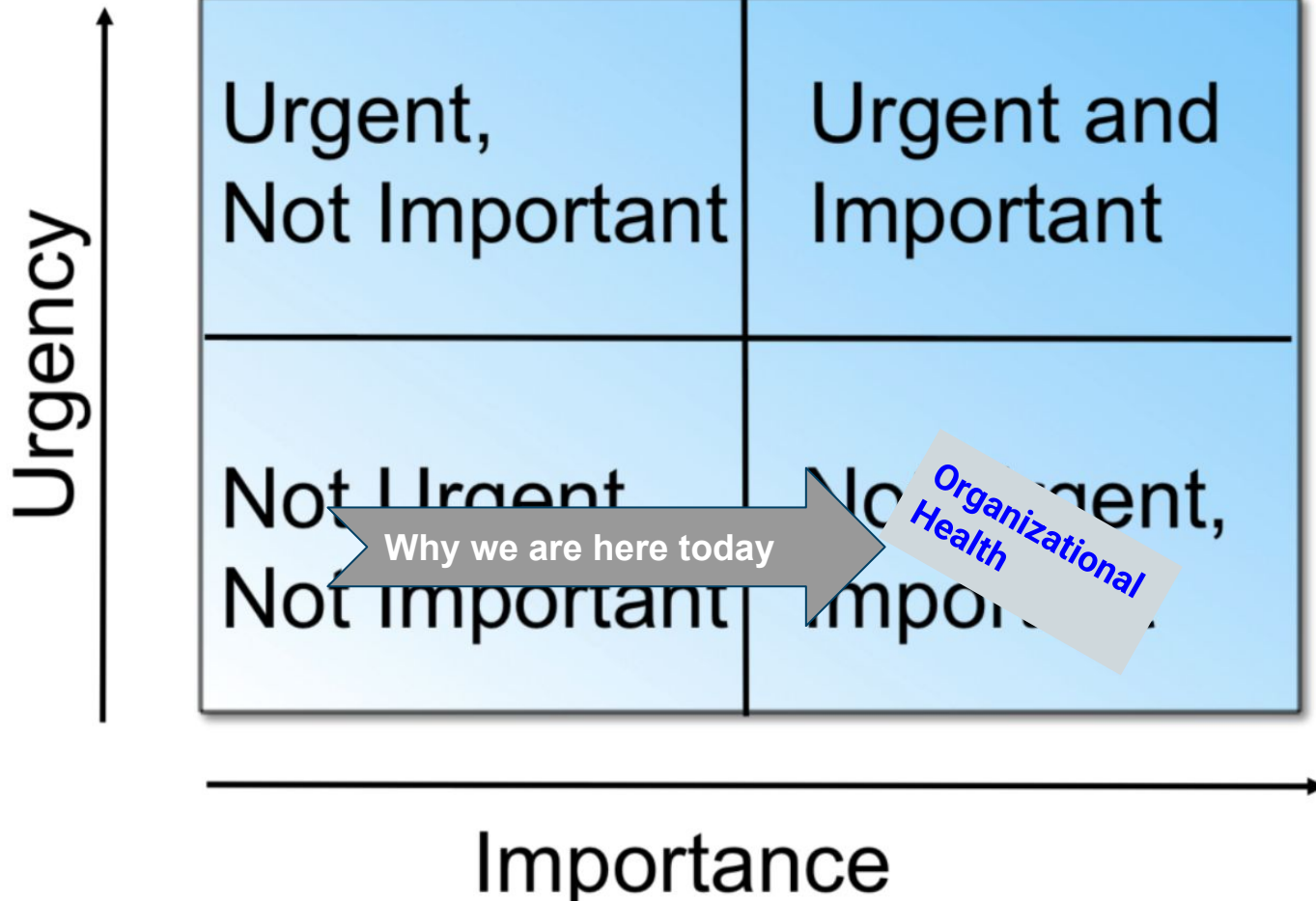
Selection Process



Talent Assessments



Have Fun





Bring out your cell phone

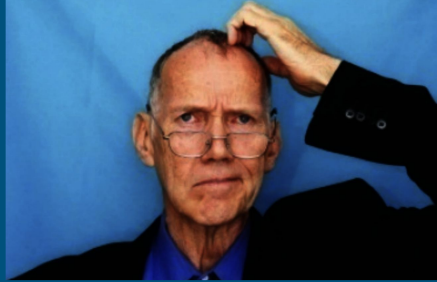
Use your browser to go to

pollev.com/metiss

How are you feeling?



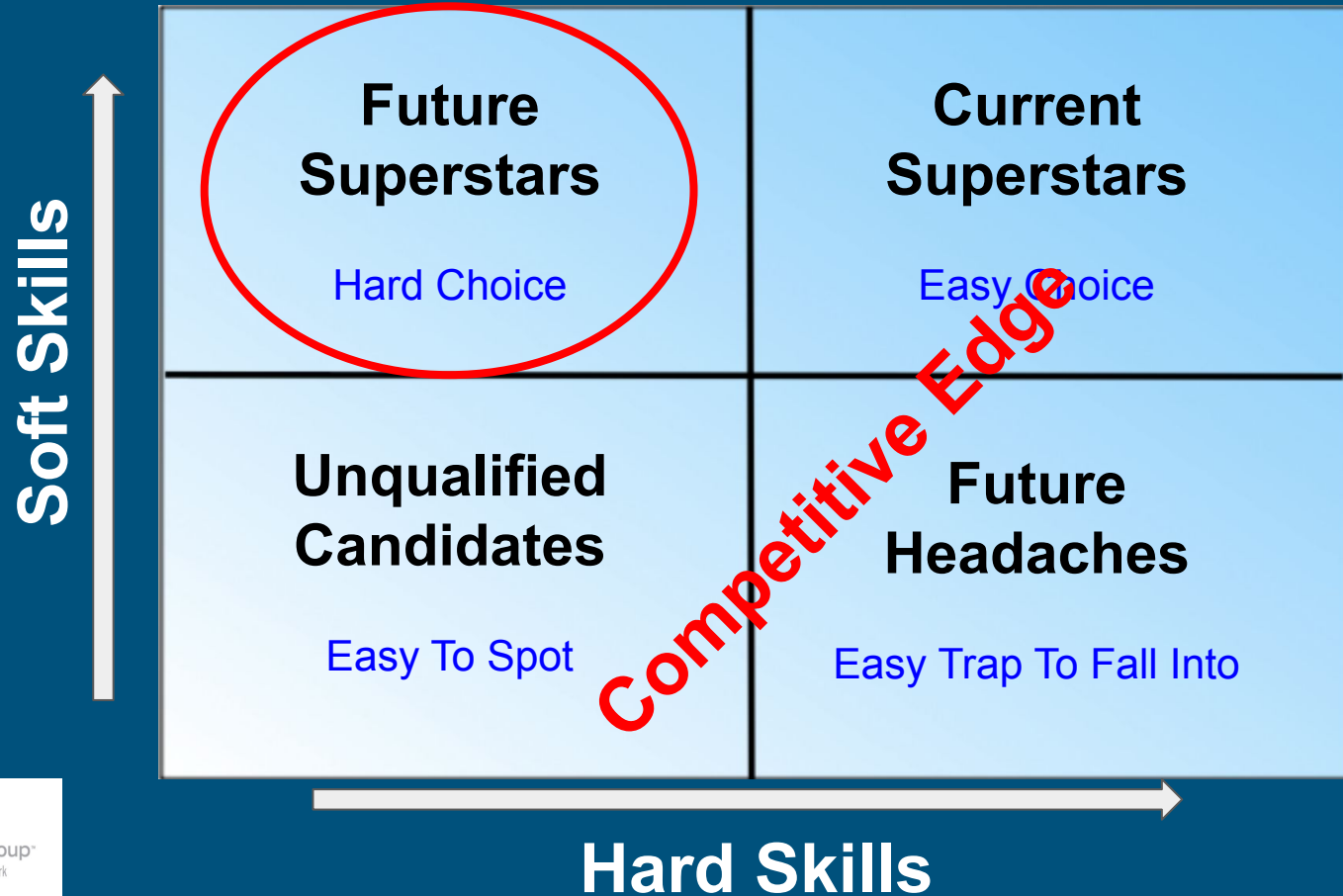
The Scenario: You Need To Hire An Executive Assistant



