

LEADING *from* YOUR STRENGTHS

SUCCESSFUL HIRING GUIDE



*Identifying the strengths required by the position
To help people serve from their strengths*

This process is not designed to be used for more than 1/3 of your hiring decision. The process and tools used in this guide are designed to only be a small part of your overall hiring process. With the steps identified in this guide and the combination of the Position Insights and the Leading From Your Strengths (LFYS) Assessment you have a unique and comprehensive process to assess the strengths need in the position, and invite the right people into your organization.

Successful Hiring

Finding, Hiring and retaining good people can be a difficult and consuming process. But take heart! Although successful hiring may be an involved process, the Position Insights and the LFYS Assessments, when used together, will streamline your approach and decisions about new hires and the position you want to fill. Below are a few key points to consider in helping you find and retain the right people for your business.

The two main questions in successful hiring are:

- **What are the behaviors needed for superior performance?**
- **Who will best fit the job based on his or her most dominant and natural strengths?**

Check Your Expectations for the Position

Clarify Your Perception of the Job

It may be surprising to find out that the main reason for high employee turnover and employee dissatisfaction is an ill-defined picture of the position before a person is hired!

- Successful hiring starts with clarifying your expectations of the open position.
 - Review Position Description

Here is an important checklist of questions to answer as you start to consider successfully filling an open position.

- What is the nature of the position?
- Does the job require a person to be primarily a people-oriented person or a detail and task-oriented person, or a combination of both?
- What are the most difficult aspects of the position as you see them?

Consider Four Factors Before Hiring!

Four essential factors are at work in every position and every job candidate. Every position, in business or in ministry, demands from a person a certain degree of each one of these factors. Take note of these four areas and begin to think about what each position in your company or ministry requires from the person in that position.

- Solving Problems
- Influencing Others
- Responding to the Pace of the Environment
- Following Rules and Procedures

Some predictable hiring issues and conflicts can be avoided if the hiring team or individual assesses how much “strength” or intensity of each one of these factors is needed for a person to succeed in the job. To guide your smooth hiring process with the Position Insight and Leading From Your Strengths Assessments, here are a few key points to remember as you look to hire and retain the right people for open positions:

- It’s important to get a clear picture of how much each of these behavioral factors is in each candidate.

Different “types” of people respond much differently to the SAME issue or problem. Knowing what the position demands in each of these four areas will help you determine the best candidates for the positions available.

The Position Insights and Leading From Your Strengths Assessments, together, give a clear picture of the intensity of each one these factors in a job and in a candidate.

Looking at Strengths and Behavioral Style

Who Will You Choose?

Hiring the “Best Person” is more difficult than you think!

Hiring the “best” candidate because you think that he or she “can do anything, is “well-rounded” and has “impressive credentials”, sounds like a solid plan, but it can actually end up increasing your employee turnover. Here’s why:

- It is appealing and comforting to hire a “great” person with lots of ability and potential to excel in the job. But this is flawed reasoning if you think you can make a good person “fit” any job.
- A multi-talented and well-rounded person may be able to learn to do anything and fit into many different types of roles, but this person’s job satisfaction will eventually begin to wane because the longer a person is trying to be “all things to all people” on the job, the more internal

frustration and related stress will accumulate in the employee. It's the "square peg in a round hole" mentality.

- An employee not matched to the specific behavioral demands of the position, will undoubtedly become disenchanted with the job and prove to be less than "ideal" for the position in a short amount of time.
- It is crucial that the strengths and behavioral style of your top candidates be accurately matched with the expectation of the position. This is where the Position Insights and Leading From Your Strengths Assessment come in!

Getting the Profiles

Our recommended hiring process is outlined below with an emphasis on the Position Insights Assessment as the first step in clarifying what each position demands for job success. The second part of the successful hiring process includes having top candidates complete the LFYS Assessment. Both assessments are always available for at www.insightsinternational.com.

With the Position Insights Assessment, an individual or hiring team will be able to get a clear and accurate picture of the behavioral demands of any position.

With the LFYS Assessment, is designed to obtain an accurate profile of each person applying for the position. Then compare the position profile with each candidate's profile.

The Position Insights Assessment process is outlined below. This Position Insights guide is designed to help an individual or team accurately assess and outline the behavioral demands of any position. If the process outline is followed, it will accomplish three important objectives for the individual or group in charge of hiring:

1. For the individual, this process creates clarity about the position and its behavioral demands. For a group in charge of hiring, Position Insights creates a strong consensus and understanding among group members about the expectations of the position.
2. The process provides a clear understanding and outline of the personal strengths needed by someone to excel in the specific position in question.
3. The process helps a group identify ideal candidates for open positions.