Great Hire/ Bad Hire Exercise



Candidate Selection Matrix



How Do You Make A Major Purchases?





7 REASONS WHY EMPLOYEES QUIT



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1. Job not as expected
2. Job doesn't fit talents and interests
3. No hope for career growth
4. Little or no feedback/coaching
5. Feel devalued and unrecognized
6. Feel overworked and stressed out
7. Lack of trust or confidence in leaders



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Result Of Poor Selection Process



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The Hiring Process Coach™

Define

Screen

Analyze

Accelerate

Activity	Details	Activity	Details	Activity	Details	Activity	Details
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I finally realized, after working with The Metiss Group and following the selection process, that hiring really doesn't have to be a crap shoot.

– Ivan Brillhart, General Manager, Delaco Kasle Processing

The Power is in the Process - The Magic is in the Tools
A guaranteed approach to making the right hire

Define Job Accountabilities

3-5
Categories

Sample - Plant Controller		On track?			
Accountability	Priorities	Yes	Inc	No	N/A
Analyses	30%				
Report operational variances		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contribute insights and recommendations		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prepare LE (forecasts) monthly		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting Activities	2 40%				
Close books monthly		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prepare monthly division financials		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Synthesize department forecasts into annual budgets		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prepare capital requests		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Plan physical inventory		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identify and reconcile physical inventory		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Set standard costs (labor, material)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide information to corporate as needed		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Team ABC Company	3 15%				
Collaborate with division department heads		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide counsel to Plant GM		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Liaise with IT		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leverage system for efficiencies		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participate in plant-wide hiring process		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participate in regular GM staff meetings		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participate in monthly plant review meetings		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Talent Management	4 5%				
Conduct performance reviews		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participate in annual People Day		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mentor and coach direct reports		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oversight	5 10%				
Oversee physical inventory		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oversee A/P and A/R		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oversee cycle counting		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oversee Receptionist		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oversee Accounting Generalist		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Activities

Priorities

Percent

Success

Exercise - Rank And Weight Accountabilities

Accountability	Strategic Priority	Time Percent
Administration – Answer phones, file, sort mail, manage office supplies		
Executive Efficiency – Manage calendars, organize executives, seek efficiencies		
Meeting Coordination – Arrange travel, coordinate meeting logistics, meeting prep and followup		
Team Activities – Participate in company events, pursue personal development, assist team members		



The Hiring Process Coach™

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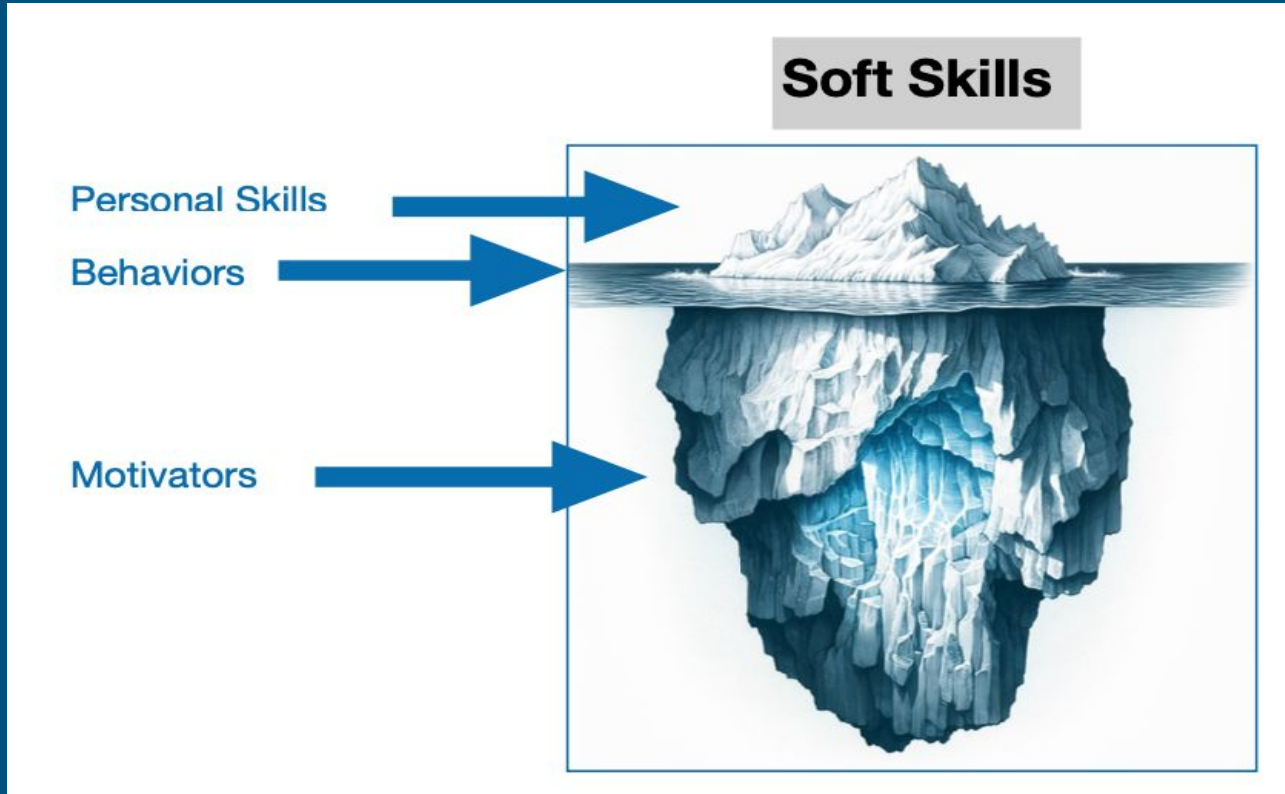
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Determine Ideal Soft Skill Job Profile



Why Are Behaviors Important For A Job Fit?

How

Fit

Less
Stress

No Jerks



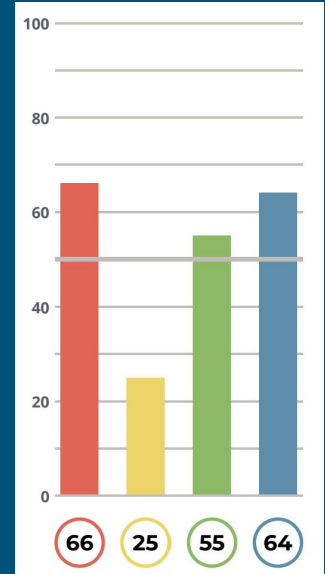
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DISC - A Common Behavior Methodology



Dr. William Marston -
1920's

Dominance (D)
Influence (I)
Steadiness (S)
Compliance/Conformity (C)



Exercise - Determine Ideal DISC Score For Your Job

Assign Behavior Style Scores For EA Job

Based on the accountabilities above, the assigned priority, and the estimated time spent in each accountability, assign a score for each behavior style ranging from 1 to 100. Total of all four dimensions should be less than 225.

	Dominance	Influence	Steadiness	Compliance
100	Aggressive	Gabby	Stoic	Exacting
75	Driving	Magnetic	Passive	Organized
60	Ambitious	Trusting	Steady	Bal Judgment
40	Attentive	Reflective	Flexible	Entrepreneurial
25	Cautious	Reluctant	Restless	Challenging
1	Apprehensive	Pessimistic	Scattered	Rule Oblivious
Score				

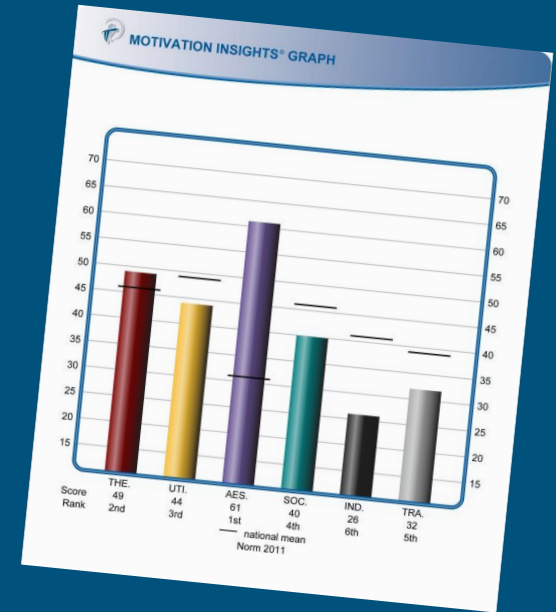
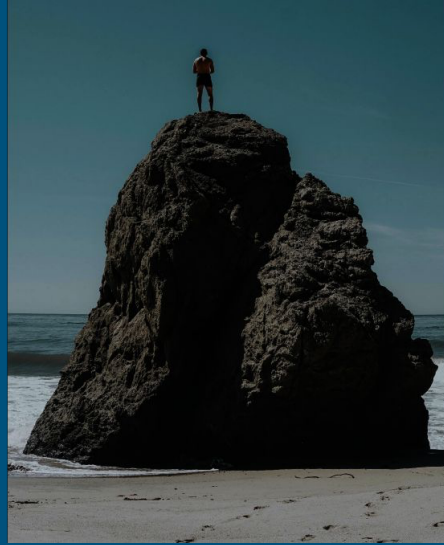
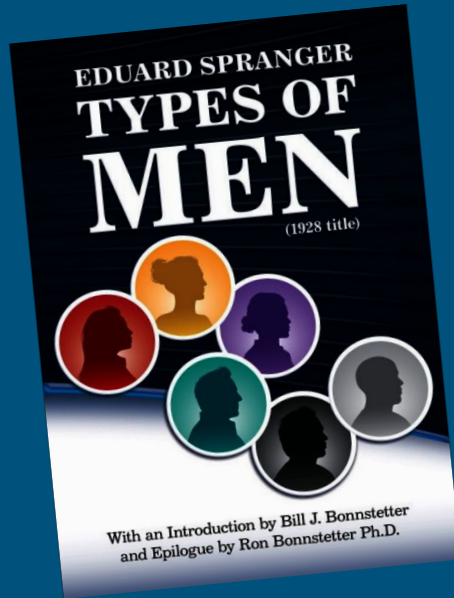


Why Are Motivators Important For a Job?



Culture, Culture, Culture

Workplace Motivator Methodology



Exercise - Determine Ideal Motivator Score For Your Job

Rank Culture/Motivator/Values For EA Job

Based on the accountabilities above, the assigned priority, and the estimated time spent in each accountability, rank each behavior style from 1 to 6.

Motivator	Strong	Average	Weak	Rank
Rank	1 or 2	3 or 4	5 or 6	1 - 6
Aesthetic – Value balance in their lives, creative self-expression, beauty and nature.	The job's actions are driven by a passion for form, harmony, and beauty within and without extending to possessions and surroundings. The concern for environment is very strong.	The job's passion for form harmony, and beauty are situational, and do not extend to the totality of the job.	The job may be negative or indifferent to the Aesthetic point of view.	
Individualistic – Value personal recognition, freedom, and control over their own destiny and others.	The job requires leadership and a passion to control its destiny and the direction of others.	The job requires leadership in specific situations. There is not a passion to control all situations.	The job reacts negatively to situations requiring strong control. Power is discouraged.	
Social – Value opportunities to be of service to others and contribute to the progress and well being of society.	The job has a passion to better humanity, to invest time, talents, and resources in helping the world become a better place. Tremendous fulfillment is felt from the pursuit of social activities.	The job has a passion to assist others only situationally, under given conditions and circumstances.	The job may react negatively to social causes believing them to be a waste of resources and time.	
Theoretical –Value knowledge for knowledge's sake, continuing education and intellectual growth.	The job requires a passion for knowledge and the discovery of truth.	The job requires a situational drive for knowledge and truth; in-depth learning is required for specific topics.	The job is either negative or indifferent to knowledge and discovery of truth. Facts are uninteresting and the desire to learn is highly situational.	
Traditional – Value traditions inherent in social structure, rules, regulations and principles.	Job believes in a systematic approach or a "rule book" for getting things done. Approaches that do not fit into the "system" will tend to be rejected.	The job does not have a set systematic approach but may need systems or stringent approaches.	The job may react negatively to situations requiring a structured or systematic approach.	
Utilitarian – Value practical accomplishments, results and rewards for their investment of time, resources and energy.	The job's actions are driven by investment and return of time, talent, or resources. Investment, utility, and practicality are important.	The job may be practical situationally, looking for return on investment only in specific arenas. There lacks a passion for investment.	The job may react negatively when someone seeks return of investment, or may be indifferent and not care.	