*If an individual is completing the Position Insights Assessment alone, he or she should skip the following steps and **begin with item 3 in Step Two below to begin the process.**

**Again, it is recommended that the individual be familiar with the Leading From Your Strengths Assessment to gain the most benefit from the Position Insights report.

Step One:

Identify the key stakeholders that will complete the Position Insights.

Stakeholders:

1. Hiring manager responsible for filling the open position.
2. Supervisor responsible for day to day management of the position.
3. A person currently doing the job and exceeding the performance expectations of the job.
4. One or two additional individuals the job will serve. (internal customers)

Step Two:

Key stakeholders review the position description.

Review Position Description:

1. Elect a moderator.
2. Read the position description independently making note of key point or need discussion points.
3. Discuss and resolve any key points starting with the person on the left of the moderator.
4. Make changes as needed to the current description and review.

Step Three:

Begin the Position Insights Assessment process by building consensus.

1. Each stakeholder needs a copy of the Position Insights response form. Download and print the 14-item survey for each committee person. The form can be opened and downloaded at www.leadingfromyourstrengths.com/position.pdf.
2. Moderator, have each stakeholder complete the response form by ranking **block one only** from 1 – 4, 1 being the highest priority and 4 being the lowest.

Each block requires agreement by the entire group on the order of importance of each statement before moving on to the next block.

- a. It is important that the moderator keep stakeholders focused on the position description while completing this process. “If the position could talk, what would it say?”
3. After completing all 14-blocks, score the instrument. Go to www.justrespond.com and enter the position insights “response link” you purchased prior to starting this process. Follow the on-screen instructions to transfer your responses from your paper response form to the online response form.
4. The Position Insights Report will be immediately generated and e-mailed.
 - a. The report will be displayed as well for immediate printing.
 - * Make sure pop-up blockers are turned off to view the report.
5. Print the Position Insights report using Adobe Acrobat Reader and discuss the report within the hiring team. It is important that everyone agrees on the overall profile of the position.

Step Four:

The screen candidates you will need to purchase the Leading From Your Strengths assessment for each candidate. You can purchase assessments at www.leadingfromyourstrengths.com.

Screening Candidate:

1. Determine who you will screen by establishing some pre-screening criteria. Some organizations have several pre-requisites before they will even take the candidate to the next level. E.g. Education, related experience, specific training...
2. Give each candidate you are going to screen a LFYS assessment response link and direct them to www.justrespond.com. Upon completing the assessment the person who purchased the response link will instantly receive a copy of the results to the email address used during the online order process.

Step Five:

Comparing top candidates to the profile of the position.

1. Make certain that your top candidates have taken the Assessment, and the group (or individual) has each candidate’s report on hand for the meeting.
2. As a group, compare the top candidates’ assessment to the Position Insights results and identify similarities and differences. Structure live interview questions from the reports for candidates if more interviews are necessary.

3. Compare the candidate's Core Style Graph in his or her assessment and its degree of similarity to the Position Insights graph. A close Core Graph match indicates that the candidate's Core Style is compatible with the position requirements.
4. Look at the disparity between the candidates' core and adapted graphs. Implications of the core and adapted graphs:
 - a. If similar than a natural question should be; why are you leaving your current job?
 - b. If very different; it appears as though the candidate is currently serving in a mismatched position that could lead to the reason why the candidate is leaving their current job. What is causing stress and why? Is this job similar or different?
5. Reach an overall agreement on the best "match" for the position.

Step Six:

Follow up with the new hire during an initial hiring meeting, and make plans to review the position and the staff in the future.

1. The group or individual should meet with the successful candidate and review the Position Insights profile and his or her assessment to set the expectations for the new hire and discuss the demands of the position.
2. If the new hire is placed in a leadership or management position, it is recommended that the new hire and his or her direct reports conduct a Leading From Your Strengths Teambuilding Session. This interactive process will help the team through the new leadership transition.
3. If the candidate is a team member is recommended that the new employee complete the teambuilding workbook and set time aside to share their responses with others on his or her team.
www.leadingfromyourstrengths.com/teambook.pdf
4. Complete the Position Insights process again in the future if the nature or demands of the position change over time. Leadership will understand the overall demands of the position, and how to meet them as they change.