Aesthetic

Individualistic

Social

Theoretical

Traditional

Utilitarian



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Why Are Personal Skills Important For a Job?

What

Competencies

Develop

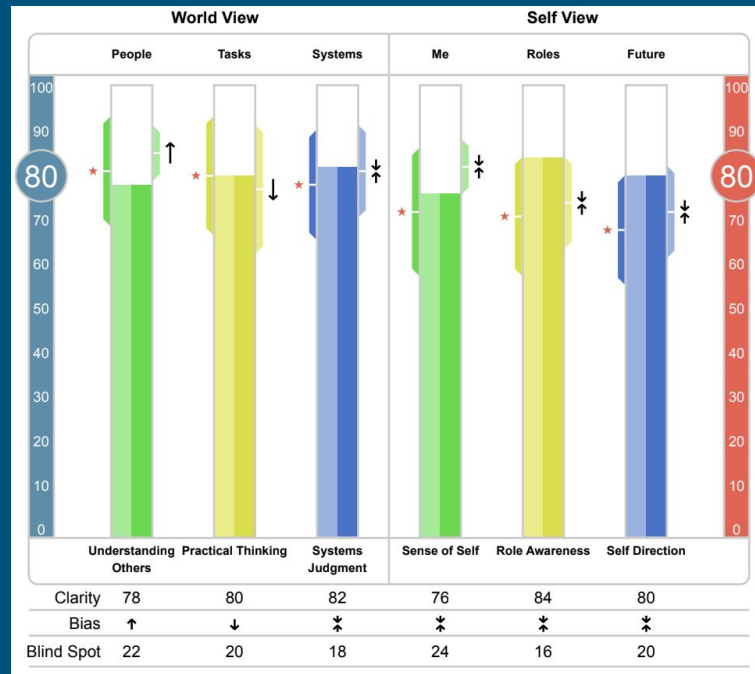


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Hartman Value Profile - A Common Personal Skills Measure



**Robert S.
Hartman**



Exercise - Determine Ideal Personal Skills For Your Job

Score Personal Skills For EA Job

Based on the job accountabilities, the assigned priority, and the estimated time spent in each accountability, assign a three minimum scores 75 and three 65

Personal Skill	Score
Developing Others – The ability to contribute to the growth and development of others.	
Empathetic Outlook – The ability to perceive and understand the feelings and attitudes of others.	
Leading Others – The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.	
Personal Accountability – A measure of the capacity to be answerable for personal actions.	
Problem Solving – The ability to identify key components of a problem to formulate a solution or solutions.	
Results Orientation – The ability to identify actions necessary to complete tasks and obtain results.	



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Accelerate

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Determine Hard Job Skills

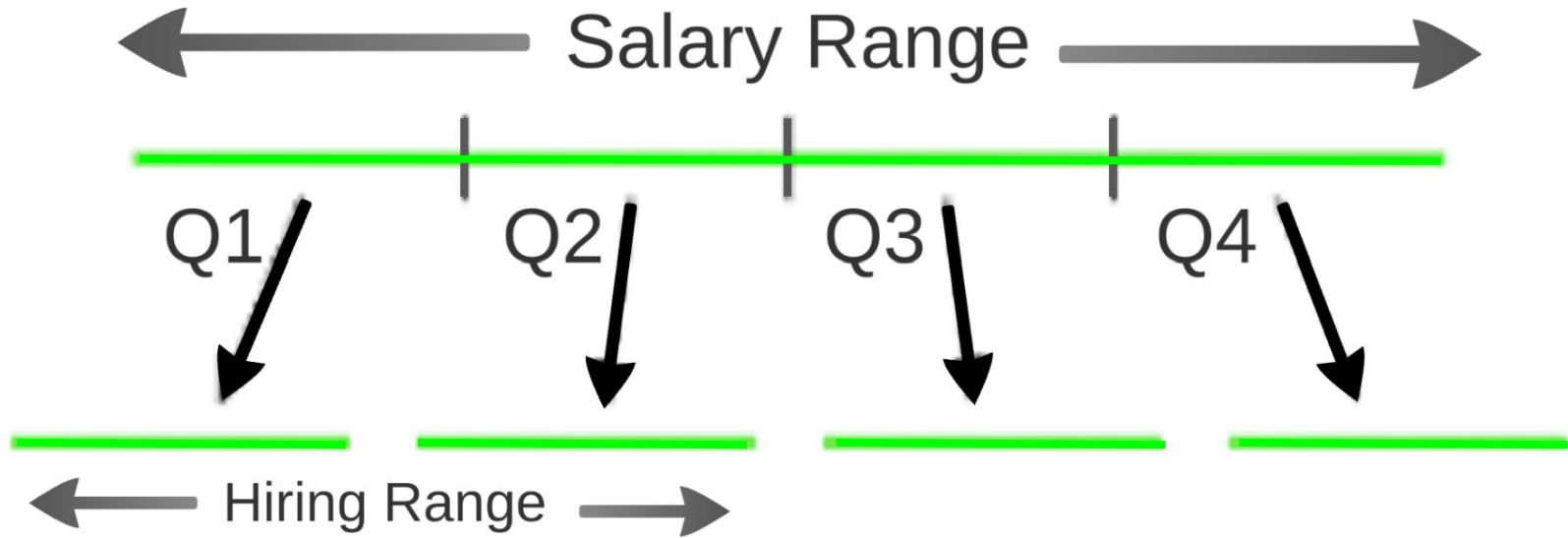
Education

Experience

Salary



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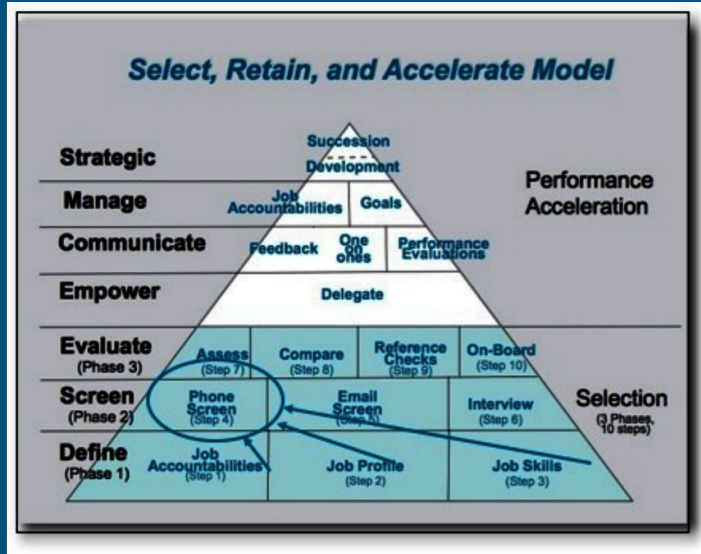
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Phone Screen



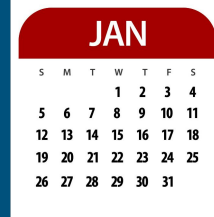
Resume Fallacies - Common Lies



Skills 57%



**Degrees
33%**



**Job Dates
42%**



**Job Titles
34%**



Awards 18%



**Responsibilities
55%**



**Past
Companies
26%**

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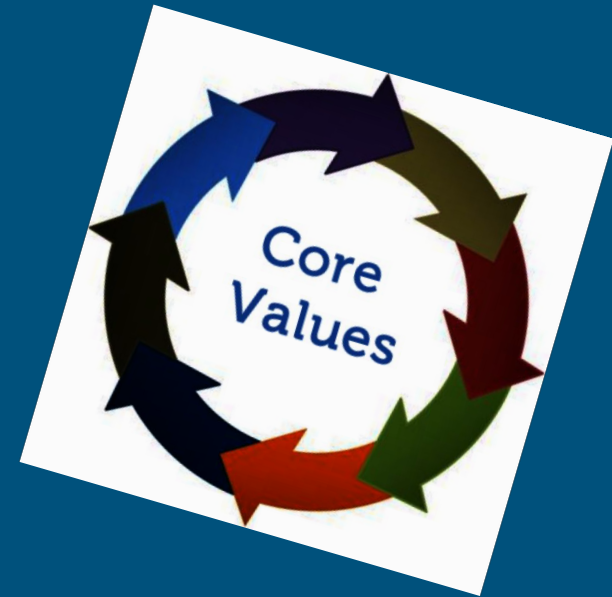
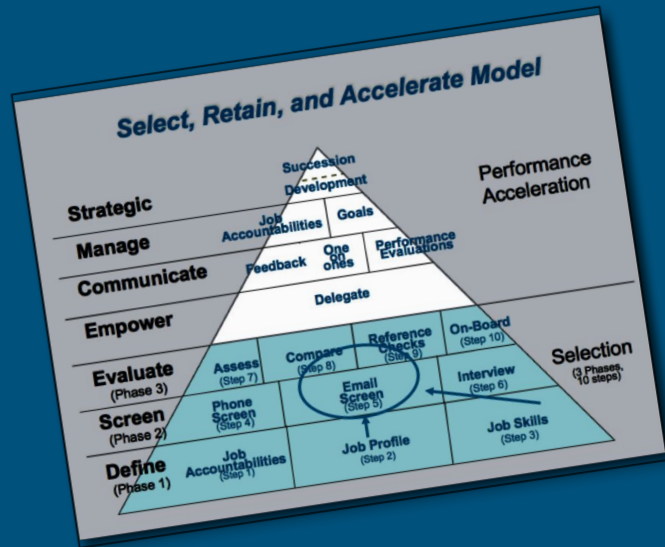
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Core Values Email Screen



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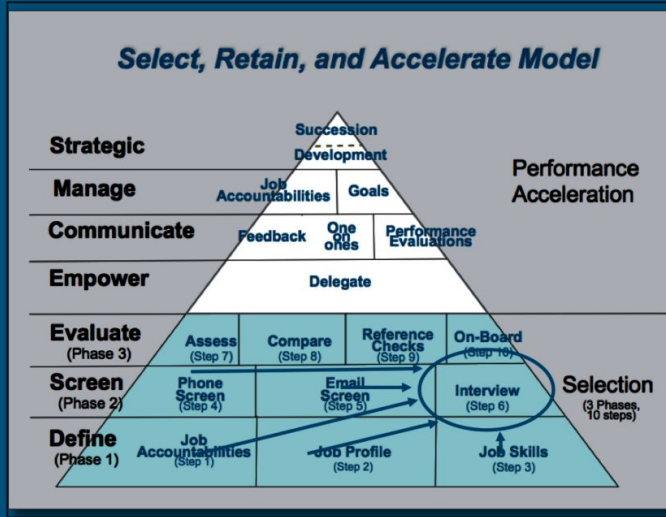
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First Interview



Look for reason NOT to hire candidate



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Job Profile - Interview Questions

- Profile report should provide behavior based interview questions for required behaviors, motivators, and personal skills
- Example – Personal Accountability
 - Tell me about a time when it was necessary to admit to others that you had made a mistake. How did you handle it?
 - Give an example of a situation where others had made an error or mistake and you had to take the blame for their actions. How did you feel about doing that?
 - What is the worst business decision you ever made? What made it the worst? Would knowing what you do now have helped you to avoid making that decision?

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		First Interview	<ul style="list-style-type: none"> Ask behavior-based questions Probe work history Determine job fit 				

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Assess Candidates



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What Makes For A Good Assessment?

Hour Or
Less



\$300 - \$2500

Valid And
Reliable



Tied To Job



Multiple
Sciences



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The Hiring Process Coach™

Define		Screen		Analyze		Accelerate	
Activity	Details	Activity	Details	Activity	Details	Activity	Details
Leader Assessment	<ul style="list-style-type: none"> Behavior & culture Leadership debrief 	Source & Review	<ul style="list-style-type: none"> Job posting language Post online COI email Review resumes 	Assess Soft Skills	<ul style="list-style-type: none"> Behaviors Culture fit Personal skills 	Onboarding - Hiring Manager Debrief	<ul style="list-style-type: none"> Leadership assessment Results debrief Leadership coaching
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Compare Candidate Results To Ideal Profile



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Job Comparison Worksheet



	Job Rank	ABC Company- General Manager	Sample Candidate Rank (Score)	Sample Candidate Match	Sample Candidate Rank (Score)	Sample Candidate Match	National Individual Rank (score)
Attributes	Very	CUSTOMER FOCUS	8 (7.6)		2 (8.6)	<--- Good	2 (7.9)
	Very	PERSONAL ACCOUNTABILITY	7 (7.8)		19 (6.9)	<--- Concern	21 (7.2)
	Very	PLANNING AND ORGANIZATION	21 (6.8)	<--- Concern	8 (7.9)		6 (7.7)
	Very	RESULTS ORIENTATION	22 (6.6)	<--- Concern	17 (7)		19 (7.3)
	Very	ACCOUNTABILITY FOR OTHERS	2 (8.3)		20 (6.8)	<--- Concern	12 (7.5)
	Very	FLEXIBILITY	13 (7.5)		11 (7.6)		10 (7.6)
	Very	GOAL ACHIEVEMENT	17 (7.2)		16 (7.1)		14 (7.4)
	Very	INTERPERSONAL SKILLS	8 (7.6)		2 (8.6)	<--- Good	2 (7.9)
	Imp	CONCEPTUAL THINKING	23 (5.6)	<--- Concern	17 (7)		19 (7.3)
	Imp	DEVELOPING OTHERS	15 (7.3)	<--- Good	13 (7.5)	<--- Good	14 (7.4)
	Imp	INFLUENCING OTHERS	8 (7.6)	<--- Good	9 (7.8)	<--- Good	6 (7.7)
	Imp	OBJECTIVE LISTENING	20 (7)		5 (8.2)	<--- Good	6 (7.7)
	Imp	CONFLICT MANAGEMENT	13 (7.5)	<--- Good	5 (8.2)	<--- Good	5 (7.8)
	Imp	CONTINUOUS LEARNING	1 (8.5)	<--- Good	20 (6.8)		14 (7.4)
	Imp	DECISION MAKING	19 (7.1)		14 (7.3)	<--- Good	14 (7.4)
	Imp	EMPATHETIC OUTLOOK	5 (8.2)	<--- Good	1 (8.8)	<--- Good	1 (8.1)
	Imp	LEADING OTHERS	17 (7.2)		4 (8.4)	<--- Good	2 (7.9)
	Imp	PROBLEM SOLVING	15 (7.3)	<--- Good	11 (7.6)	<--- Good	12 (7.5)
	Imp	RESILIENCY	2 (8.3)	<--- Good	23 (6.5)		21 (7.2)
	Imp	SELF MANAGEMENT	8 (7.6)	<--- Good	14 (7.3)	<--- Good	14 (7.4)
	Some	DIPLOMACY AND TACT	8 (7.6)	<--- Good	7 (8.1)	<--- Good	10 (7.6)
	Some	SELF STARTING	2 (8.3)	<--- Good	22 (6.6)	<--- Good	23 (6.9)
	Some	TEAMWORK	6 (7.9)	<--- Good	10 (7.7)	<--- Good	6 (7.7)
Dimensional Balance	n/a	EMPATHETIC OUTLOOK	8.2 (0)		8.8 (0)		8.05
	n/a	PRACTICAL THINKING	6.2 (-)		8.8 (-)		7.96
	n/a	SYSTEMS JUDGMENT	6.8 (+)		7.5 (+)		7.75
	n/a	SENSE OF SELF	7.8 (+)		6.4 (-)		7.19
	n/a	ROLE AWARENESS	8.2 (+)		7.2 (-)		7.1
	n/a	SELF DIRECTION	8.4 (+)		5 (+)		6.84
	n/a	RELIABILITY	0.82-0.93		0.93-0.75		
Motivators	1	UTILITARIAN/ECONOMIC	2 (6.5)	<--- Good	5 (4)	<--- Gap (4)	3 (5.0)
	2	INDIVIDUALISTIC/POLITICAL	1 (7.5)	<--- Good	3 (4.8)		2 (5.7)
	3	TRADITIONAL/REGULATORY	4 (4.2)		1 (6.8)		4 (4.7)
	4	THEORETICAL	3 (6.2)		2 (5.7)		1 (6.0)
	5	SOCIAL	5 (3.5)	<--- Good	6 (3.8)	<--- Good	5 (4.3)
	6	AESTHETIC	6 (2.2)	<--- Good	3 (4.8)		5 (4.3)
DISC	35	D	59 (62)		45 (34)	<--- Good	
	75	I	56 (66)	<--- Good	22 (32)	<--- Gap (53)	
	76	S	68 (52)	<--- Good	66 (63)	<--- Good	
	38	C	32 (36)	<--- Good	81 (88)	<--- Gap (43)	
	17	Wheel	50 (29)		21 (22)		
Analysis		Attributes Above Mean	9	<--- Concern	13		
		PERSONAL ACCOUNTABILITY (Mean 7.2)	7.8		6.9		
		Goal Achievement (Mean 7.4)	7.2		7.1		
		Results Orientation (Mean 7.3)	6.6		7		
		Using Common Sense (Mean 7.4)	6	<--- Concern	7.6		
		Watson-Glaser Critical Thinking	29	<--- Good	19	<--- Concern	
		Recognizing Assumptions	11		8		
		Evaluate Arguments	8		6		
		Drawing Conclusions	10		5		





Job Comparison Worksheet

Behaviors

Enter the Job score from the Job Behavior Style determined in prior exercise. Enter your Self scores from your TriMetrix Personal Report; results are on the last page. The scale is from 1 to 100.

Style	Job	Kim	Tom	Mary
Dominance – How one handles problems and challenges		5	95	40
Influence – How one handles people and influence others		2	85	30
Steadiness – How one handles change and paces oneself		9	15	85
one sees/handles rules and procedures set by others		35	10	70

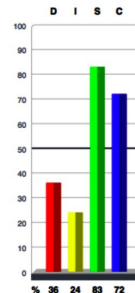
om the Cultural/Motivators determined in prior exercise... Enter your Self rank from your report; results are on the last page. The rank is from 1 to 6.

Motivator	Job	Kim	Tom	Mary
alance in their lives, creative self-expression, beauty		6	3	5
lue personal recognition, freedom, and control over others.		4	2	6
unities to be of service to others and contribute to the g of society.		2	6	3
knowledge for knowledge's sake, continuing al growth.		1	4	2
traditions inherent in social structure, rules, les.		3	5	4
ractical accomplishments, results and rewards for i, resources and energy.		5	1	1

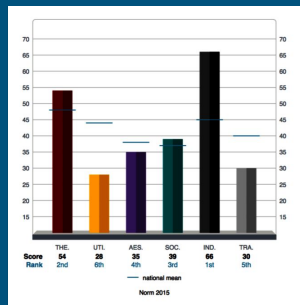
Skills

om the Personal Skills determined in prior exercise... Enter your Self score from your TriMetrix ults are on the Core Skills Report (7 pages from the end).

Personal Skill	Job	Kim	Tom	Mary
Developing Others – The ability to contribute to the growth and development of others.		9	83	66
Empathetic Outlook – The ability to perceive and understand the feelings and attitudes of others.		88	96	75
Leading Others – The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.		87	83	81
Personal Accountability – A measure of the capacity to be answerable for personal actions.		81	69	72
Problem Solving – The ability to identify key components of a problem to formulate a solution or solutions.		85	84	69
Results Orientation – The ability to identify actions necessary to complete tasks and obtain results.		90	81	75



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Core Skills List For Consulting and Coaching

<p>1.3 7.9 Accountability to Others</p> <p>8.2 8.0 Attention to Detail</p> <p>8.8 7.9 Attitude Toward Others</p> <p>8.2 7.9 Balanced Decision Making</p> <p>8.2 7.9 Conceptual Thinking</p> <p>8.8 7.8 Concrete Organization</p> <p>8.6 7.3 Consistency and Reliability</p> <p>8.8 7.9 Correcting Others</p> <p>8.8 7.9 Emotional Control</p> <p>8.8 8.1 Emotional Outlook</p> <p>8.1 7.4 Engagement of the Job</p> <p>8.0 7.7 Evaluating Others</p> <p>8.4 7.7 Evaluating What is Said</p> <p>8.0 8.0 Flexibility/Adaptation</p> <p>8.8 7.9 Freedom from Prejudices</p> <p>8.8 7.1 Giving Constructive Feedback</p> <p>7.9 7.4 Handling Rejection</p> <p>7.4 7.9 Handling Stress</p> <p>8.1 8.3 Influence</p> <p>10.0 7.8 Integrative Ability</p> <p>1.0 7.1 Internal Self Control</p> <p>8.2 7.9 Making Decision Making</p> <p>8.8 7.3 Ask Others</p> <p>8.3 7.9 Leading Others</p> <p>8.0 7.8 Long Range Planning</p> <p>6.1 0.9 Meeting Deadlines</p> <p>8.7 7.8 Monitoring Others</p> <p>1.4 1.2 Persistence</p> <p>8.8 7.7 Personal Accountability</p> <p>8.1 8.1 Personal Drive</p> <p>8.8 7.8 Personal Responsibility</p> <p>8.8 7.8 Persuading Others</p> <p>8.8 8.9 Prioritizing Thinking</p>	<p>8.3 7.7 Realistic Expectations</p> <p>8.7 8.2 Realistic Goal Setting for Others</p> <p>8.8 7.8 Realistic Personal Goal Setting</p> <p>8.6 7.8 Reacting to Others</p> <p>8.0 8.0 Respect for Policies</p> <p>8.6 7.8 Results Orientation</p> <p>8.6 7.1 Role Awareness</p> <p>8.8 7.9 Self-Confidence</p> <p>8.8 8.7 Self Assessment</p> <p>8.8 8.6 Self Expression</p> <p>7.8 8.9 Self Direction</p> <p>8.8 8.1 Self Empowerment</p> <p>8.8 7.4 Self Management</p> <p>8.8 7.3 Sense of Belonging</p> <p>8.8 7.3 Sense of Mission</p> <p>8.2 7.2 Sense of Self</p> <p>8.1 7.9 Sense of Timing</p> <p>8.8 7.8 Sensitivity to Others</p> <p>8.8 7.8 Status and Recognition</p> <p>8.8 7.8 Systems Thinking</p> <p>8.8 7.8 Systems Judgment</p> <p>8.1 7.2 Taking Responsibility</p> <p>8.0 8.3 Understanding Individual Needs</p> <p>8.8 8.1 Understanding Motivational Needs</p> <p>8.8 7.8 Using Common Sense</p>
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The Hiring Process Coach™

Define		Screen		Analyze		Accelerate	
Activity	Details	Activity	Details	Activity	Details	Activity	Details
Leader Assessment	<ul style="list-style-type: none">● Behavior & culture● Leadership debrief	Source & Review	<ul style="list-style-type: none">● Job posting language● Post online● COI email● Review resumes	Assess Soft Skills	<ul style="list-style-type: none">● Behaviors● Culture fit● Personal skills● Critical thinking	Onboarding - Hiring Manager Debrief	<ul style="list-style-type: none">● Leadership assessment● Results debrief● Leadership coaching
Job Activities & Define Scorecard	<ul style="list-style-type: none">● Reporting structure● Accountabilities● Priorities● Time allocations● Success factors		Phone Screen	<ul style="list-style-type: none">● Confirm resume & job requirements● Discuss salary● Ask job specific questions	Compare	<ul style="list-style-type: none">● Candidate match to Avatar● Identify areas to probe● Determine candidate direction	Onboarding - New Hire Debrief
Create Avatar	<ul style="list-style-type: none">● Behaviors● Culture fit● Personal skills	Core Values Email Screen		<ul style="list-style-type: none">● CVE email template● Evaluate response and fit	Performance Checks	<ul style="list-style-type: none">● Focused, behavior-based questions● Probe job fit gaps● Understand leadership needs	Onboarding - Joint Debrief New Hire and Leader
Clarify Requirements	<ul style="list-style-type: none">● Experience● Skills● Education● Salary		First Interview	<ul style="list-style-type: none">● Ask behavior-based questions● Probe work history● Determine job fit	Additional Interviews	<ul style="list-style-type: none">● Focused, behavior-based questions● Probe job fit gaps● Follow up on performance check insights	Advisor first quarter coaching

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Performance Checks



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The Hiring Process Coach™

Define		Screen		Analyze		Accelerate	
Activity	Details	Activity	Details	Activity	Details	Activity	Details
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Selection And Onboarding



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Recommended Process Weights

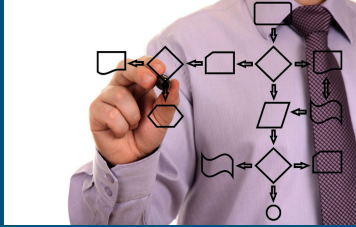
Selection Step	Weight
Resume/hard skills	15%
Email Screen	10%
Phone Screen	5%
1st Interview	15%
Assessment	25%
Performance Checks	10%
2nd Interview	20%
Total	100%



Session Objectives



Attract Superstars



Selection Process



Talent Assessments



Have Fun



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Cyndi Gave

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Ready, Aim, Hire: A Proven Process For Hiring Success

Session Resources



Exercise Worksheet

Rank and Time Percent For EA Job Accountabilities

Based on YOUR organization's needs, prioritize the four common EA accountabilities. After prioritizing, assign the estimated time percentage you would expect the EA to spend in the four accountabilities – the percentages must add up to 100%.

Accountability	Strategic Priority	Time Percent
Administration – Answer phones, file, sort mail, manage office supplies		
Executive Efficiency – Manage calendars, organize executives, seek efficiencies		
Meeting Coordination – Arrange travel, coordinate meeting logistics, meeting prep and followup		
Team Activities – Participate in company events, pursue personal development, assist team members		

Assign Behavior Style Scores For EA Job

Based on the accountabilities above, the assigned priority, and the estimated time spent in each accountability, assign a score for each behavior style ranging from 1 to 100. Total of all four dimensions should be less than 225.

	Dominance	Influence	Steadiness	Compliance
100	Aggressive	Gabby	Stoic	Exacting
75	Driving	Magnetic	Passive	Organized
60	Ambitious	Trusting	Steady	Bal Judgment
40	Attentive	Reflective	Flexible	Entrepreneurial
25	Cautious	Reluctant	Restless	Challenging
1	Apprehensive	Pessimistic	Scattered	Rule Oblivious
Score				

Exercise Worksheet

Rank Culture/Motivator/Values For EA Job

Based on the accountabilities above, the assigned priority, and the estimated time spent in each accountability, rank each behavior style from 1 to 6.

Motivator	Strong	Average	Weak	Rank
Rank	1 or 2	3 or 4	5 or 6	1 - 6
Aesthetic – Value balance in their lives, creative self-expression, beauty and nature.	The job's actions are driven by a passion for form, harmony, and beauty within and without extending to possessions and surroundings. The concern for environment is very strong.	The job's passion for form harmony, and beauty are situational, and do not extend to the totality of the job.	The job may be negative or indifferent to the Aesthetic point of view.	
Individualistic – Value personal recognition, freedom, and control over their own destiny and others.	The job requires leadership and a passion to control its destiny and the direction of others.	The job requires leadership in specific situations. There is not a passion to control all situations.	The job reacts negatively to situations requiring strong control. Power is discouraged.	
Social – Value opportunities to be of service to others and contribute to the progress and well being of society.	The job has a passion to better humanity, to invest time, talents, and resources in helping the world become a better place. Tremendous fulfillment is felt from the pursuit of social activities.	The job has a passion to assist others only situationally, under given conditions and circumstances.	The job may react negatively to social causes believing them to be a waste of resources and time.	
Theoretical –Value knowledge for knowledge's sake, continuing education and intellectual growth.	The job requires a passion for knowledge and the discovery of truth.	The job requires a situational drive for knowledge and truth; in-depth learning is required for specific topics.	The job is either negative or indifferent to knowledge and discovery of truth. Facts are uninteresting and the desire to learn is highly situational.	
Traditional – Value traditions inherent in social structure, rules, regulations and principles.	Job believes in a systematic approach or a "rule book" for getting things done. Approaches that do not fit into the "system" will tend to be rejected.	The job does not have a set systematic approach but may need systems or stringent approaches.	The job may react negatively to situations requiring a structured or systematic approach.	
Utilitarian – Value practical accomplishments, results and rewards for their investment of time, resources and energy.	The job's actions are driven by investment and return of time, talent, or resources. Investment, utility, and practicality are important.	The job may be practical situationally, looking for return on investment only in specific arenas. There lacks a passion for investment.	The job may react negatively when someone seeks return of investment, or may be indifferent and not care.	

Score Personal Skills For EA Job

Based on the job accountabilities, the assigned priority, and the estimated time spent in each accountability, assign a three minimum scores 75 and three 65

Personal Skill	Score
Developing Others – The ability to contribute to the growth and development of others.	
Empathetic Outlook – The ability to perceive and understand the feelings and attitudes of others.	
Leading Others – The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.	
Personal Accountability – A measure of the capacity to be answerable for personal actions.	
Problem Solving – The ability to identify key components of a problem to formulate a solution or solutions.	
Results Orientation – The ability to identify actions necessary to complete tasks and obtain results.	

Job Comparison Worksheet

Behaviors

Enter the Job score from the Job Behavior Style determined in prior exercise. Enter your Self scores from your TriMetrix Personal Report; results are on the last page. The scale is from 1 to 100.

Style	Job	Kim	Tom	Mary
Dominance – How one handles problems and challenges		25	95	40
Influence – How one handles people and influence others		20	85	30
Steadiness – How one handles change and paces oneself		90	15	85
Compliance – How one sees/handles rules and procedures set by others		85	10	70

Motivators

Enter the Job rank from the Cultural/Motivators determined in prior exercise.. Enter your Self rank from your TriMetrix Personal Report; results are on the last page. The rank is from 1 to 6.

Motivator	Job	Kim	Tom	Mary
Aesthetic – Value balance in their lives, creative self-expression, beauty and nature.		6	3	5
Individualistic – Value personal recognition, freedom, and control over their own destiny and others.		4	2	6
Social – Value opportunities to be of service to others and contribute to the progress and well being of society.		2	6	3
Theoretical – Value knowledge for knowledge's sake, continuing education and intellectual growth.		1	4	2
Traditional – Value traditions inherent in social structure, rules, regulations and principles.		3	5	4
Utilitarian – Value practical accomplishments, results and rewards for their investment of time, resources and energy.		5	1	1

Personal/Soft Skills

Enter the Job rank from the Personal Skills determined in prior exercise.. Enter your Self score from your TriMetrix Personal Report; results are on the Core Skills Report (7 pages from the end).

Personal Skill	Job	Kim	Tom	Mary
Developing Others – The ability to contribute to the growth and development of others.		90	83	66
Empathetic Outlook – The ability to perceive and understand the feelings and attitudes of others.		88	96	75
Leading Others – The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.		87	83	81
Personal Accountability – A measure of the capacity to be answerable for personal actions.		81	69	72
Problem Solving – The ability to identify key components of a problem to formulate a solution or solutions.		85	84	69
Results Orientation – The ability to identify actions necessary to complete tasks and obtain results.		80	81	75

The Hiring Process Coach™



Activity	Details	Activity	Details	Activity	Details	Activity	Details
<u>Leader Assessment</u>	<ul style="list-style-type: none"> • Behavior & culture • Leadership debrief 	<u>Source & Review</u>	<ul style="list-style-type: none"> • Job posting language • Post online • COI email • Review resumes 	<u>Assess Soft Skills</u>	<ul style="list-style-type: none"> • Behaviors • Culture fit • Personal skills • Critical thinking 	<u>Onboarding - Hiring Manager Debrief</u>	<ul style="list-style-type: none"> • Leadership assessment • Results debrief • Leadership coaching
<u>Job Activities & Define Scorecard</u>	<ul style="list-style-type: none"> • Reporting structure • Accountabilities • Priorities • Time allocations • Success factors 	<u>Phone Screen</u>	<ul style="list-style-type: none"> • Confirm resume & job requirements • Discuss salary • Ask job-specific questions 	<u>Compare</u>	<ul style="list-style-type: none"> • Candidate match to Avatar • Identify areas to probe • Determine candidate direction 	<u>Onboarding - New Hire Debrief</u>	<ul style="list-style-type: none"> • Profile debrief • Compare to Avatar • Individual coaching
<u>Create Avatar</u>	<ul style="list-style-type: none"> • Behaviors • Culture fit • Personal skills 	<u>Core Values Email Screen</u>	<ul style="list-style-type: none"> • CVE email template • Evaluate response and fit 	<u>Performance Checks</u>	<ul style="list-style-type: none"> • Focused, behavior-based questions • Probe job fit gaps • Understand leadership needs 	<u>Onboarding - Joint Debrief New Hire and Leader</u>	<ul style="list-style-type: none"> • Review profiles comparison report • <u>Review scorecard</u>
<u>Clarify Requirements</u>	<ul style="list-style-type: none"> • Experience • Skills • Education • Salary 	<u>First Interview</u>	<ul style="list-style-type: none"> • Ask behavior-based questions • Probe work history • Determine job fit 	<u>Additional Interviews</u>	<ul style="list-style-type: none"> • Focused, behavior-based questions • Probe job fit gaps • Follow up on performance check insights 	<u>Advisor first quarter coaching</u>	<ul style="list-style-type: none"> • Review performance acceleration tracker with new hire and leader

I finally realized, after working with The Metiss Group and following the selection process, that hiring really doesn't have to be a crap shoot.

– Ivan Brillhart, General Manager, Delaco Kastle Processing

The Power is in the Process - The Magic is in the Tools
A guaranteed approach to making the right hire